



Agricultural Marketing and Transformation Investment Programme (AMTIP)

## INCEPTION REPORT

1 FEBRUARY 2015 – 31 JULY 2015

# Agricultural Marketing and Transformation Investment Programme (AMTIP)





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## Disclaimer

This publication has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of GIZ and can in no way be taken to reflect the views of the European Union.

## List of acronyms used in the report

AMTIP	Agricultural Marketing and Transformation Investment Programme
BMZ	Bundesministerium Für Wirtschaftliche Zusammenarbeit
BoQ	Bill of Quantity
CAMP	Comprehensive Agricultural Development Master Plan
CM	Component Manager
DG	Director General
DSA	Daily Subsistence Allowance
EU	European Union
FSDAM	Food Security and Development of Agricultural Markets Programme
GBG	Greater Bahr El Ghazal
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GSS	Government of South Sudan
LS	Lakes State
M&E	Monitoring & Evaluation
MoU	Memorandum of Understanding
MLFI	Ministry of Livestock and Fisheries Industry
SMARF	State Ministry of Animal Resources and Fisheries
NBG	Northern Bahr El Ghazal
NGO	Non-Governmental Organisation
RSS	Republic of South Sudan
SORUDEV	South Sudan Rural Development Programme
SPCRP	Sudan Productive Capacity Recovery Programme
SSDP	South Sudan Development Plan
STE	Short-term Expert
UFSLM	Urban Food Security, Livelihoods and Markets Project
WBG	Western Bahr El Ghazal
WfL	Water for Lakes
VsF	Veterinarians sans Frontiers
ZEAT BEAD	Zonal Effort for Agricultural Transformation: Bahr el Ghazal Effort for Agricultural Development

## 1. Description

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1.1. Name of Coordinator of the grant contract:

**Dr Alexander Solyga**

1.2. Name and title of the Contact person:

**Dr Alexander Solyga, Programme Manager**

1.3. Name of Beneficiary:

**Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH**

1.4. Title of the Action:

**Agricultural Marketing and Transformation Investment Programme (AMTIP)**

1.5. Contract number:

**2014 / 354-446**

1.6. Start date and end date of the reporting period:

**01 February 2015 to 31 July 2015**

1.7. Target country and regions:

**South Sudan, Northern and Western Bahr el Ghazal, Warrap and Lakes State**

1.8. Final beneficiaries:

**Smallholder producers, urban and peri-urban consumers**

Target groups<sup>1</sup>:

**State ministries staff, County and Town council staff and Private operators and their staff**

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<sup>1</sup> "Target groups" are the groups/entities who will be directly positively affected by the project at the Project Purpose level, and "final beneficiaries" are those who will benefit from the project in the long term at the level of the society or sector at large.

## **2. Background**

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### **2.1. General**

The Republic of South Sudan has not developed to its full potential, despite its abundant natural resources. This is largely due to protracted conflict. According to the South Sudan Development Plan 2011-2013 (Government of South Sudan) 80% of poor households depend on agriculture for their livelihood. However, agricultural production in South Sudan is largely insufficient and not enough to ensure food security for the country's population. The development of agricultural markets is one important element which contributes to encourage farmers to produce through better opportunities for selling, storing or transforming their products.

The Agriculture Marketing and Transformation Investment Programme (AMTIP) is a three year program funded by the German Bundesministerium für Wirtschaftliche Zusammenarbeit (BMZ) and the European Union under the Zonal Effort for Agricultural Transformation: Bahr el Ghazal Effort for Agricultural Development (ZEAT BEAD). AMTIP is implemented by the German International Cooperation (GIZ) as a component of the programme Support to Food Security and the Development of Agricultural Markets in South Sudan (FSDAM).

AMTIP will realise investment projects in the four states of the greater Bahr el Ghazal region. These interventions are based on experiences with the slaughterhouses in Aweil and Kuajok, constructed in 2010/2011 under the EU funded SPCRP. AMTIPs sole principle of running the investments is the Private Public Partnership (PPP) method. This approach focuses on the standard that the physical infrastructure built or rehabilitated by AMTIP is owned by the respective Local Government body such as Municipal Council or State Ministries of Animal Resources but managed by a private operator. AMTIP officially came into existence on the 1 February 2015 with a total funding of 4.036.564, -- Euro.

### **2.2. Inception Report**

An initial inception report for the period from 1 February to 31 July 2015 was submitted to the EU at the beginning of September 2015. This report was then presented and discussed during the ZEAT BEAD Steering Committee (SC) in Wau on 29 September 2015. The SC provided feedback and made some recommendations. In addition, written feedback was provided by the EU on 19 October 2015.

Suggestions and Recommendations from these feedbacks were presented to the respective stakeholders at national and state level and jointly discussed during the month of October 2015. These consultations led to some changes in planned activities and proposed workplan. The recommendations and the resulting amendments are explained in this revised report. This is in addition to a review of the project design and an updated workplan for the first year of implementation. Therefore, this report also covers some activities undertaken up to 31 October 2015.

### 3. Executive summary of the Action

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The implementation of AMTIP started on 1 February 2015. The initial inception period lasted for six month, up to the 31 July 2015. During the inception period relevant baseline information and data were collected, resources mobilised, working relationships with stakeholders established and inception meetings with stakeholder at national as well as state level conducted.

Initial activities such as commencing staff recruitment processes, introducing the project to the relevant ministries at national level, initiating of procurement processes and renting of office premises were undertaken by the already present staff under FSDAM. The inception period was also used to establish electricity supply, furnish the office, procure equipment such as computers and printers and install internet. Qualified regional and national staff members were recruited and administrative procedures established.

AMTIP expects to operate from a main office in Wau and a smaller programme office in Rumbek. The Wau office is fully functional, while the Rumbek one will be operationalized beginning of 2016. AMTIP is headed by a Component Manager while both offices have a Programme Officer responsible for the programme implementation at office level. Most staff for the Wau office is recruited. However, it is proposed to cut the overall number of drivers for the project from five to four. The savings from this measure will be used to employ an Administrative Assistant for the Wau office.

Simultaneously, GIZ started to contact relevant stakeholders of AMTIP and discuss proposed activities. An inception meeting took place with the national Ministry of Animal Resources and Fisheries in Juba. In the meeting, chaired by the Undersecretary, it was agreed to rehabilitate the slaughterhouses in Aweil and Kuajok and construct new ones in Wau and Rumbek. It was also agreed to use the PPP approach for AMTIPs interventions. The meeting referred AMTIP for further discussions to the State level.

Introduction and planning meetings took place in Wau - WBG, Aweil - NBG and Kuajok – Warrap. Initial meetings with the DG for Lakes State took place in Juba due to security issues. However, further meetings in Rumbek took place in September and October. The Ministries in the 4 states welcomed the planned interventions of AMTIP as much needed and emphasized the need for rehabilitation / construction of slaughterhouses.

All stakeholders agreed on the PPP approach for running the slaughterhouses. The slaughterhouses in Aweil and Kuajok are already managed by private operators albeit with problems. Stakeholders in WBG and Lakes State agreed to advertise for a private operator. All stakeholders welcomed the idea of training operators, service providers such as the public health staff and state owners of infrastructure, responsible for supervision.

The authorities in Lakes state had initially asked to move the location of the planned slaughterhouse from Rumbek to Yirol. Veterinarians sans Frontiers (VsF) Belgian with funding from EU had constructed a slaughterhouse in Rumbek in 2014. However, the slaughterhouse was not completed and is not operational. Therefore, the ZEAT BEAD Steering Committee and EU requested GIZ to further discuss the issue with SMARF Lakes State. These discussions and a technical assessment by a GIZ engineer led to the recommendation to upgrade and finish the existing slaughterhouse facilities in Rumbek.

The state of Aweil rice scheme including the rice mill and a possible PPP project was discussed with the General Manager of the scheme in Aweil on 14 July 2015. There are no signs that the privatisation of the rice scheme or part of its operations is going to be undertaken in the near future. The rehabilitation of the Aweil rice mill was envisaged under the condition of contracting a private operator for its future operation. This is not likely to happen according to the rice scheme manager.

Therefore, GIZ proposes to replace this activity with the construction of an agricultural warehouse. GIZ recommends Kangi Payam along the Wau to Aweil road as location. This suggestion is based on the fact that WBG is the only state in GBG region where surplus crop production is available. However, in the few areas of Western Bahr el Ghazal with surplus production the lack of storage make marketing extremely difficult and expensive. One such area is Kangi Payam in Jur River County, along the Wau to Aweil road.

To improve storage capacities and also to provide a place for agricultural marketing and processing, an agricultural warehouse needs to be constructed. This suggestion is further based on a feasibility study from UNOPS, a ZEAT BEAD partner, which points out that “Kangi is identified as appropriate for establishment of agricultural products storage and packing facilities”.



## 4. Assessment of implementation of Action activities

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### 4.1. Specific Objectives of AMTIP

#### **SO 1: Enlarging capacities to process, store and market local agricultural and livestock products**

**Indicator:** Processing, storage and marketing capacities have been increased by 10 per cent

**Level of achievement:** Not yet applicable

#### **SO 2: State governments are contracting private operators to run the processing, storage and marketing facilities**

**Indicator:** The legal and administrative framework for PPPs developed, formally approved and disseminated

**Level of achievement:** A legal and administrative framework for PPPs is in existence within the State Ministries and was used for PPPs in Aweil and Kuajok. State Ministries and GIZ are in the process of assessing existing gaps and developing necessary documents and bylaws.

It needs to be noted that Component 1 of ZEAT BEAD should contribute to achieving this SO. However, this ZEAT BEAD Component is not implemented at the moment.

#### **SO 3: The selected private operators are enabled to run the facilities technically and economically at affordable prices**

**Indicator:** 5 contracts with private operators established

**Level of achievement:** The contracts with the 2 operators in Aweil and Kuajok had expired at the end of last year and second quarter of this year. Both contracts were renewed for 3 and 2 years respectively.

### 4.2. Results and Activities

#### **Preparatory Phase: Setting up of project**

##### **Mobilize project staff and set up the project office in Wau**

The overall coordination of FSDAM of which AMTIP is a component is done from the office of the FSDAM Programme Manager in Juba. The office is fully established and operational. A Component Manager based in Wau is responsible for the implementation of AMTIP. The Component Manager was recruited on 1 April 2015. After a one month preparation in Germany, he took up work in Wau. The AMTIP Wau office is located within the Souk Sika Hadid area in Hai Dharaja, Wau Municipality. A second office in Rumbek will be operationalized beginning of 2016.

The Component Manager AMTIP is assisted by two Programme Officers, one in Wau and one in Rumbek responsible for the programme implementation at office level. Staff

recruitment has been ongoing during the inception period and is almost completed. The following staff members are on board and have been oriented on the project:

- Component Manager (1)
- Programme Officer Wau (1)
- Programme Engineer (1)
- Administrative Assistant (1)
- Driver (1)
- Office Cleaner (1)

The Finance / Administration Manager (1) in Juba is in place and time and costs are shared between FSDAM, UFSLM and AMTIP. In addition, a Senior Finance / Administration Officer (1) and a Cashier (1) in Wau are operative and share cost and working time 50 / 50 between AMTIP and UFSLM. The recruitment of additional drivers (2) is ongoing. Staff for the Rumbek office will be recruited towards the end of 2015.

Office premises in Wau were rented and are shared with UFSLM. The sharing of premises reduces costs such as procurement and running of generator and solar system by 50%. Electricity is provided by a generator and a backup solar system. To avoid problems with fuel supply, a 5,000 litre tank was jointly procured and a framework contract with DALBIT, a regional fuel supplier agreed. The office was furnished and equipped with 1 desktop, 5 laptops, 2 printers and 1 photocopier. One Toyota Hilux double cabin and 1 Land cruiser Hard Top were acquired and are used in Wau. Two Landcruiser double cabins were ordered, have reached Juba, awaiting delivery to Wau after customs clearance.

### **Recommendation**

AMTIP proposes to cut the overall number of drivers for the project from five to four. This number of drivers is sufficient. The savings from this measure will be used to employ an Administrative Assistant for the Wau office. These changes will improve the running of the administrative sector which otherwise has no staff dedicated to AMTIP only.

### **Baseline data collection**

AMTIP contracted a local consultant, Mr Martin Malangki, to collect baseline data in July 2015. He also analysed the data in relation to the three AMTIP objectives. This analysis, together with the outcome of discussions with state and private actors contributes to making informed decisions on confirmation, changes and adjustments to the agreed action. The same data will also be used for measuring indicators of AMTIP.

Especially data to measure the envisaged 10 % increase in processing, storage and marketing capacities has been collected. These include number of animals' slaughtered per day and year in targeted locations and number of slaughtering facilities in places where investment takes place. In addition, capacities of operators, butchers, etc. were assessed in a training needs assessment to measure increase in human capacity. Further baseline data is stated in the feasibility study carried out by GIZ, reported in section 2.1 of this report. Furthermore, data in relation to the agricultural warehouse will be gathered during the planned feasibility study. Some findings of the data collection in relation to the slaughterhouses below:

**Table 1: Livestock population estimated in 2015<sup>2</sup>**

State	Number of cattle	Number of Sheep	Number of Goats	Total
WBG	1,224,000	999,600	765,000	2,988,600
NBG	1,760,000	1,650,000	1,320,000	4,730,000
Warrap	3,150,000	2,205,000	2,730,000	8,085,000
Lakes	1,444,577	490,991	381,860	2,317,428

**Table 2: Animals slaughtered per day / location<sup>3</sup>**

Location	Cattle	Goats / Sheep	Total
Wau – WBG	66	161	227
Aweil – NBG	35	101	136
Kuajok - Warrap	20	50	70
Yirol - Lakes	20	29	49
Rumbek - Lakes	52	61	113

A basic analysis of the data collected pointed out that<sup>4</sup>, "The four states, Western Bahr el Ghazal, Northern Bahr el Ghazal, Lakes and Warrap have sizeable numbers of livestock with Warrap keeping the largest number of all states in South Sudan. Livestock production is the key livelihood activity and main source of income, with most households possessing significant numbers of animals, especially cattle, sheep and goats. Therefore investments in livestock marketing should be considered and makes sense in economical and developmental terms".



Cattle being herded into Aweil slaughterhouse

## **Result 1: State ministries, county and town administrations accept and manage the outsourcing of public owned facilities to private operators**

### **A1.1 Organize information meetings with state authorities**

A first round of meetings with the national Ministry of Animal Resources and Fisheries (MARF) in Juba and the four State Ministries of Animal Resources and Fisheries (SMARF) took place during the period of February to March 2015. Mr Harald Rojahn, an international GIZ consultant visited all locations and introduced the concept of AMTIP.

<sup>2</sup> Information obtained from SMARFs, AMTIP Baseline, Malangki

<sup>3</sup> AMTIP baseline, Malangki

<sup>4</sup> AMTIP baseline, Malangki

On 12 June 2015 an inception meeting was organised in the national Ministry of Animal Resources and Fisheries (MARF) in Juba. The meeting was chaired by the Undersecretary MARF and attended by 15 Director Generals and Heads of Departments from the Ministry. The Ministry accepted the PPP concept proposed by AMTIP and the rehabilitation of slaughterhouses in Aweil and Kuajok as well as construction of new slaughterhouses in WBG and Lakes State. Furthermore it was agreed that implementation takes place at state level. Minutes of the meeting were drafted and signed by the Undersecretary.

AMTIP conducted information and planning meeting with the State Ministry of Animal Resources and Fisheries (SMARF) for WBG in Wau on 2 July 2015. The meeting, chaired by the Director General was attended by 11 Heads of Departments from SMARF as well as the Municipal Council. It was agreed that the Municipality be the owner of the slaughterhouse and SMARF to provide the technical supervision.

Planning meeting and presentation of AMTIP was carried out in Aweil, Northern Bahr el Ghazal (NBG). The meeting, held on 14 July 2015 was attended by 11 Heads of Departments from the SMARF. The DG SMARF chaired the meeting. On 15 July 2015, AMTIP Management presented the planned activities to 9 Heads of Departments from SMARF and Kuajok Municipal Council. The meeting took place in SMARF boardroom in Kuajok and was chaired by the DG SMARF.

Owing to the security situation, travel to Lakes State for GIZ staff proved difficult up to July 2015. Therefore, the PPP concept of AMTIP and the proposed activities for Lakes State were presented to the DG SMARF Lakes State during his visits to Juba in June and July 2015. However, the security situation changed and a first meeting between AMTIP and the stakeholders from Lakes State took place in Rumbek at the SMARF on 27 August 2015.



Wau slaughterslab – in use



Yirol slaughterslab – in use

### **A1.2 Agree on the proposed projects to be funded and identify the public partners at state level to become owners of the infrastructure**

An inception meeting in Wau was organised, chaired by the DG SMARF and attended by Heads of Departments of SMARF, Deputy Chief Executive Officer Wau Municipal Council and GIZ. The proposed activities were discussed and the construction of a slaughterhouse agreed. In the same meeting it was also decided that the Municipal Council will be the owner of the facility which will be managed by a private operator. Furthermore, an agreement was reached on the inclusion of trainings for all actors to be specified by a

training needs assessment. The DG of SMARF in WBG sent an official letter to GIZ requesting the construction of a slaughterhouse in Wau. AMTIP will request the Minister SMARF WBG to endorse the request letter.

The SMARFs in Aweil and Kuajok discussed the operations of the slaughterhouses earlier built by GIZ with AMTIP on 14 and 15 July 2015 respectively. In general, the SMARF officials were satisfied with the fact that the slaughterhouses were in use under a PPP agreement since construction. However, they highlighted the fact that some equipment such as pressure cleaners supplied by SPCRP was not compatible with the power supply, or did not function such as the gas generators. Other necessary equipment was never supplied. Especially the procurement and subsequent use of stunning guns was mentioned. Therefore, the need for rehabilitation and upgrading of the slaughterhouses was expressed.

Furthermore, an agreement was reached on the need of trainings for the private operator and his staff, butchers and technical staff responsible for service provision such as meat inspection to the slaughterhouse. In addition, staff from the owner, monitoring the private operators' adherence to the lease contract and agreed operational procedures need to be trained. In both cases, SMARF is the owner of the slaughterhouses. The DGs of both SMARFs sent official letters to GIZ requesting the rehabilitation / upgrading of the slaughterhouses in Aweil and Kuajok. AMTIP has requested the Ministers of both SMARFs to endorse the request letters.

A first assessment in relation to construction of a slaughterhouse in Rumbek was carried out by Mr Harald Rojahn a GIZ consultant in March 2015. His findings suggested that the earlier proposed construction of a slaughterhouse in Rumbek was not needed any longer. VsF Belgium had already built a slaughterhouse in Rumbek which was not fully completed. GIZ was informed that the Dutch project Water for Lakes (WfL) would operationalise the slaughterhouse. The GIZ consultant and SMARF in Rumbek discussed the issue and established a list with possible projects to be undertaken instead.

The proposed activities for Lakes State on the list prepared by GIZ and SMARF in March 2015 were discussed with the DG SMARF during his visits to Juba. The DG SMARF Lakes State and GIZ agreed in principle on the construction of a slaughterhouse in Yirol. This was confirmed in a meeting at SMARF in Rumbek on 27 August 2015, chaired by DG SMARF and attended by Heads of Department of SMARF. The DG SMARF sent an official letter to GIZ requesting the construction of a slaughterhouse in Yirol.

However, the shifting of the location for a slaughterhouse from Rumbek to Yirol was raised by some members of the Steering Committee during its meeting on 29 September in Wau. Furthermore, EU expressed the interest to have the slaughterhouse in Rumbek operationalized before constructing a new one in any other location. A team from AMTIP went to Rumbek from 27 October to 2 November 2015. The team comprised of the Component Manager and Programme Officer. Discussions were held with the Minister of SMARF, DG SMARF and relevant Heads of Departments of SMARF. Further discussions took place with the Mayor of Rumbek, Town Council staff and the Programme Manager of WfL.

It transpired that the WfL project indeed had planned to finish the construction of the slaughterhouse. This was also communicated to the various stakeholders. However, WfL had not secured any funding by the time of talks between WfL and AMTIP. AMTIP made it clear

to all stakeholders that it was willing to finish the construction and upgrade and operationalize the existing slaughterhouse in Rumbek. Verbal agreement was reached on the PPP approach and the fact that the slaughterslab currently in use would be closed immediately when the new facility is commissioned. It was agreed to conduct a final meeting involving SMARF, Rumbek Municipal Council and GIZ in the third week of November to discuss points for inclusion in a MoU.



Rumbek - new slaughterhouse / not in use



Rumbek - old slaughterhouse / in use

GIZ conducted a technical assessment of the existing slaughterhouse from 30 October to 2 November. The assessment carried out by a consultant engineer, Andreas Köhn, looked into the state of the building. It evaluated the possibility of rehabilitation and upgrading the facility versus the need to construct a new one. Parameters were the quality of the building, its size in relation to expected throughput and its location. A first, verbal feedback points out the improvement and enlarging of the existing slaughterhouse as the recommended action. However, issues such as access to the facility and provision of security need to be assured / put in place before rehabilitation can start. In addition a feasibility study will be carried out prior to signing a MoU.

The state of the Aweil rice scheme including the rice mill was discussed with the General Manager of the rice scheme in Aweil on 14 July 2015. He stated his willingness to have the rice scheme privatized but pointed out that this decision rests with the owner, the national Ministry of Agriculture, Animal Resources, Tourism and Cooperatives in Juba. The privatisation of the mill alone would be difficult because it is part of the scheme. There are no signs that the privatisation of the rice scheme is going to be undertaken in the near future. Therefore, the rehabilitation of Aweil rice mill should not be undertaken because the process of privatisation will not be done within the time frame of AMTIP.

GIZ proposes to replace this activity with the construction of an agricultural warehouse. There are few areas of Greater Bahr el Ghazal, where surplus crop production is available. WBG is the only state in GBG region with a surplus in cereal production. This is pointed out in the FAO/WFP Crop and Food Security Assessment Mission Report from 6 May 2015.



**Table 3: South Sudan - Estimated cereal surplus / deficit in 2013-2015 State<sup>5</sup>**

State	2013	2014 (revised)	2015
Lakes	-35 167	-48 553	-30 812
Warrap	-34 885	-50 149	-4 907
Western Bahr el Ghazal	-9 387	-11 965	16 044
Northern Bahr el Ghazal	-63 093	-67 214	-38 315

However, in the few areas of Western Bahr el Ghazal with surplus production the lack of storage and processing facilities as well as the bad roads make marketing extremely difficult and expensive. One such area is Kangi Payam in Jur River County, along the Wau to Aweil road. To improve storage capacities and also to provide a place for agricultural marketing and processing, an agricultural warehouse needs to be constructed.

The proposed location is Kangi trading centre, along the main Wau – Aweil road. Kangi is also connected to Kuajok through a new road under construction, undertaken by WFP with funding from EU. UNOPS, under the ZEAD BEAT is constructing a road from Kangi to Bar Urud, another busy farming area. UNOPS carried out a feasibility study which also identified possible locations of distribution centers in relation to local and regional markets.

GIZ used this feasibility study as a guide to identify the most suitable location for an agricultural warehouse. This was also a request of the EU made in a meeting in Juba on 16 July 2015. The UNOPS study from 15 June 2015<sup>6</sup> states in its summary, under Locations of Agricultural Products Collection Points, “The feasibility study team identified possible locations in each State for establishment of collection points for agricultural produce in order to better facilitate the distribution of produce. Two options were considered; firstly the opportune location for produce to be consolidated for local markets and secondly the optimum location for produce to be consolidated for distribution to larger regional markets.

GIZs approach for running the facility is the PPP method. It will be owned by Jur River County and run by a Private Operator (OP). It is foreseen that the agricultural warehouse will develop into a one-stop agricultural trading centre. This centre should not only offer storage facilities but also buy produce, sell agricultural inputs and offer basic extension services. GIZ is of the opinion that this is easier achieved in a location with regional linkage than a local setting. Therefore GIZ considered the “optimum locations for produce to be consolidated for distribution to larger regional markets” in the UNOPS study.

GIZ followed the UNOPS feasibility study which points out that “Kangi is identified as appropriate for establishment of agricultural products storage and packing facilities”. It further recommends “Kangi as a regional centre because it is along the main Wau – Aweil road and a new road is being constructed to connect to Kuajok. The market can be supplied

<sup>5</sup> Special Report: FAO/WFP Crop and Food Security Assessment Mission to South Sudan 6 May 2015.

<sup>6</sup> Feeder Road Construction in Support of Trade and Market Development in South Sudan, UNOPS June 2015, Feasibility study under the EU funded ZEAT BEAD Feeder Roads Programme

with produce from as far as Kayango and Bar Urud and it has a well-established rural market.” This market may in future develop into a regional trading hub serving Warrap, NGB and WBG states.

Furthermore, activities at the agricultural warehouse in Kangi are expected to link closely with undertakings of other ZEAT BEAD and SORUDEV partners. In order to achieve this, the location was discussed with UNIDO, another ZEAT BEAD IP, aiming to foster value addition and value chain development. UNIDO is planning to establish facilities for Sorghum processing such as mills, in Kangi. FAO and HARD, also ZEAT-BEAD IPs, are aiming at increasing agricultural productivity in the area as well. This linkage will be of further benefit to the proposed storage facility to be constructed by AMTIP.

AMTIP in conjunction with all other stakeholders will endeavour to develop a joint strategy for the use of the agricultural warehouse in Kangi. Therefore, AMTIP will strive to develop a common workplan with relevant partners including FAO, HARD, UNIDO, WFP – p4p. A joint planning workshop will be conducted in Wau in February 2016.

AMTIP has done a basic assessment in Kangi on 12.10.2015. The reason was to assess the situation in relation to storage facilities available and to establish problems facing farmers and traders in Kangi. 11 randomly selected respondents comprising of 6 farmers, 4 traders and the area chief were interviewed using individual questionnaire.

- 91% reported the lack of storage facilities in Kangi
- 42% of the respondents ranked lack of storage facilities, 21% low productivity and 16% high post-harvest losses as biggest problems to farmers and traders.

Jur River County authorities were contacted and reacted positively to the idea. A planning meeting will be organized in December 2015, to discuss details such as final location within Kangi center, identification of private operator and points to be included in MoU. In addition, AMTIP will commission an economic feasibility study in relation to the agricultural warehouse before signing a MoU.

### **Recommendation**

GIZ proposes to upgrade and complete the construction of the already existing slaughterhouse in Rumbek. Construction work of this slaughterhouse was undertaken by VFS Belgium with funding from the EU. However the work was not finished and the slaughterhouse never used. This activity will be done instead of building a new slaughterhouse in Rumbek. It is also proposed to replace activities in relation to the Aweil rice scheme with the construction of an agricultural warehouse in Kangi.

### **A1.3 Assess and discuss the legal gaps for the implementation of PPPs**

During the various meetings with SMARF and Municipal Councils, GIZ started to discuss the legal basis for PPPs. In principle, the existing PPPs in Aweil and Kuajok are based on existing laws and regulations such as the Local Government Act. However, some regulations for PPPs are included in various national and state acts but no comprehensive bylaw is in place. Neither are procedures for setting up PPPs outlined nor all stakeholders mentioned. In addition, various actors interpret existing laws in different ways. Especially ownership issue is in AMTIPs case a critical issue on which SMARF and Local Governments had to agree.



It has to be mentioned that actors under component 1 of ZEAT BEAD, Support provided to formulation of national policies and capacities of Central and State Governments enhanced, should also contribute to this activity. This component comprises a number of technical support sub-components. Especially number 2) provide support at the national level for the elaboration of specific policies and standards and 3) provide support to the State ministries in 4 States in the Greater Bahr-el-Ghazal area for the implementation of policies and standards should support AMTIP.

However, as Component 1 of ZEAT BEAD is not implemented yet, GIZ is still studying the various regulations available. The focus is to establish if existing regulations are favourable to the PPP approach as pertaining to the proposed infrastructures under AMTIP and to identify legal gaps. AMTIP intends to enter into cooperation with GIZs Program for Decentralization and Accountability in South Sudan. Their current programme is termed "Strengthening Local Governance and Resilience in South Sudan" with the focus on capacity building at the local level with the aim to improve basic service delivery by the local authorities.

Under this cooperation, GIZ will assess and discuss legal gaps in relation to PPPs for the 4 slaughterhouses and 1 agricultural warehouse, within the operational areas of AMTIP. Therefore, as a first step, GIZ will assess the capacities of the state partners of AMTIP to engage in, plan and manage PPP activities. A first mission to conduct a governance assessment of the local governments / state ministries owning the slaughterhouses in Aweil, Kuajok and Wau will take place from 30 November to 7 December 2015.

Furthermore, GIZ has obtained copies of the existing contracts for management of the existing slaughterhouses between Aweil SMARF and the private operator, Mr Garang Jiel as well as Kuajok SMARF and the private operator, Mr Benjamin Bang Bang. GIZ will study these contracts and review their adherence to legal documents guiding PPP operations.

#### **A1.4 Assist the partner in the formulation of decrees, bylaws or any other needed legal document to establish and process PPPs**

Results of discussions and agreements reached will be formalised in Memorandum of Understanding (MoU) for each slaughterhouse and agricultural warehouse. The MoUs will define the contributions of GIZ, SMARF and the respective Local Government. Also included will be implementation modalities and monitoring roles and plans. Discussions on MoUs with relevant stakeholders including SMARFs and Municipal Councils in the four operational states have started. AMTIP will organise meetings to discuss the contents of the MOUs in each State during November 2015. Thereafter AMTIP will assist in drafting the MoUs.

MoUs will be signed between the SMARF for NBG and GIZ for the slaughterhouse in Aweil and GIZ and SMARF for Warrap for the slaughterhouse in Kuajok. In both cases, the SMARF is the Line Ministry, responsible for technical approval and supervision of the operation and owner of the slaughterhouse at the same time. MOU for Wau slaughterhouse operations will be signed between the SMAR WBG, Wau Municipality and GIZ. SMAR WBG, GIZ and Jur River County will enter in an agreement concerning the agricultural warehouse in Kangi while GIZ, SMARF Lakes and Rumbek Town Council are the signatories for the MoU governing the slaughterhouse operation in Rumbek. All MoUs will be endorsed by the respective State Ministers, County Commissioners and Mayors.

The agreements will contain the roles and responsibilities of each stakeholder. These may include issues for the construction phase such as the quantity of works, location and land title, supervision and monitoring of the construction among others. It needs also to include issues of operating the facilities after completion. These will include the closure of old slaughterhouses, tendering of the facilities, maintenance works and costs. The MoUs will expire with the end of AMTIP. Thereafter, the roles of Government actors are manifested in national and state laws while the roles of owners and private operators are defined in separate agreements.

In addition, AMTIP will assist in the development contracts for the operation of the facilities between the state owners and the private operators. These must include clauses in relation to maintenance of the facilities which is the task of the operator. In addition, documents need to be developed in order to safeguard bigger repairs at the end of a given period or the end of the contract. Possibilities are investment funds under the management of a Board, from which expensive repairs that can be paid. Other options are initial guarantee deposit or monthly retentions.

Under a cooperation agreement between AMTIP and GIZs Program for Decentralization and Accountability in South Sudan, state partners will be assisted to draft bylaws or other necessary documents in relation to the 5 interventions of AMTIP. GIZ has also agreed to assist the SMARFs and Municipal Councils in documenting steps and tasks needed for PPPs. This will also include the identification of formal procedures to be followed and the institutions to be involved. This process is ongoing.

AMTIP is planning to draft a manual with lessons learnt based on the 5 investments. The manual will contain the steps which were needed to plan, set up, execute and monitor the 5 PPPs. It will also list the Government Entities and the private Associations which AMTIP cooperated with.

### **1.5 Monitor the formal approval of legal texts**

The formal approval and signing of MoUs and other legal documents is conditionality to the beginning of the physical interventions. This will help to avoid that implementation is flawed by later disputes. Therefore, AMTIP is requesting proof of documents such as land titles for the existing slaughterhouses. In addition, AMTIP is closely following the preparation of legal documents such as the issuing of land titles in Wau and Kangi.

## **Result 2: The slaughterhouses in Aweil and Kuajok are rehabilitated and operating**

### **2.1 Assess / verify the economic viability of the projects and develop business plans**

GIZ commissioned a consultancy for an economic and strategic assessment of 2 existing and 2 planned slaughter facilities and development of business plans. This activity was planned for July under Result 2 and for August / September under Result 3. In order to save money and time AMTIP decided to combine the 2 activities. The consultancy was carried out by Mr. Reint J Bakema and the report is expected after the inception period. However, a first draft report was already available by end of August 2015.

Some of the key findings relate to the fact that an essential condition for successful slaughterhouse operations is a guaranteed supply of animals. The consultant analysed the

livestock keeping trends and data collected during the base-line survey and calculated the maximum sustainable offtake in terms of cattle and meat, based on average livestock and meat growth rates for semi-arid conditions in Sub-Saharan Africa<sup>7</sup>.

**Table 4: Cattle numbers, estimated increase in herd size and beef production for GBG**

State	Number of Cattle	Growth rate*	Annual sustainable offtake	Beef production (kg/year/animal)*	Sustainable beef offtake (kg/year)
WBG	1,224,000	1.5%	18,360	11	13,464,000
NBG	1,760,000	1.5%	26,400	11	19,360,000
Warrap	3,150,000	1.5%	47,250	11	34,650,000
Lakes	1,444,577	1.5%	21,669	11	15,890,347
<b>Total</b>	<b>7,578,577</b>		<b>113,679</b>		<b>83,364,347</b>
<b>Value in million SSP</b>			<b>170</b>		<b>2,075</b>

\* source: Malangki (2015) and <http://www.fao.org/docrep/005/y4176e/y4176e0b.htm>

The production constitutes a considerable monetary value to the GBG. At local market price of 1,500 SSP / animal and 25 SSP / kg beef, the value of annual cattle production is approximately SSP 170 million, and the value of beef, if brought to the market, would constitute over SSP 2 billion per year.

**Table5: Shoat numbers, estimated increase in herd size and meat production for GBG<sup>8</sup>**

	Number of Shoats	Growth rate	Annual sustainable offtake	Meat production (kg/year/animal)	Sustainable meat offtake (kg/year)
WBG	1,764,600	2.5%	44,115	2	3,529,200
NBG	1,650,000	2.5%	41,250	2	3,300,000
Warrap	4,935,000	2.5%	123,375	2	9,870,000
Lakes	872,851	2.5%	21,821	2	1,745,702
<b>Total</b>	<b>9,222,451</b>		<b>230,561</b>		<b>18,444,902</b>
<b>Value in million SSP</b>			<b>115</b>		<b>738</b>

Source: Malangki (2015) and Malangki (2), 2015

The table shows that the sustainable animal offtake per year is around 230 thousand heads, and the sustainable meat offtake is approximately 18 million kg per year. In monetary terms this constitutes a market value of SSP 115 million for animals and close to SSP 738 million for shoat meat.

The AMTIP feasibility study also indicates that “The overall picture in GBG is of a vibrant livestock sector operating in an organised market with a surplus production, but which is severely hampered by cultural practices, the lack of animal support services and external markets. Improving slaughtering facilities is important at the local level. It helps to regulate the market, improves livestock tracking and security, and contributes to public health and sanitation.”

<sup>7</sup> Reint J Bakema 2015, Financial and Economic Analysis of Slaughterhouses in Western Bahr el Ghazal State / Northern Bahr el Ghazal State / Warrap State / Lakes State

<sup>8</sup> Tables 4 + 5, Reint J Bakema 2015, Financial and Economic Analysis of Slaughterhouses in Western Bahr el Ghazal State / Northern Bahr el Ghazal State / Warrap State / Lakes State



Butcher in Wau market



Meat sellers in Rumbek market

The conclusion of the study also points out that “The good news is that commercial slaughtering houses in towns with an animal throughput of at least 50 animals per day have proven to be commercially viable; and can be run in a PPP arrangement. Experience in Aweil and Wau has also shown that government run facilities never get off the ground or collapse within half a year. The renovation of the slaughterhouses in Aweil and Kuajok and the construction of new slaughterhouses in Wau and Yirol, and their management under a PPP make therefore financial and economic sense. However, the project must invest heavily in terms of training and backstopping in the governance and management of the facilities, to ensure that maintain the operating standards in the foreseeable future<sup>9</sup>.”

## **2.2 Assess the physical deficiencies needing rehabilitation, repair or improvement**

The major complaint about the slaughtering processes in Aweil and Kuajok brought up by the operators, SMARF and the butchers are the missing stunning guns. Since both facilities are laid out for the use of stunning guns, their non-availability is hampering the slaughtering process. In addition, the cruelty of slaughtering animals without stunning them first is one point; the lower quality of meat from animals slaughtered under distress another one.

The AMTIP engineer carried out a first assessment of the slaughterhouses in Aweil and Kuajok in July 2015. The engineer observed that:

- Technical improvements are needed, such as improvement of rails and hoists for moving carcasses, washable coating of walls, etc.
- The water supply systems in the two locations is not fully functional because of damaged pipes and problems with the tanks
- The electricity supply in Aweil is only partly and in Kuajok not at all based on biogas. Therefore the need to repair the existing generators / turbines to produce electricity from the biogas produced

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<sup>9</sup> R.J. Bakema, August 2015; Financial and Economic Analysis of Slaughterhouses in WAU-Western Bahr el Ghazal State / Aweil-Northern Bahr el Ghazal State / Kuajok-Warrap State / Yirol-Lakes State

- The general status of the buildings finishes such as floor screed, wall tiles, hangers, lights etc. needs improvement



Aweil slaughterhouse (exterior / interior)

A more detailed assessment of the facilities in relation to rehabilitation and upgrading of them will be conducted by a team of experts including an engineering consultant and specialist in slaughtering processes. Based on their findings, the works will be advertised and commence as soon as possible. Assessment is scheduled for October 2015.

However, it is understood that it is not a mere rehabilitation but more of an upgrading of the 2 slaughterhouses. Nevertheless it will include works such as putting improved flooring because the previous one got worn out through daily use. Furthermore, it is accepted that the SMARF and the operator need to clearly spell out the need for future maintenance of the facility by the operator. In addition, all parties need to agree to put in place a mechanism and set aside funds for future rehabilitation of the facilities. These issues will be part of the MoU between the state actors and GIZ.

### **Result 3: Two slaughterhouses in Wau and Rumbek are constructed and operating**

#### **3.1 Assess/verify the economic viability of the projects and develop business plans**

##### **See 2.1**

In addition to the findings of the feasibility study, there is need to include in the MoUs with the SMARFs and Local Government a clause spelling out the requirement to decommission the old slaughterhouses as soon as the new ones are operating. This article will be included in the MoUs with the Local Governments (Wau Municipality and Rumbek Town Council respectively) and State Ministries of Animal Resources and Fisheries for Lakes State and Western Bahr el Ghazal.

#### **3.2 Identify suitable plots for constructions and monitor the establishment of title deeds**

##### **Aweil – Northern Bahr el Ghazal**

Location is known, slaughterhouse in operation

Kuajok – Warrap

Location is known, slaughterhouse in operation

Rumbek – Lakes State

Location is known, incomplete slaughterhouse structure in place

Wau – Western Bahr el Ghazal

The relevant authorities from Wau Municipality have already started to identify a number of plots. A joint team of all stakeholders including SMARF, Municipal Council and GIZ will physically visit every location and agree on the most suitable location. Also part of the team will be the Private Operator of Wau main slaughtering slab who GIZ is considering to transfer his business to the slaughterhouse which is going to be constructed by GIZ and managed under Public- Private Partnership (PPP). The following criteria will be used to choose the best location among the shortlisted:

- Accessibility and Proximity to the markets to minimize transport cost for butchers, SMAARF service providers and private operator
- Accessibility and proximity to Auction kraal for the above reason
- Security of the area
- Availability and access to water
- Topography of the area, land with better drainage or not swampy and waterlogged

Kangi – Western Bahr el Ghazal

GIZs strategy is to build an agricultural warehouse in Kangi to be managed under Public Private Partnership (PPP). It will be owned by Jur River County and run by a Private Operator (OP). Jur River County authority were conducted and reacted positive to the idea. A planning meeting will be organized in December 2015, to discuss each stakeholder's roles and responsibilities as well as points for inclusion into a MoU.

The provision of a suitable plot will be one of the responsibilities of Jur River County as the future owner of the facility. However, the final location will be agreed by all stakeholders, namely SMARF WBG, Jur River County and GIZ. In addition, trader and farmer representatives as well as UNIDO need to be involved. First talks to that effect have already taken place with UNIDO. The allocation should be done in December 2015.

## **5. Planned activities**

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### **5.1. Planned activities for next 12 month**

1. Finalise staff recruitment (2 drivers, 1 cashier) for Wau office
2. Set up programme office in Rumbek
3. Employ staff (1 Programme officer, 1 finance assistant, 1 driver, 1 cleaner) for Rumbek office
4. Collect copies of land titles for location in Wau, Kangi and Rumbek

5. Select Private Operators for Rumbek slaughterhouse and Kangi agricultural warehouse
6. Confirm Private Operator for Wau slaughterhouse
7. Conduct meetings at state level to discuss and agree content of MoUs
8. Prepare SWOT analysis of PPP operations
9. Sign MoUs for all 5 investments
10. Obtain copies of the current contracts for operations in Aweil and Kuajok
11. Review these contracts and modify if necessary
12. Discuss existing contracts during MoU meetings and use outcome as basis for contracts for new operators
13. GIZ will assess the capacities of the state owners of the facilities rehabilitated or built by AMTIP in relation to implement PPP
14. Advice and training on legal issues for owners of the facilities built by AMTIP will be provided, based on the capacity assessment
15. Periodic monitoring of adherence to MoUs
16. Periodic monitoring of adherence to operations contracts
17. Carry out feasibility study in relation to slaughterhouses in Aweil, Kuajok, Wau and Yirol
18. Carry out feasibility study for planned investments in Kangi and Rumbek
19. Prepare and discuss business plans for operations of all AMTIP investments
20. Assess detailed need for rehabilitation in Aweil and Kuajok
21. Prepare BoQs and tender documents for rehabilitation of Aweil and Kuajok slaughterhouses
22. Prepare tender documents for works in Kangi
23. Tender all works and start work
24. Regular supervision and monitoring of works in Kangi, Aweil and Kuajok
25. Carry out feasibility study for possible investments in Wau and Yirol
26. Carry out feasibility study for planned investments in Rumbek and discuss business plans for operations of all investments
27. Future owners of investment in Wau and Kangi request and State Ministry of Housing and Planning to allocate land
28. Collect copies of land titles for locations in Kangi and Rumbek
29. Joint assessment and acceptance of land in Wau and Kangi by all stakeholders
30. Prepare tender documents for works in Wau and Rumbek
31. Tender works, identify contractor and start works on both sides
32. Supervise and monitor ongoing construction works in Wau and Rumbek
33. Prepare ToR and hire consultant for training needs assessment

34. Carry out training needs assessment
35. Prepare training calendar
36. Establish training programmes for various actors and start trainings
37. Prepare ToRs and hire consultants for various trainings
38. Conduct trainings
39. Organise exchange visits to functioning slaughterhouses
40. Assess economic and technical performance of operators
41. Assess performance of all actors (owner, users, supervisor, service providers) on quarterly basis
42. Provide backstopping to private operators, users, service providers and owners when needed

## **5.2. Updated action plan <sup>10</sup>**

See attached

## **5.3. Revised Logframe**

See attached

## **5.4. Monitoring and evaluation**

AMTIP programme staff will monitor, evaluate and report on how the programme activities are achieving the Programme's results and objectives. The monitoring plan follows the updated logical framework. Progress will be tracked against set outputs and outcomes. AMTIP will provide timely and relevant information to Strategic, Coordination, Operational and Beneficiaries stakeholders.

The AMTIP monitoring plan constitutes the following key elements:

- a) Higher level objective (impact) will be monitored through nationally established systems such as national statistics (SSNBS), FAO, WFP, World Bank reports.
- b) Outcome will be monitored through project progress report, documentation concerning PPP at state level, state statistics, TV/printed media.
- c) Monitoring of results and activities will be based on various means of verification including public documents on PPP, project progress reports, mid-term and final evaluation, training reports, business reports, annual financial statement of private enterprises. Field visits are an important means of monitoring and will be carried out jointly with state and local government partners.
- d) Monitoring will be carried out through:
  - a. Weekly staff plans and progress reports

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<sup>10</sup> This plan covers the next 12 month.



- b. Monthly activity plans and progress reports
- c. Joint field monitoring visits with SMARF and local government technical staff
- d. Quarterly review meeting with EU
- e. Quarterly progress reports to SMARF at national level and state level in WBG, NBG, Warrap and Lakes as well as Wau Municipality / Rumbek Town Council / Jur River County
- f. Bi-annual reports to EU
- g. EU Result Oriented Monitoring missions (ROM)
- h. EU Mid Term Evaluation

### **5.5. Budget**

There is no need for a budget revision at this point in time. It is necessary to first establish the actual costs for the planned renovations and construction works in order to reallocate funds. Therefore GIZ envisages a first budget revision together with the first interim report, due at the end of February 2016.

## **6. Contracts**

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### **6.1. Contracts with value above Euro 60,000**

There was 1 contract with a value above Euro 60,000. It referred to the procurement of 2 Toyota Land Cruiser Double Cabins.

Contract procedures:	GIZ Headquarter through open tender
Contract items:	2 Toyota Land Cruiser Double Cabins
Contract amount:	EURO 66,959
Name of contractor:	Toyota Cooperation

## **7. Beneficiaries/affiliated entities and other Cooperation**

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### **7.1. Relationship between the Beneficiaries - affiliated entities**

N/A

### **7.2. Relationship between AMTIP and State authorities**

The relationship between GIZ AMTIP and state authorities including National Ministries, State Ministries and County and Town Councils is good. Regular consultations take place and relevant information is shared. The good relationship between AMTIP and State Authorities has enabled the programme to catch up with lost time in implementation.

### **7.3. Relationship with any other organisations**

#### **Final Beneficiaries and Target groups**

The relationship between GIZ AMTIP and the target group consisting of State ministries staff, County and Town council staff and Private operators and their staff is good and based on mutual respect. The AMTIP Management and staff is in constant contact with the above mentioned target group. Information from both sides is freely exchanged and both groups work jointly towards achieving the commonly agreed targets.

The relationship with the final beneficiaries of AMTIP which are the smallholder producers and urban and peri-urban consumers is not exercised on an individual basis.

#### **7.4. Links and synergies**

Links and synergies are being developed with other actions under the ZEAT BEAT where possible. A number of meetings with UNIDO's EU funded programme "Enhanced local value addition and strengthening value chains" took place. UNIDO is considering including hides and skins as one of their planned high potential value chains. Close consultations are already ongoing because the butchers using the slaughterhouses supported by AMTIP are also the ones looking for a partner to add value to their hides and skins. Possible cooperation in future might include joint trainings of butchers among others.

Furthermore, a close cooperation between UNIDO and AMTIP is planned in relation to the planned agricultural warehouse in Kangi. UNIDO will be part of the team to decide the final location of the facility within Kangi centre. In addition, AMTIP will seek to enter a MoU with UNIDO to link their value chain activities to the agricultural warehouse.

AMTIP will explore possible links and strive towards establishing synergies with the FAO Pastoralists project in Lakes State. Areas for close cooperation are the development of information material in regards to hygienic slaughtering and value addition in slaughterhouses for use by FAO as well as visits of members of the pastoralist community to the Rumbek slaughterhouse.

Another ZEAT BEAT partner with whom AMTIP established already close links is UNOPS. There may not be a direct link in the activities but a regular exchange of information is ongoing. This linkage has contributed to the proposal of an agricultural warehouse in Kangi. Talks on ongoing activities and future synergies between AMTIP and FAO in Wau and Rumbek have already taken place.

#### **7.5. Previous EU grants**

The EU funded the Livestock Production and Marketing Project (LPMP) under STABEX – SPCRP - 02 which GIZ implemented from 29 March 2008 to 28 September 2012. The LPMP used methods such as the PPP approach and operated in the region also selected for AMTIP. In addition, one of its main activities was the "Slaughter/meat hygiene including construction of three modern slaughter houses". Two of these slaughterhouses are in Aweil and Kuajok.

AMTIP will realise investment projects in the four states of the greater Bahr el Ghazal region. Among these interventions is the renovation and upgrading of the 2 slaughterhouses built by LPMP in Aweil and Kuajok. In principle, AMTIP's interventions are based on the experiences with the slaughterhouses in Aweil and Kuajok, constructed in 2010/2011 with funding from the EU.

## 8. Visibility

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### 8.1. Visibility actions

GIZ is fully committed to the Annex VI, Communication and Visibility Plan of the Indirect Management Delegation Agreement. To that effect, a number of activities have already been initiated:

- The official AMTIP letterhead as well as all other official documents comprises the logos of GIZ, EU and the SMARF
- Banners with the logos of GIZ, EU and SMARF were designed and will be used during all official functions
- All signposts giving directions to AMTIP offices or activity sites include the logo of the EU. In July, AMTIP erected signposts close to Wau airport as well as at the junction leading from the railway road to the AMTIP office in Wau.

**Name of the contact person for the Action:**

**Dr Alexander Solyga**

**Signature:** .....

**Location:** Juba

**Date:** 15.12.2015

## **9. Annexes**

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|------------------------|--|
| <b>9.1. ANNEX I</b>    | <b>Financial report February to July 2015</b>  |
| <b>9.2. ANNEX II</b>   | <b>Workplan for 12 month</b>   |
| <b>9.3. ANNEX III</b>  | <b>Revised LogFrame</b>  |
| <b>9.4. ANNEX IV</b>   | <b>Request letter SMARF Warrap</b>   |
| <b>9.5. ANNEX V</b>    | <b>Request letter SMARF Lakes State</b>  |
| <b>9.6. ANNEX VI</b>   | <b>Request letter SMARF WBG</b>  |
| <b>9.7. ANNEX VI I</b> | <b>Request letter SMARF NBG</b>  |
| <b>9.8. ANNEX VIII</b> | <b>Monitoring Plan</b>   |
| <b>9.9. ANNEX IX</b>   | <b>Final Report “Financial and Economic Analysis of Slaughterhouses in Wau-Western Bahr el Ghazal State / Aweil-Northern Bahr el Ghazal State / Kuajok-Warrap State / Yirol-Lakes State”</b> |