



Agricultural Marketing & Transformation Investment Programme (AMTIP)

AGRICULTURAL MARKETING AND TRANSFORMATION INVESTMENT PROGRAMME (AMTIP)

INTERIM
NARRATIVE REPORT
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Picture on front page: Buying and selling of livestock at the auction kraal in Aweil

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ABBREVIATIONS / ACRONYMS

AMTIP	Agricultural Marketing and Transformation Investment Programme
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung
BoQ	Bill of Quantity
CAMP	Comprehensive Agricultural Development Master Plan
CM	Component Manager
DG	Director General
DSA	Daily Subsistence Allowance
EIA	Environmental Impact Assessment
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
M&E	Monitoring & Evaluation
MoU	Memorandum of Understanding
MLFI	Ministry of Livestock and Fisheries Industry
PPPs	Public-Private-Partnerships
SLGR	Strengthening Local Governance and Resilience in South Sudan - GIZ
SMARF	State Ministry of Animal Resources and Fisheries
ToR	Terms of Reference
NBG	Northern Bahr el Ghazal
NGO	Non-Governmental Organisation
ROM	Result Oriented Monitoring
RSS	Republic of South Sudan
SORUDEV	South Sudan Rural Development Programme
SPCRP	Sudan Productive Capacity Recovery Programme
SSDP	South Sudan Development Plan
UFSLM	Urban Food Security, Livelihoods and Markets Project
UNIDO	United Nations Industrial Development Organization
UNOPS	United Nations Office for Project Services
VSF	Veterinaries without Borders
ZEAT BEAD	Zonal Effort for Agricultural Transformation: Bahr el Ghazal Effort for Agricultural Development

1 Description

1.1 Name of coordinator of the grant contract:

Bernadette Neu

1.2 Name and title of the contact person:

Bernadette Neu, Country Director, GIZ South Sudan

1.3 Name of beneficiary and affiliated entities in the action:

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

1.4 Title of the action:

Agricultural Marketing and Transformation Investment Programme (AMTIP)

1.5 Contract number:

FED/2014/354-446

1.6 Start date and end date of the reporting period:

01 February 2016 to 31 July 2016

1.7 Target country and regions:

South Sudan, Northern and Western Bahr el Ghazal, Warrap and Lakes States

1.8 Final beneficiaries &/or target groups¹:

Smallholder producers, urban and peri-urban consumers / State ministries staff, County and Town council staff and private operators and their staff

¹ "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 Assessment of implementation of action activities

2.1 Executive summary of the action

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

AMTIP is implementing activities based on the existing laws and legal framework which exist at state level in the Greater Bahr el Ghazal region. Nevertheless, the existing laws are not comprehensive and there is a need to improve and further develop the legal and administrative framework for Public-Private-Partnerships (PPPs) at the state level in South Sudan. To this end, it has been agreed to carry out a study aiming to “Assist the partner in the formulation of decrees, bylaws or any other text to legally establish and process PPPs”.

Tender documents for the rehabilitation of the slaughterhouses in Aweil and Kuajok are ready for advertisement. An agreement on the upgrading and completion of an unused slaughterhouse in Rumbek was reached. Draft Bills of Quantity (BoQs) and drawings for the slaughterhouse construction in Wau and upgrading in Rumbek were produced. A financial and economic analysis of the slaughterhouse in Rumbek and the proposed agricultural warehouse in Kangi were undertaken.

Generally, AMTIP activities were progressing well, with most activities implemented according to schedule. However, the insecurity in the area of operation, which started in June 2016, has delayed or jeopardized a number of planned activities. It remains unclear how the political and security situation will develop from August 2016 onwards.

2.2 Results and activities

2.2.1 RESULTS

Outcome

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 is developed, formally approved and disseminated.

Level of achievement: A basic legal framework and laws for PPP operations exists within the State Ministries of Animal Resources and Fisheries (SMARF) in the Greater Bahr el Ghazal (GBG) region. AMTIP used this basic framework when formulating support to the operation of slaughterhouses under a continued PPP arrangement in Aweil and Kuajok. In order to improve the existing legal texts, AMTIP prepared Terms of Reference (ToR) and together with an international consultant agreed on terms to carry out a study aimed to “Assist the partner in the formulation of decrees, bylaws or any other text to legally establish and process PPPs”. The anticipated specific objectives of the consultancy were:

- Assess and discuss the legal framework for the implementation of PPPs in South Sudan and identify legal gaps and contradictory regulations which are necessary to be modified or completed.
- Point out legal gaps and contradictory regulations and provide specific recommendations on the updating and improvement of the existing legal framework in relation to PPPs at national and state level for the GBG region in South Sudan.
- Analyse how the PPP contracts have been implemented in Aweil and Rumbek and what shortcomings have been faced by the actors. Identify legal gaps which could be filled in order to reduce risks.
- Identify the formal procedures to be followed and the institutions to be involved in PPP undertakings at national and state level for the GBG region in South Sudan. Based on the findings, produce a manual on how to implement PPPs at state level within the GBG region in South Sudan.

The activity was planned for August / September 2016 but was postponed due to the conflicts in July 2016 in Wau and Juba. Therefore, this activity is on hold until the security situation improves considerably.

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 two operators in Aweil and Kuajok, which had expired, were renewed at the beginning of 2016. However, due to disagreements between the operators and the respective SMARFs, both contracts were cancelled in the second quarter of 2016. The respective SMARFs, Municipalities and AMTIP formed a committee which drafted new ToR for the operators and issued a call for interest.

Two candidates were shortlisted for the management of the slaughterhouse in Kuajok. The joint committee interviewed both candidates but no agreement was reached. It was decided that the papers of both applicants should be scrutinised again before a final decision could be made. Hence, the operator for Kuajok will be chosen in September or when the security situation improves. Applications for the position in Aweil are still being received at the SMARF Aweil, Municipality Aweil and AMTIP Wau offices.

Furthermore, AMTIP commissioned a Training Needs Assessment which was carried out in 2015. Based on this assessment, categories of actors for trainings were identified and a training calendar was developed. However, based on the current security situation, the training schedule and the proposed locations for trainings need to be reviewed.

Challenges for SO 1 to 3:

The assumption at the beginning of the programme was that "The political situation stabilises progressively and is favourable to the development of the private sector". The political situation did improve with the implementation of the Agreement on the Resolution of the Conflict in the Republic of South Sudan until early 2016. However, events in March and June 2016 in Wau and finally in July 2016 in Juba put the peace process on hold and contributed to a strong deterioration of the situation. How the political and security situation will further develop is uncertain.

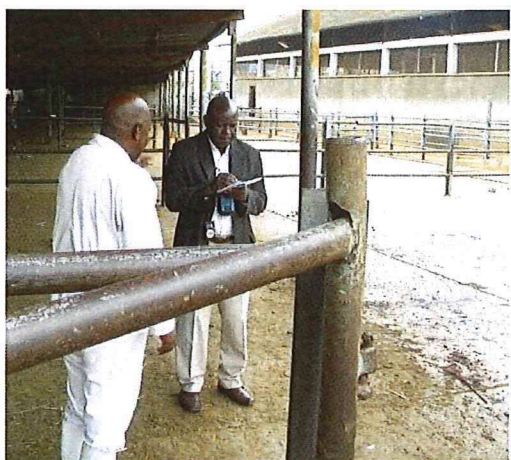
Crosscutting activities

In March 2016, AMTIP organized a joint mission to visit slaughterhouses in Kampala. The team included Anthony Raymond Tombura Riwa, Director General (DG) in the Directorate for States and

Special Projects Coordination of the National Ministry of Livestock and Fisheries and the AMTIP Component Manager. The aim of the mission was to visit slaughterhouses in Kampala, assess their governance systems and operations and come up with best practices for incorporation into AMTIP support to slaughterhouse operations in Bahr el Ghazal.

The slaughterhouses visited included the Kampala City Council (KCC) slaughterhouse which is owned by the City Council and managed by a butchers association under a PPP arrangement. Also visited were the Top Cuts slaughterhouse, a privately owned enterprise and the Gayaza Road slaughterhouse, owned by a cooperative and managed by a private entrepreneur. Services to all three slaughterhouses in terms of meat inspection are provided by the Ugandan Ministry of Agriculture, Animal Industries and Fisheries (MAAIF).

Additionally, discussions were held with meat inspectors from the Ugandan MAAIF on stamping meat after inspection. Based on the discussions, eatable ink was procured from the supplier recommended by the Ugandan meat inspectors. The ink was shipped to Wau for distribution to the veterinary departments of the AMTIP supported SMARFs.



DG Riwa with meat inspector from MAAIF Operations at Top Cut slaughterhouse

In order to contribute to a peaceful coexistence of the actors involved and to ensure that activities do not create conflict among the various stakeholders, AMTIP intends to assess the conflict sensitivity of its activities. AMTIP has therefore developed ToR and made arrangements for this assessment. This activity seems to be of even greater significance in light of the recent developments in South Sudan.

The EU organised monitoring missions to AMTIP twice, namely in February and May 2016. The missions were carried out by teams from Cardno Emerging Markets (UK) Ltd and comprised of Mr. Angus Graham and Mr. Omotayo Alabi.

The monitoring missions confirmed that AMTIP is generally progressing well, with some aspects ahead of schedule and others having been delayed due only to necessary changes.



Outputs

1. State ministries, county and town administrations accept and manage the outsourcing of public owned facilities to private operators

Level of achievement:

An agreement was reached on the PPP concept for running of the facilities by the SMARFs for slaughterhouses in Aweil and Kuajok, Wau Municipality for the slaughterhouse in Wau, Rumbek Town Council for the slaughterhouse in Rumbek and Jur River County for the Kangi agricultural warehouse. In order to prepare the ground work for the implementation of the PPP arrangement, AMTIP is establishing a legal framework for each undertaking.

To this end, four Memoranda of Understanding (MoU) between the respective SMARFs, Municipalities and Town Councils and AMTIP were drafted. The MOUs are guidelines and recommend the collaborative efforts by the three parties (the Ministry, the Municipality and AMTIP) towards the operation of each facility. Stakeholders will have a chance to point out any issues in a final review workshop before the MoUs are signed.

Among other issues, the MoUs propose the formation of a Board of Trustees (BoT) for each of the four slaughterhouse interventions. Each BoT shall comprise of six members appointed by the parties to the MOU, two from each, the SMARF, Municipality and AMTIP. The BoT shall:

- Develop policies and directives for the operation of the slaughterhouse
- Select the private operator
- Develop the contents of the agreement between the owner and the private operator
- Recommend legal steps against the private operator in case of breach of contract
- Oversee the implementation of the contract agreement with the private operator
- Determine fees and rent structure for the slaughterhouse operations
- Ensure that funds are set aside for future investments
- Approve Terms of Use of the slaughterhouse by the butchers
- Be the treasurer of funds, put aside for necessary future investments for infrastructural development and major maintenance of the slaughterhouse.

AMTIP organized workshops to strengthen a good governance structure in Wau, Aweil, Kuajok and Rumbek with participants from SMARFs, Municipal or Town Councils, butchers associations and AMTIP. The workshops were conducted by the GIZ-Programme Strengthening Local Governance and Resilience in South Sudan. The purpose of the workshops was to ensure that each stakeholder agrees, accepts and adheres to the objectives of the slaughterhouse operation. It also aimed at ensuring that each actor was aware of their role and contribution towards realizing the objectives.

In addition, contracts between SMARFs and the former private slaughterhouse operators in Aweil and Kuajok are under review by the GIZ-Programme Strengthening Local Governance and Resilience in South Sudan, and a GIZ contracted lawyer. The purpose of this review is to ensure the contracts are in line with existing laws. Based on lessons learned, the contracts are improved to avoid breach of contract by the owners as well as the respective private operators.

2. The slaughterhouses in Aweil and Kuajok are rehabilitated and operating, an agricultural warehouse in Kangi constructed and operating

Level of achievement:

Technical drawings and BoQs for the slaughterhouse rehabilitation in Aweil and Kuajok were drawn jointly with technical staff from the State Governments. These documents were submitted to the construction department of GIZ in Eschborn/Germany and sanctioned. The owners of the infrastructure, in both cases the SMARFs, presented the documents to the respective Ministries of Land, Housing and Physical Infrastructure, who approved the planned measures and stamped the documents.

AMTIP sought the assistance of a GIZ biogas expert from Uganda. He led an AMTIP team to the slaughterhouses in Aweil and Kuajok where he assessed the state of the biogas plants. The team hired local workers and managed to carry out some repair works on both plants. The procurement of biogas generators was launched.



Kuajok slaughterhouse - inside

Kuajok slaughterhouse - outside

The idea of an agricultural warehousing facility in Kangi Payam was approved by authorities from Jur River County. Land for construction in Kangi was jointly identified by the County and Payam administrations. It was inspected and accepted by all involved ZEAT-BEAD partners including the United Nations Industrial Development Organization (UNIDO), United Nations Office for Project Services (UNOPS) and AMTIP on a joint visit in March 2016.

In order to assess the economic feasibility of the planned intervention, AMTIP commissioned a feasibility study of the proposed agricultural warehouse. In addition, a business plan for the management of the proposed agricultural warehouse under a PPP arrangement was developed. The study report on the Kangi warehouse summarises the situation as follows.

The current production levels around Kangi, the current produce volumes that are traded through the Kangi market, and the current storage facilities and market volumes do not create an immediate demand for more storage capacity in Kangi.

Therefore, the construction of a new warehouse in the area may compete with the existing small structures. Against this background and in light of the current security situation and production levels in the area, the planned activity needs to be assessed again.

3. The two slaughterhouses in Wau and Rumbek are constructed and operating

Level of achievement:

Technical assessment of the existing but incomplete slaughterhouse in Rumbek was carried out in February 2016 by international and local engineers from GIZ. Thereafter, all stakeholders agreed on the proposed improvements. A draft BoQ for the upgrading and completion of the slaughterhouse in Rumbek is ready. It will be presented and discussed with stakeholders at state level.

AMTIP organized and conducted a workshop with representatives of butchers, SMARF and Rumbek Town Council in June 2016 to confirm acceptance of the slaughterhouse location and planned improvements as well as the willingness to use the facility, once it is upgraded and completed.

In order to assess the economic feasibility of the planned intervention, AMTIP commissioned a feasibility study of the proposed upgrading and completion of an existing slaughterhouse in Rumbek. In summary, the report states that:

“The analytical work carried out in 2015 shows that commercial slaughterhouses in towns can be financially viable, if professionally managed. For that a PPP is probably the best managed arrangement, so long the government provides a stable business environment, proper supervision and a fair reward to the private operator. Rumbek has no experience with PPP, and has not considered this as an option for the nearby future. This issue needs to be clarified and agreed between the partners before the construction work starts.

In practice, the long-term success or failure of the enterprise depends on the quality of governance and management of the facility. Currently, the differences between the three functional slaughterhouses in Wau, Aweil and Kuajok are striking and some good lessons can be learned and applied in future:

- The PPPs must be incorporated, and strategic decisions about investments, slaughtering fees and revenue sharing must be taken by a Board with representation of the partners and co-opted experts.
- The basic payment to the private operator should be based on a fixed fee per animal, to be set by the Board. The private operator pays his staff and consumables from the fee. Investments are paid from the net surplus, i.e. after the PO is being paid, to be decided by the Board.
- The consultant proposes to create an investment fund under the management of the Board, from which major investments are being paid.
- The quality of the services depends directly on the quality of the staff. Better quality staff across the board but certainly in the finance department and regular staff training will help to further professionalise the operations, which is highly necessary when volumes will increase in future.
- Generally financial management and record keeping is a major challenge, as was shown in the three functional slaughterhouses in Wau, Aweil and Kuajok, and poses a risk to the entire enterprise. The establishment of a Board that sits regularly, demands for annual budgets and monthly expenditure reports and supervises the PO is paramount. The Board need to be established properly, and trained to perform its functions professionally.²”

GIZ assessed the practicability of the recommendations, and included the feasible ones in the draft MoUs.

Preliminary drawings for the slaughterhouse in Wau were produced in May 2016. The final drawings will be produced after a review of the first draft by all stakeholders. An agreement has to be reached on the size and shape of the planned infrastructure capable of handling the estimated throughput. AMTIP also has to look at the cost estimate to ensure it is within its budget.

² Financial and Economic Analysis of a Slaughterhouse in Rumbek town - Lakes State and of a Warehouse in Kangi – Western Bahr el Ghazal, RJ Bakema, March 2016

AMTIP received the title deed for the land allocated for the construction of the Wau slaughterhouse in April 2016. However, confirmation and acceptance of the Wau slaughterhouse location by all stakeholders, particularly the butchers, did not take place due to insecurity in the area.

ToR for an Environmental Impact Assessment (EIA) on the proposed construction of the two slaughterhouses was developed. The EIA is deemed necessary in view of the planned waste management through stabilisation ponds (Lagoons). Services of a consultant will be sought to carry out the EIA.



Current slaughter practice in Rumbek



Slaughter-hall in Rumbek not in use - identified for upgrading and completion

4. Private operators and their staff are trained and able to run the facilities according to the required technical and economic standards

Level of achievement:

AMTIP carried out a training needs assessment, detailing training needs for the various actors. Based on the assessment, AMTIP, in close consultation with all stakeholders, established the number of participants targeted for trainings. Training plans were drawn for all four slaughterhouse locations. These plans will be reviewed by all parties involved before the trainings begin.

The targeted actors include the managers of the facility, private operators and their staff, as well as the service providers, public health staff, veterinary supervisors and meat inspectors. The users of the facilities, butchers and their assistants will also take part in the trainings, as well as state owners, who are supervising the use of the facilities.

Investment in terms of infrastructure rehabilitation or construction has not yet taken place. Nevertheless, operations in terms of slaughterhouse operations are ongoing at already existing facilities. These ongoing operations at the four designated slaughterhouse locations were monitored on a regular basis by AMTIP staff. The performance of actors running existing operations was assessed in order to identify training needs but more so to provide necessary backstopping.

To that effect, technical and managerial advice/support was provided where and when it was needed. Support was provided to owners, service providers, users and to a lesser extent to the operators of the slaughter facilities. Advice was mainly provided by AMTIP staff during visits to the slaughter facilities as well as in workshops and meetings. Additionally, AMTIP consultants and other GIZ programmes such as the Strengthening Local Governance and Resilience in South Sudan Programme supported slaughterhouse actors.

2.2.2 B. ACTIVITIES

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

Activity 1.1 Organise information and planning meetings with the state authorities

Finalised

Activity 1.2: Agree on the proposed projects to be funded and identify the public partners at state level to become owners of the infrastructure

- Conducted a meeting in June 2016 to confirm acceptance of Rumbek slaughterhouse upgrading and completion by all stakeholders. Participants including representatives of butchers, Rumbek Town Council, SMARF and AMTIP agreed on the upgrading and completion of the existing but unused slaughterhouse in Rumbek.
- AMTIP received the title deed for the land allocated for the construction of Wau slaughterhouse in April 2016.

Activity 1.3: Assess and discuss the legal gaps for the implementation of PPPs

- GIZ organized workshops in Aweil (April 2016) and Rumbek (June 2016) to identify and document the strength and weaknesses of the PPP approach. The participants were senior officers from SMARFs, GIZ and Local Government.

Activity 1.4: Assist the partner in the formulation of decrees, bylaws or any other text to legally establish and process PPPs

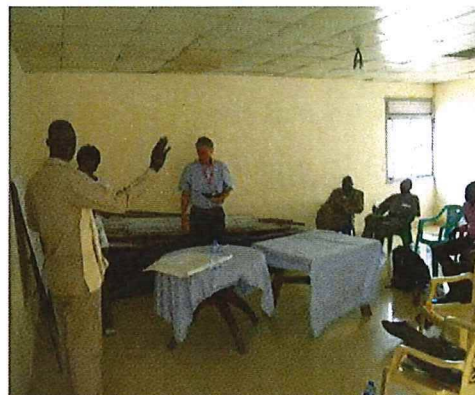
- AMTIP organized and conducted a meeting in Kuajok in February 2016 to discuss the content of a MoU relating to rehabilitation, ownership and running of Kuajok slaughterhouse. Participants were drawn from Aweil Municipal Council, SMARF and AMTIP.
- Conducted a workshop in Aweil in April 2016 to discuss the content of a MoU relating to rehabilitation, ownership and running of Aweil slaughterhouse with the relevant representatives from Aweil Municipal Council, SMARF and GIZ-AMTIP.
- Organized workshops to strengthen a good governance structure in Wau (February 2016), Aweil (June 2016), Kuajok (June 2016) and Rumbek (June 2016). Participants included members of SMARFs, Municipal or Town Councils, butchers associations and AMTIP. The workshops were conducted by the GIZ-Programme Strengthening Local Governance and Resilience in South Sudan.

The purpose of the workshops was to ensure that each stakeholder agrees, accepts and adheres to the objectives of the slaughterhouse operation. It also aimed at ensuring that each actor was aware of their role and contribution towards realizing the objectives. A decision was made to include all issues agreed upon in the in the draft MoUs.

- In June 2016, AMTIP organized a workshop in Rumbek to discuss the content of a MoU regarding the upgrading of an uncompleted slaughterhouse in Rumbek. Participants included officers from Rumbek Town Council, SMARF, butchers and AMTIP.
- The contracts between SMARFs and the former private slaughterhouse operators in Aweil and Kuajok are under review by the GIZ-Programme Strengthening Local Governance and Resilience in South Sudan-, and a GIZ lawyer.
- Finalised draft MoUs for the four slaughterhouse interventions.



MoU workshop in Rumbek



MoU preparation meeting in Kuajok

Activity 1.5: Monitor the formal approval of legal texts

- MoUs between the respective SMARFs, Municipalities and Town Councils and AMTIP were drafted. The purpose of the MoUs is to document the collaborative efforts by the three parties (the Ministry, the Municipality and AMTIP) towards the operation of each facility. Stakeholders will have the chance to point out any issues in a final review workshop before the MoUs are signed in September 2016. However, the prevailing insecurity may delay the signing of the MoUs.

Result 2: The slaughterhouses in Aweil and Kuajok are rehabilitated and operating. Agricultural warehouse in Kangi constructed and operational.

Activity 2.1: Assess/verify the economic viability of the projects and develop business plans

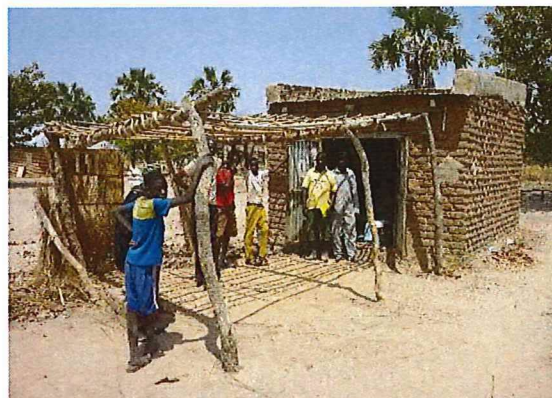
- Presented the feasibility study report and business plan to Kuajok slaughterhouse stakeholders at Kuajok city hotel in February 2016. The feasibility study report and business plan was accepted by all stakeholders in Kuajok.
- Feasibility study “Financial and Economic Analysis of a Warehouse in Kangi – Western Bahr el Ghazal” was carried out by an international consultant. A report was compiled and accepted in March 2016. The report was made available to the main stakeholders of the planned intervention.
- The consultant also drafted a business plan for the management of the proposed agricultural warehouse under a PPP arrangement.

Activity 2.2: Identify suitable plots for construction and monitor the establishment of title deeds

- Authorities from Jur River County and Kangi Payam jointly identified land for the construction of an agricultural warehouse in Kangi. It was inspected and accepted by all involved ZEAT-BEAD partners including UNIDO, UNOPS and AMTIP during a joint visit in March 2016. These activities took place before the report of the economic feasibility study in relation to the agricultural warehouse was produced.
- Follow up of title deed for Kangi agricultural warehouse is still ongoing.



Joint UNOPS / UNIDO / GIZ mission to Kangi



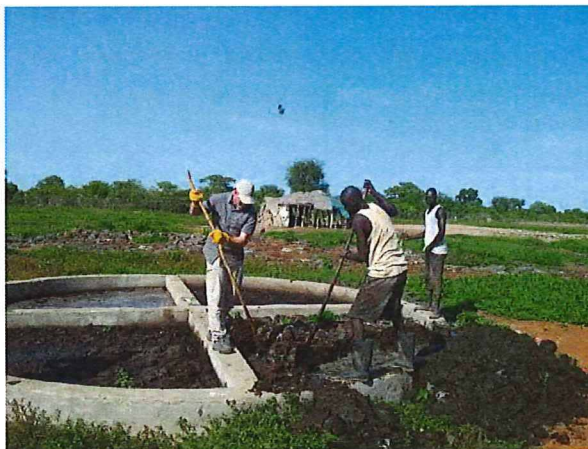
Existing produce store in Kangi

Activity 2.3: Assess the physical deficiencies needing rehabilitation, repair or improvement

- Assessed the state of the biogas plants in Aweil and Kuajok jointly with a biogas specialist from GIZ Uganda in June 2016
- Worked on the Kuajok and Aweil biogas plant together with a biogas consultant from GIZ Uganda, and managed to carry out some repair works in June 2016
- Awaiting the biogas specialists report in order to prepare for repair works on the bio gas plants in Aweil and Kuajok.



Opening digestion chamber / biogas plant Kuajok



Removing of sludge from biogas plant Kuajok

2.4 Assess training needs and establish tailor made training programmes

- Identified categories of beneficiaries for planned trainings in Kuajok and Aweil. Beneficiaries of planned trainings will include butchers/slaughter men, meat inspectors, veterinary supervisors, public health inspectors, staff from Municipal council and SMARF.
- Stakeholders jointly agreed that training packages should be 'on the job' based and encompass the Standard Operating Procedures (SOPs) to ensure a full understanding of the processes and their controls.
- Drafted a training programme/calendar for various trainings of all stakeholders in Kuajok and Aweil. This training programme needs to be jointly reviewed again because of the disruption due to the prevailing insecurity. This should be done in November/December in a workshop.

2.5 Prepare technical specifications and launch the tenders

- Drafted a training programme/calendar for various trainings of all stakeholders in Kuajok and Aweil.
- Technical drawings and BoQs for the slaughterhouse rehabilitation in Aweil and Kuajok were prepared jointly with technical staff from the State Governments.
- The technical documents were shared with the construction department of GIZ in Eschborn and sanctioned in May 2016.
- Owners of the infrastructure, in both cases the SMARFs, submitted the documents to the respective Ministries of Land, Housing and Physical Infrastructure, who approved the planned measures and stamped the documents in June 2016.
- AMTIP prepared the tender documents and is planning to advertise the works for Kuajok and Aweil in August 2016.
- Agreement reached with SMARF of Kuajok and Aweil in April 2016 on alternative slaughtering facility to be used when major repairs are underway.

2.6 Select and contract constructors/suppliers

- Discussions with the biogas expert from GIZ Uganda concerning possible suppliers of biogas generators for the slaughterhouses in Aweil and Kuajok took place in June 2016.

2.7 Supervise the construction / supply of equipment

- AMTIP procured eatable ink, manufactured by Makerere University in Kampala, Uganda, Faculty of Food Science and Technology in March 2016.
- Discussed and agreed with Aweil and Kuajok SMARF about the design of stamps for stamping inspected meat in June 2016.
- Initiated the procurement of stamps/stamp pads for meat inspection in July 2016.

Result 3: One slaughterhouse in Wau is constructed and operating and one slaughterhouse in Rumbek is upgraded /completed and operating

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

- Hired an international consultant, Mr. R.J. Bakema to carry out a feasibility study of Rumbek slaughterhouse and prepare a business plan in February 2016.
- Feasibility study report and business plan for Rumbek slaughterhouse completed in March 2016.
- Presented a feasibility study report and business plan prepared earlier by the consultant, to stakeholders in Wau in February 2016. Both documents were accepted by all stakeholders.

Cattle and meat prices in August 2015 in Wau/Aweil/Kuajok, and in Rumbek in February 2016³

Item	Average Wau/Aweil/Kuajok		Rumbek town	
	Cattle	Shoats	Cattle	Shoats
Price animal low (SSP/animal)	2000	300	3,000	500
Price animal high (SSP/animal)	3200	430	4,500	1000
Meat and bones (SSP/kg)	23	45	40	50
Meat (SSP/kg)	28	46	45	60

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

³ Financial and Economic Analysis of a Slaughterhouse in Rumbek town, RJ Bakema, March 2016

- AMTIP organized and conducted a workshop in June 2016 with representatives of butchers, SMARF and Rumbek Town Council in June 2016. During the workshop, shareholders accepted the slaughterhouse location and planned improvements and stated willingness to use it once AMTIP upgrades and operationalizes it.
- Obtained a copy of land title for plot proposed for slaughterhouse from Wau municipality in April 2016. The document was issued by the State Ministry of Land, Housing and Physical Infrastructure in Wau and bears the name of Wau Municipality. However, it may be necessary to identify an alternative location because the previously identified location in Lokloko area was the scene of fighting in June and July 2016.

3.3. Assess the physical deficiencies needing rehabilitation, repair or improvement

- A joint team from AMTIP and stakeholders from Rumbek assessed the slaughterhouse in Rumbek in February 2016. The aim was to get additional information necessary for the production of BoQ and drawings for the project.
- Carried out a market assessment to determine the cost of both local and manufactured goods in order to come up with the unit rates of construction items in the BoQ⁴.
- Prepared ToR for the planned Environmental Impact Assessment (EIA) on the planned construction of slaughterhouses in Wau and Rumbek. The assessment will focus on the planned waste management through stabilisation ponds (Lagoons).

3.4 Prepare technical specifications and launch the tenders

- Produced draft BoQ for the upgrading and completion of the slaughterhouse in Rumbek. It will be presented and discussed with stakeholders at state level.
- Preliminary drawings for the slaughterhouse in Wau were produced in May 2016. They will be presented for review to all stakeholders.
- Technical specification for the construction works in Wau and Rumbek were prepared in May. These were approved by GIZ-Eschborn for use during the tendering process and as part of the contract document.

3.5 Select and contract constructors/suppliers

- Not applicable yet

3.6 Supervise the construction / supply of equipment

- Not applicable yet

3.7 Assess training needs and establish tailor made training programmes

- Identified categories of beneficiaries for planned trainings in Wau and Rumbek. Beneficiaries of planned trainings will include butchers/slaughter men, meat inspectors, veterinary supervisors, public health inspectors, staff from Municipal council and SMARF.
- Stakeholders jointly agreed that training packages should in principle be 'on the job' based and encompass the Standard Operating Procedures (SOPs) so as to ensure a full understanding of the processes and their controls.
- Drafted a training programme/calendar for various trainings of all stakeholders in Wau and Rumbek. This training programme needs to be jointly reviewed again because of the disruption due to the prevailing insecurity. This should be done in November/December in a workshop.

3.8 Organise trainings according to the established programmes

- Trainings are planned from October 2016 onwards.

Result 4: Private operators and their staff are trained and able to run the facilities according to the required technical and economic standards.

4.1 Monitor on a regular basis the operations of all investment projects

- Ongoing operations at the four selected slaughterhouse locations were regularly monitored by AMTIP staff. This was done by the AMTIP Programme Officer and also the engineer through regular visits to the relevant offices at state level and visits to the slaughter locations. Meetings with relevant staff from SMARF and Municipal Councils, mainly from the veterinary and public health departments took place.

4.2 Assess the performance of all actors involved in operations of investment projects

- The performance of actors running the existing operations was assessed in order to identify training needs but more so to provide necessary backstopping.

4.3 Organise technical and managerial advice/support where needed

- Technical and managerial advice and support was provided when and where it was needed. It was given to owners, service providers, users and to a limited extent to the operators of the slaughter facilities. Advice was mainly provided by AMTIP staff during visits to the slaughter facilities as well as in workshops and meetings. Additionally, AMTIP consultants and GIZ staff from other GIZ programmes such as the GIZ Programme Strengthening Local Governance and Resilience in South Sudan and FSDAM and UFSLM gave support to slaughterhouse actors.

Challenges encountered during the reporting period

- During the second half of the reporting period, the security situation in the Greater Bahr el Ghazal region and in the country as a whole deteriorated. This led to the postponement and cancellation of a number of field missions. The security situation in Wau culminated in heavy fighting during the weekend from 24.06.2016 and led to the closure of the AMTIP office in Wau. The plan to manage AMTIP activities from FSDAM Juba office was frustrated by the outbreak of violence in Juba from 08.07.2016. Consequently, all GIZ offices were closed and all international and regional staff evacuated.
- GIZ international staffs are working from GIZ Head office in Eschborn, Germany. The national AMTIP staff was asked to stay at home until offices reopen. The regional AMTIP staffs have returned to their countries and are working from the respective GIZ Country Offices. GIZ is monitoring the security situation in South Sudan and will open its offices in South Sudan when the security situation improves.
- High turnover of key staff in government offices relevant for the implementation of AMTIP due to the proposed change in number of states from 10 to 28. Newly appointed office bearers took longer to make decisions concerning AMTIP activities. GIZ continuously updates new government staff in order to develop an understanding of the programme processes.

2.3 Logframe matrix updated

Results chain		Indicators	Base line	Curr value	Targets (incl. reference year)			Sources and means of verification	Assumptions
			Ref year	Ref date	Y1	Y2	Y3		
Overall objective: Impact	Access to and availability of food for rural and semi-urban households in the States of NBG, WBG, Warrap and Lakes are sustainably improved	x % of final beneficiaries have increased FS by x %	0	0	0	0		<input type="checkbox"/> National statistics <input type="checkbox"/> FAO, WFP, World Bank reports	
Specific objective(s): Outcome(s)	SO 1: Enlarging capacities to process, store and market agricultural products	<input type="checkbox"/> Processing, storage and marketing capacities have been increased by 10 per cent	0	0	0	0	10%	<input type="checkbox"/> Project progress reports <input type="checkbox"/> Documentation concerning PPP at state level <input type="checkbox"/> State statistics <input type="checkbox"/> TV, printed media	The political situation stabilises progressively/ favourable to development of private sector
	SO 2: State governments are contracting private operators to run the processing, storage and marketing facilities	<input type="checkbox"/> The legal and administrative framework for PPPs developed, formally approved and disseminated	0	0	0	5	0	<input type="checkbox"/> 5 contracts with private operators	
	SO 3: The selected private operators are enabled to run the facilities technically and economically at affordable prices	<input type="checkbox"/> 5 contracts with private operators established	0	0	0	0	5		

Outputs	Result 1: State ministries, county and town administrations accept and manage the outsourcing of public owned facilities to private operators	<input type="checkbox"/> Legal contracts for PPPs have been established <input type="checkbox"/> 5 private operators have been selected/contracted	0	0	0	5	0	<input type="checkbox"/> Public documents on PPP <input type="checkbox"/> Project progress reports <input type="checkbox"/> Training reports <input type="checkbox"/> Business reports <input type="checkbox"/> Annual financial statements of the private enterprises	The state administration accepts the concept of PPP
	Result 2: 3 investment projects rehabilitated or constructed and operational	<input type="checkbox"/> The slaughterhouses in Aweil and Kuajok have been rehabilitated and operational	0	0	0	2	0	<input type="checkbox"/> Mid-term and final review reports	
		<input type="checkbox"/> 1 agricultural warehouse constructed in Kangi and operational	0	0	0	0	1	<input type="checkbox"/> Mid-term and final review reports	
	Result 3: 2 investment projects realised and operational	<input type="checkbox"/> The slaughterhouse in Wau constructed and operational <input type="checkbox"/> The slaughterhouse in Rumbek upgraded and operational	0	0	0	0	2	<input type="checkbox"/> Mid-term and final review reports	
	Result 4: 5 private operators and their staff are trained and able to run the facilities according to the required technical and economic standards	<input type="checkbox"/> 5 private operators have been selected/contracted <input type="checkbox"/> Each operator and his staff have participated in at least 3 training events <input type="checkbox"/> Technical problems affecting the productive process have been reduced by 20 per cent <input type="checkbox"/> The economic balance of	0	0	0	2	3		

		the 5 enterprises shows positive results							
Activities	Results chain	Indicators	Baseline	Current value	Targets (incl. reference year)			Sources and means of verification	Assumptions
			Reference year	reference date	Y1	Y2	Y3		
	Mobilize project staff and set up the project office in Wau and Rumbek	The project offices in Wau and Rumbek operational	0	1	1	1	0	<input type="checkbox"/> Progress and financial reports <input type="checkbox"/> Qualified staff available <input type="checkbox"/> Office Premise available <input type="checkbox"/> Staff contracts and files	Timely delivery of equipment
	Organize information meetings with state authorities	<input type="checkbox"/> Information meetings conducted with stakeholders of the 5 investments in all the 4 state capitals with the State authorities	0	5	5		0	<input type="checkbox"/> Minutes of meetings <input type="checkbox"/> Progress reports	
	Agree on the proposed projects to be funded and identify the public partners at state level to become owners of the infrastructure	<input type="checkbox"/> The 5 proposed projects accepted by all stakeholders <input type="checkbox"/> 5 public partners to be legal owners of infrastructure identified	0	5	5		0	<input type="checkbox"/> Minutes of meetings <input type="checkbox"/> Request letters by SMARF DGs and Jur River County Commissioner to GIZ to Construct / rehabilitate slaughterhouses and agric warehouse <input type="checkbox"/> Copies of documents showing infrastructure ownership/Land title	

	Assess and discuss the legal gaps for the implementation of PPPs	<input type="checkbox"/> Legal gaps affecting implementation of PPP identified for all the 5 investment projects	0	5		5	0	<input type="checkbox"/> Assessment report	
	Assist the partner in the formulation of decrees, bylaws or any other needed legal document to establish and process PPPs	<input type="checkbox"/> Guideline documents to help in establishment of effective PPP approach developed for the 5 investment projects	0	0		0	5	<input type="checkbox"/> Draft documents <input type="checkbox"/> Progress reports	
	Monitor the formal approval of needed legal documents	<input type="checkbox"/> Guideline documents for implementation of PPP approved for the 5 locations	0	0		4	2	<input type="checkbox"/> Progress reports	
	Result 2: 3 investment projects rehabilitated or constructed and operational								
	Assess/verify the economic viability of the projects and develop business plans	<input type="checkbox"/> Economic viability of Aweil and Kuajok slaughterhouses assessed/verified <input type="checkbox"/> 2 Business Plans developed for Aweil and Kuajok	0	2	2	0	0	<input type="checkbox"/> Economic viability of Aweil and Kuajok slaughterhouses assessed/verified <input type="checkbox"/> 2 Business Plans developed for Aweil	
	Assess the physical deficiencies needing rehabilitation, repair or improvement	deficiencies needing rehabilitation, repair or improvement identified for both Aweil and Kuajok Slaughterhouses	0	2	2	0	0	<input type="checkbox"/> Assessment reports	

	Identify suitable location for construction of agricultural warehouse	Suitable location for construction of agriculture warehouse in Kangi identified	0	1	1	0	0	<input type="checkbox"/> Land assessment report	
	Assess training needs and establish tailor made training programmes	<input type="checkbox"/> Training needs identified for private operators and their staff, meat inspectors, supervisors and butchers in Aweil, Kuajok.	0	2	2	1	0	<input type="checkbox"/> Assessment report	
	Training needs identified for Agriculture warehouse operator	<input type="checkbox"/> Training needs identified for Agriculture warehouse operator	0	0	0	0	1	<input type="checkbox"/> Assessment report	
	(NO)tailor made training programmes conducted for categories listed above	<input type="checkbox"/> (NO)tailor made training programmes conducted for categories listed above	0	0	0	3	0	<input type="checkbox"/> Training programmes Progress reports	
	Prepare technical specifications and launch the tenders	<input type="checkbox"/> 2 technical specifications/BoQs established for rehabilitations of Aweil and Kuajok slaughterhouses.	0	2	2	0	0	<input type="checkbox"/> Tender documents	
		<input type="checkbox"/> Technical specification for construction of agriculture warehouse in Kangi established	0	0	0	1	0	<input type="checkbox"/> Tender document	
		<input type="checkbox"/> Tenders launched for rehabilitation of Aweil and Kuajok slaughterhouses. <input type="checkbox"/> tender launched for construction of agric warehouse in Kangi	0	0	0	3	0	<input type="checkbox"/> Advertisements	

	Select and contract constructors/suppliers	<input type="checkbox"/> 2 constructors/suppliers contracted to rehabilitate Aweil and Kuajok slaughterhouses <input type="checkbox"/> 1 constructor/supplier contracted to construct an agricultural warehouse	0	0	0	3	0	<input type="checkbox"/> Minutes of tender evaluation sessions <input type="checkbox"/> Works and supply contracts	
	Supervise the construction / supply of equipment	<input type="checkbox"/> Aweil and Kuajok rehabilitation works completed conform to the technical specifications of tender document <input type="checkbox"/> Warehouse constructed in Kangi conforms to the technical specifications of the tender document	0	0	0	2	1	<input type="checkbox"/> Mission reports, notes to file <input type="checkbox"/> Certificates of acceptance	
	Organise trainings according to the established programmes	<input type="checkbox"/> (X no of trainings on (zzz) conducted	0	0	0	2	1	<input type="checkbox"/> Training reports <input type="checkbox"/> Progress reports	
	Result 3: 2 investment projects realised and operational								
	Assess/verify the economic viability of the projects and develop business plans	<input type="checkbox"/> Economic viability of the 2 slaughterhouses of Wau and Rumbek assessed/verified	0	2	2	0	0	<input type="checkbox"/> Filled questionnaires <input type="checkbox"/> Assessment report <input type="checkbox"/> Business plans	
	Identify suitable plots for constructions and monitor the establishment of title deeds.	<input type="checkbox"/> 2 suitable plots for construction of Wau and Rumbek slaughterhouses assessed and identified	0	2	2	0	0	<input type="checkbox"/> Assessment report <input type="checkbox"/> Copies of title deed	

	Prepare technical specifications and	<input type="checkbox"/> 2 technical specifications for construction of Wau and Rumbek slaughterhouses prepared <input type="checkbox"/> 2 tenders launched for construction of Wau and Rumbek S-houses	0	2	2	0	0	<input type="checkbox"/> Tender document	
	Launch the tenders	<input type="checkbox"/> 2 tenders launched for construction of Wau and Rumbek Slaughterhouses	0	0	0	2	0	<input type="checkbox"/> Advertisement	
	Select and contract constructors/suppliers	<input type="checkbox"/> 2 Constructors/suppliers contracted to construct Wau and Rumbek Slaughterhouse	0	0	0	2	0	<input type="checkbox"/> Minutes of tender evaluation sessions <input type="checkbox"/> Works and supply contracts	
	Supervise the construction / supply of equipment	<input type="checkbox"/> Construction works conform to technical specifications	0	0	0	0	2	<input type="checkbox"/> Mission reports, notes to file <input type="checkbox"/> Certificates of acceptance	
	Assess training needs and establish tailor made training programmes	<input type="checkbox"/> Training needs of private operators, meat inspectors, supervisors and butchers for Wau and Rumbek slaughterhouses assessed and identified	0	2	2	0	0	<input type="checkbox"/> Assessment report <input type="checkbox"/> Progress reports	
	Result 4: 5 private operators and their staff are trained and able to run the facilities according to the required technical and economic standards								

	Monitor on a regular basis the operations of all investment projects	<input type="checkbox"/> Quarterly monitoring of operations of the investment projects conducted	0	0	2	4	4	<input type="checkbox"/> Mission reports <input type="checkbox"/> Progress reports	
	Assess the performance of the operators and their staff	<input type="checkbox"/> Quarterly assessment of technical and economic performance of all facilities/		2	2	4	4	<input type="checkbox"/> Assessment reports	
	Organise technical and managerial advice/support where needed	<input type="checkbox"/> Support missions, on the job trainings, advisory sessions conducted		8	8	16	16	<input type="checkbox"/> Mission reports <input type="checkbox"/> Progress reports	

2.3.1 Contracts with value above Euro 60,000

There were no contracts issued with a value of Euro 60,000 or above during the reporting period.

2.4 Updated action plan for the future activities of the project⁵

	Year													
	Activity/Month	A	S	O	N	D	J	F	M	A	M	J	J	Implementer
		2016					2017	2017						GIZ
	Result 1													
1.1	Organise information meetings with state authorities													
1.2	Agree on the proposed projects to be funded and identify the public partners at state level to become owners of the infrastructure													
1.3	Assess and discuss the legal gaps for the implementation of PPPs													

⁵ This plan covers the financial period between the interim report and the next report

1.4	Assist the partner in the formulation of decrees, bylaws or any other text to legally establish and process PPPs													
1.5	Monitor the formal approval of legal texts													
	Result 2													
2.1	Assess/verify the economic viability of the projects and develop business plans													
2.2	Identify suitable plots for construction and monitor the establishment of title deeds													
2.3	Assess the physical deficiencies needing rehabilitation, repair or improvement													
2.4	Assess training needs and establish tailor made training programmes													
2.5	Prepare technical specifications and launch the tenders													
2.6	Select and contract constructors/suppliers													
2.7	Supervise the construction/supply of equipment													
2.8	Organise trainings according to the established CB programme													>>>
	Result 3													
3.1	Assess the economic viability of the projects and develop business plans													
3.2	Identify suitable plots for constructions and monitor the establishment of title deeds													
3.3	Assess the physical deficiencies needing rehabilitation, repair or improvement													
3.4	Prepare technical specifications and launch the tenders													
3.5	Select and contract constructors/suppliers													

3.6	Supervise the construction/supply of equipment													>>>
3.7	Assess training needs and establish tailor made training programmes													
3.8	Organise trainings according to the established CB programme													
	Result 4													
4.1	Monitor on a regular basis the operations of all investment projects													
4.2	Assess the performance of the operators and their staff													
4.3	Organise technical and managerial advise/support where needed													

3 Beneficiaries/affiliated entities and other cooperation

3.1 Relationship between GIZ - AMTIP and state authorities

AMTIP has very good working relationships with all relevant State Ministries and County and Town Councils. The SMARFs in Wau, Rumbek, Aweil, Kuajok, and the Municipalities in Wau, Aweil, Kuajok as well as Rumbek Town Council and Jur River County are the main partners. The State Ministries of Land, Housing and Physical Infrastructure and the Local Government Ministries at state level are also stakeholders in AMTIP.

Regular consultations with all concerned state authorities take place regularly and information is shared. The good relationship between AMTIP and state authorities has enabled the programme to implement activities without much delay even during periods of insecurity.

3.2 Relationship with other organisations involved in implementing the action

Final beneficiaries and target groups

AMTIP and the target group, state ministries, county- and town council staff including private operators and their staff, have developed a very good relationship based on mutual respect. AMTIP management and staff maintain regular contact with the target group. All stakeholders work jointly towards achieving the commonly agreed targets.

There are, however, no regular contacts to the smallholder producers and urban and peri-urban consumers, who are the final beneficiaries.

3.3 Links and synergies with other actions

AMTIP developed a close cooperation with UNIDO's EU funded programme "Enhanced local value addition and strengthening value chains". The focus of collaboration is the slaughterhouse operations, where UNIDO has included hides and skins as one of their high potential value chains. Planned are activities such as joint trainings of butchers.

Furthermore, a close cooperation between UNIDO and AMTIP and UNOPS is established in relation to the planned agricultural warehouse in Kangi. AMTIP is planning to establish an agricultural warehouse while UNIDO will put a groundnut processing facility on the same plot of land. UNOPS is in the process of repairing access roads to Kangi. UNIDO and UNOPS were also part of the team that inspected and accepted the proposed location in Kangi.

Close cooperation with the FAO Pastoralists Project in Rumbek exists. Possibilities for more synergies are explored. The development of information material in regards to hygienic slaughtering and value addition in slaughterhouses for use by FAO are possible areas for cooperation. Also, visits of members of the pastoralist community to the Rumbek slaughterhouse can be organised.

Close links exist with the GIZ-Programme Strengthening Local Governance and Resilience in South Sudan. This sister programme supports AMTIP especially in the setting up of governance structures for the slaughterhouse operations.

3.4 Previous EU grants in view of strengthening the same target group

The Livestock Production and Marketing Project (LPMP) which GIZ implemented from 29 March 2008 to 28 September 2012, was funded by the EU under STABEX – SPCRP - 02. The LPMP the PPP

approach and operated in the same region as AMTIP. 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.

The renovation and upgrading of the two slaughterhouses built by LPMP in Aweil and Kuajok are among the AMTIP interventions. AMTIPs interventions are to a large extent based on the experiences gained by GIZ during the implementation of the Livestock Production and Marketing Project in the greater Bahr el Ghazal region.

4 Visibility

GIZ is fully committed to implementing Annex VI, Communication and Visibility Plan of the Indirect Management Delegation Agreement. To achieve this, AMTIP initiated a number of activities:

- Banners with the logos of GIZ, EU and SMARF were procured and are used during all official functions.
- Partners were issued banners with the logos of EU, GIZ and SMARF for display in their offices.
- All signposts giving directions to AMTIP offices or activity sites include the logo of the EU.
- The official AMTIP letterheads as well as all other official documents comprise the logos of GIZ, EU and SMARF.
- All AMTIP publications bear the logos of EU, GIZ and SMARF.
- Reports and other publications have disclaimers stating that they were produced with funding from the EU.



Name of the contact person for the Action:

Bernadette Neu

Signature: 

Location: 

Date: 28.11.2016