

Summary of the Terminal Evaluation

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| 1. Outline of the Project | |
| Country : Republic of South Sudan | Project title : The Project for Enhancement of Operation and Management Capacity of Inland Waterway in South Sudan |
| Issue : Transportation | Cooperation scheme : Technical Cooperation |
| Division in charge : Transportation and ICT Group, Infrastructure and Peacebuilding Department | Total cost (At the Terminal Evaluation) : 5.38 million yen |
| Period of Cooperation | 1 st March 2011 – 31 st August 2015 (R/D) |
| | 22 nd December 2010 (Revised R/D) |
| | 3 rd February 2015 |
| | Partner Country's Implementing Organization : Ministry of Transport, Republic of South Sudan (MTRB/RSS) , Ministry of Physical Infrastructure, Central Equatoria State (MOPI/CES) , Juba River Port Administration (JRPA) |
| | Supporting Organization in Japan : The Overseas Coastal Area Development Institute of Japan (OCDI) , Katahira & Engineers International |
| | Related Cooperation : Emergency Study on the Planning and Support for Basic Physical and Social Infrastructure in Juba Town and the Surrounding Areas (2006-2010) The Project for Improvement of Juba River Port (E/N : January 2013) |

1-1 Background of the Project

The civil conflict lasted over 50 years until the Government of Sudan and the Sudan People's Liberation Movement/Army (SPLM/A) signed the Comprehensive Peace Agreement (CPA) in January 2005. Afterwards, the referendum subscribed in CPA was carried out on 9th January 2011. Based on the result, the Republic of South Sudan (RSS) was established on the 9th July 2011.

For RSS, as an inland country, as commodities and materials necessary for daily lives and development of infrastructure in the RSS have been rapidly increased, a stable and effective logistics system connecting with surrounding countries is required. The route connecting Port Sudan located in the Red Sea in the Republic of the Sudan and Juba is a lifeline which can support the rehabilitation, but the trunk road between Khartoum, capital of Sudan, and Juba of RSS is un-paved except for a limited part, and follows the course with widely detouring on the White Nile west side, therefore, the road transportation ability is limited. Therefore inland waterway transportation has a big role for logistics between Kosti in Sudan and Juba. However, Juba Port doesn't have berthing facilities because they are physically destroyed during civil war, so the ships are forced to run on the bank, and leads to the limitation of inland waterway transportation and rely on the airlift transportation with higher cost.

The Government of Japan has implemented to developed a pier in Juba port and provided handling equipment through an urgent development study as well as follow-up cooperation. Furthermore, through Japanese grant aid cooperation named "The Juba river port expansion project", a pier of 200m in length, large sized crane and warehouse will be developed. Cargo handling capacity is expected to be increased by introducing a full-scale mechanized handling system. At the same time, the Ministry of Transport, the Republic of South Sudan (MOT/RSS) and the Ministry of Physical Infrastructure, Central Equatoria State (MOPI/CES) jointly established the Juba River Port Administration (JRPA) for the purpose of managing and operating the Juba river port. Rudimentary technical transfer to staff

of JRPA with regard to port management and operation was conducted in charge of the urgent development study and its follow-up cooperation.

Under these circumstances, the MOT/RSS requested a technical cooperation to the Government of Japan to enhance the operation and management capacity of staff in JRPA and other related organizations in order to properly maintain facilities and equipment which will be developed and provided by the Juba port expansion project, and to handle cargo effectively. In addition, knowledge and experience accumulated at the Juba port will be shared among the major ports in the RSS. In response to the official request above, JICA agreed to commence the technical cooperation project called “ The Project for Enhancement of Operation and Management Capacity of Inland Waterway in South Sudan” in March 2011 with a duration of four years cooperation with MOT/RSS.

This project was implemented with JRPA as a main counterpart. The original project period was from March, 2011 to February, 2015, but the trip to RSS was prohibited from December, 2013 to December, 2014 due to security deterioration in RSS. After a trip prohibition was lifted up, the project period was extended until August, 2015, and the Project Team conducted the technical assistance activity at the site with the related technical manuals which were made in Japan during the trip prohibition period.

Construction work of the Grant Aid project was not commenced during this project implementation due to security deterioration. Therefore, the activities which were planned under the pre-condition of implementation of Grant Aid project was heavily restricted.

1-2 Contents of Cooperation

The aim of the Project :

(1 Overall Goal :

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Inland water transport in South Sudan is facilitated and its capacity enhanced.

(2 Project Purpose :

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- 1) Management capacity of Juba port is strengthened.
- 2) Port management system established at Juba port is shared among the ports in South Sudan.

(3 Outputs :

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- 1) Roles and responsibilities of Juba River Port Administration (JRPA) are established and executed properly.
- 2) Budget and accounting system of JRPA are established.
- 3) Facilities of Juba port are properly managed and maintained.
- 4) Cargos are handled efficiently and safely at Juba port.
- 5) Juba port is managed and operated safely, securely and environmentally-friendly.
- 6) Statistical data of Juba port are collected, maintained and utilized.
- 7) Knowledge and experience accumulated at Juba port are shared among the ports in South

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| <p>Sudan.</p> <p>(4 Inputs :)</p> <p><u>Japanese side :</u></p> <p>Number of Japanese experts dispatched : 12</p> <p>Number of trainee dispatched in Japan and third countries (Kenya and Sudan) : 42</p> <p>The amount of equipment provided : JPY 1,107,360 + US\$ 4,120+US\$50,950 for material of security fence</p> <p>Local Operation Cost : JPY21,836,861</p> <p><u>South Sudan side :</u></p> <p>Number of Counterpart : 31</p> | | | |
| 2. Outline of the Evaluation team | | | |
| Japanese side | Mr. Yoshimoto KOYANAGI | Deputy Director, Team 2, Transportation and ICT Group Infrastructure and Peacebuilding Department, Japan International Cooperation Agency (JICA) | |
| | Mr. Masaya OMAE | General Manager, Success Project Management Office | |
| Period of Evaluation | 5 th to 17 th Mar. 2015 | Type of Evaluation | Terminal Evaluation |
| 3. Results of Evaluation | | | |
| 3-1 Project Achievement | | | |
| <p>The achievements of the outcome and project objective are described below. Some activities were heavily restricted due to delay of Grant Aid project and worsend relationship between Sudan and RSS.</p> <p>(1) Achievement of Outputs</p> <p><u>Output 1 : Roles and responsibilities of Juba River Port Administration (JRPA) are established and executed properly.</u></p> <p>It is judged to have been achieved for the most part. Regarding the indicator 1-1 “Regulatory framework of port administration in South Sudan is drafted”, draft of guideline of port administration, framework of port policy, port related legal framework, etc. are being implemented with the help of legal professions. Regarding the indicator 1-2 “Institutional operation manuals of Juba port are prepared”, roles and responsibilities of JRPA were confirmed through a series of discussions, seminars and trainings which provided necessary documents to define such roles and responsibilities among those concerned. It is planned to concentrate on their executions even though JRPA has been waiting for 1) completion of the grant aid project and 2) recovery of river transport cargo volume. From above points, it is judged to have been achieved for the most part of Output 1.</p> <p><u>Output 2 : Budget and accounting system of JRPA are established.</u></p> <p>It is judged to have been achieved for the most part. Regarding the indicator 2-1 “A document for budgetary request is prepared and the budget is requested”, the budgetary and accounting system of JRPA as a port management body was explained to the related agencies and understood, and budget request to Ministry of Finance was actually made. However, it didn’t come to the budget execution due to security deterioration. Regarding the indicator 2-2 “Port tariff is drafted” and 2-3 “Rules for</p> | | | |

leasing port facilities are drafted”, the draft of port tariff and leasing regulation was drafted under the condition of existing port facilities. From above points, it is judged to have been achieved for the most part of Output 2.

Output 3 : Facilities of Juba port are properly managed and maintained.

It is judged to have been achieved for the most part. Regarding the indicator 3-1 “Inspection manuals are prepared”, an inspection manual for existing facilities and new facilities to be improved by the Grant Aid project was made. Regarding the indicator 3-2 “Facilities are inspected and maintained according to the manuals”, inspection work is being conducted for existing berth based on an inspection manual, but inspection work doesn’t come to implementation for new facilities because of delay of Grant Aid project. Regarding the indicator 3-3 “The ledger of port facilities is prepared”, the ledger was made. Regarding the indicator 3-4 “The depth of the berths at Juba port are periodically monitored and recorded”, JRPA staff could measure the water depth using measurement equipment. From above points, it is judged to have been achieved for the most part of Output 3.

Output 4 : Cargos are handled efficiently and safely at Juba port.

It is judged to have been achieved for the most part. Regarding the indicator 4-1 “Cargo handling manuals for Juba port are prepared” and the indicator 4-3 “A rule for cargo handling services at Juba port is drafted”, cargo handling manuals and rules are prepared which are applied to existing facilities and equipment and new ones to be improved by the Grant Aid project. Regarding the indicator 4-2 “Berth allocation system is developed”, technical instruction was conducted for berth allocation during the construction work of the Grant Aid project and after completion of it. Furthermore, port entering and leaving procedures and berth allocation system were introduced to current port activities and tried among port related personnel. Regarding the indicator 4-4 “Improvement method of the efficiency for container handling is introduced”, the situation of actual container cargo handling work was shot with video and compiled as an educational material for safe cargo handling work. From above points, it is judged to have been achieved for the most part of Output 4.

Output 5 : Juba port is managed and operated safely, securely and environmentally- friendly.

It is judged to have been achieved for the most part. Regarding the indicator 5-1 “Rules regulating port services are drafted”, relevant regulation is drafted, and its introduction will be considered according to the surrounding situation (development of legal system, improvement of facilities, etc.). Regarding the indicator 5-2 “Port security plan is prepared and trainings and exercises are implemented”, the indicator 5-3 “Fire fighting plan is prepared and fire fighting exercises is implemented according to the plan”, the indicator 5-4 “Crisis management plan including oil spill disaster is prepared”, each plan for new facilities were made and put into Juba River Port Administration Operation Manual. Exercise was also conducted for fire fighting plan. Regarding the indicator 5-5 “An exercise against oil spill disaster is implemented”, the exercise on a desk which assumed an oil-spill disaster and a field training using an oil adhesion mat and an oil boom were conducted. From above points, it is judged to have been achieved for the most part of Output 5.

Output 6 : Statistical data of Juba port are collected, maintained and utilized.

It is judged to have been achieved for the most part. Regarding the indicator 6-1 “Manuals to collect port statistics and data are prepared”, the indicator 6-2 “Database is developed and utilized”, the indicator 6-3 “Brief port statistics report is prepared”, the objective of port statistical data was understood by making the manuals to collect port statistics and data, computerization of the data which was being recorded by handwriting, the way of data acquisition, compilation method of brief port statistics report. On the other hand, due to the deterioration of diplomatic relationship between the Sudan and RSS, it is the current situation that the logistics activities between two countries is stopping, and only limited data is obtained. Even though the activities are limited, the related manuals have been developed and possible activity is continued under the current cargo volumes, thus it is judged to have been achieved for the most part of Output 6.

Output 7 : Knowledge and experience accumulated at Juba port are shared among the ports in South Sudan.

It is judged to have been achieved for the most part. Regarding the indicator 7-1 “The number of trainings and seminars provided for the staff from other ports”, total of three times of field visit and workshop were held at Malakal Port, but the activities became limited because the trip to rural area couldn’t be possible due to security deterioration. Regarding the indicator 7-2 “The numbers of staff attended trainings and seminars from other ports”, an intensive lecture gathering port masters and staff from rural ports to Juba Port, and third country trainings were conducted. Even though the activities became limited due to security deterioration, by conducting the technical assistance in Juba Port and third country, thus it is judged to have been achieved for the most part of Output 7.

(2) Possible achievement of Overall Goal

Project Purpose 1 : Management capacity of Juba port is continuously strengthened.

2: Port management system established at Juba port is continuously shared among the ports in South Sudan

It is judged that the achievement level of project purpose is “moderate”. Regarding the indicator 1 “Efficient operation of the new facility of Juba River Port is examined”, the Grant Aid project has not commenced yet and actual operation of new terminal has not been started, but the Juba River Port administration & operation manual was developed and port administration ability of the existing facilities has been improved and it seems to contribute to smooth operation of new facilities. Regarding the indicator 2 “Capacities of staff at the ports in South Sudan are strengthened”, the activities became limited because the trip of project team to rural ports was prohibited and necessary port staff was not assigned in some ports due to security deterioration, but technical know-how was shared to some extent through technical assistance in Juba Port and third country trainings. From above points, it is judged to have been achieved for the most part of Project Purpose.

3-2 Summary of evaluation result

(1) Relevance : Relatively High

As regards the consistency with South Sudan Policies, The basic policy for the year from 2013 to

2017 in Transport Sector Plan, South Sudan (MTRB/RSS, April 2013) prioritizes the establishment of the effective distribution network, offering the safe transport service and strengthening the management capacity of MTRB. Furthermore, development of economic infrastructure such as transport is listed as a priority area to be highlighted in Joint evaluation mission report (2005 - 2011), which is framework of north and south Sudan development and formulated by CPA (Comprehensive Peace Agreement). Furthermore regarding river transport, in the South Sudan Development Initiative 2013-2020 (January 2013), it has set a high priority on infrastructure development related to the river transport, navigation assistance facility development, and legislation relating to river transport service, and also indicating the importance of training program for staff development engaged in river transport, and need for technical assistance to the implementation.

In June 2012, the Government of Japan adopted two prioritized development issues to South Sudan; 1. The development of infrastructure 2. Enhancement of the governance, in a rolling plan. "Program for developing infrastructure" is one of Cooperation Programs to South Sudan based on the rolling plan. Through the Program, the Government of Japan intends to support the development of infrastructure which promotes a continuous economic growth in Juba and focus on activities to reduce regional differences for the consolidation of peace. This project secures stable logistics service through operation and management development of inland waterway transportation, and leads to correction of regional gap in the South Sudan, and accords to the country assistance policy to the country.

Related to the Japanese assistance, the Urgent Development Study and its Follow-up Cooperation, the Grant Aid Project and the Group and Region-Focused Training have been assisting to provide an infrastructure, equipment and human resource development for the port sector respectively. The delay of implementation of the Grant Aid Project for providing facilities and equipment due to unforeseeable security situation in Juba is one of the serious factor of interference of the Project.

Concerning the needs of the Ports in South Sudan, the handling cargo volumes were expected to increase in each port such as Juba port in South Sudan as the rapid development after the independence. In such situations, management capacity of ports needs to be strengthened and the need to implement the Project in ports is high.

The river transport is important for the relief supply of the UN and repatriated refugee more than the development of domestic industry for the time being. Although the traffic volume by barge vessels has been decreasing due to the logistic stagnation with Sudan, the transport by small boats has been contributing to carry food and daily commodity. When the relation with Sudan improves, it is expected to increase the traffic volume by river transport; therefore it is expected to contribute to the industrial development in addition to BHN.

Even though there are no data for comparison with the other mode of transportation, the North-South river transport is very important because it takes time to improve the road network which is very poor condition.

(2) Effectiveness : Relatively Low

The achievement of the Project purpose 1-2 is likely to be low if the external conditions, which are not fulfilled at the moment, remain in the same situation until the termination of the Project. Concerning the Project purpose 1, the capacity of the JRPA staff who participated in on-the-job training and other activities has been strengthened, and their incentive in managing and operating port management has been enhanced. Hence, the management capacity will be enhanced on an ongoing basis within JRPA if the activities continue. On the other hand, as to the Project purpose 2, staff has not allocated in target river ports appropriately. The technical instruction was provided at Juba Port to the staff who are to be assigned to other ports, however it has not reached to the actual practical operation.

Through the activities from Output 1-6, given that management capacity of JRPA is strengthened, the Project purpose will be achieved. Furthermore, assuming that knowledge and experiences of JRPA accumulated through OJT and other activities can be shared among the ports through the activities of Output 7, the Project purpose 2 will be achieved. From the above, the project logic is appropriate from Outputs to the Project purpose.

Staff members allocated at the beginning of the Project have not been transferred and resigned, therefore, it can be said that the important assumption 1 is fulfilled. As regards to the important assumption 2, one of main objectives is to enhance the management capacity of JRPA through utilizing the new facilities efficiently and properly, such as a jetty expanded and equipment to handle cargos, provided by Japanese grant aid. The implementation of Japanese Grant aid has been delayed more than one and half year compared to the schedule. Due to the reason above, the Project has provided activities for JRPA to the utmost extent responding not only to the existing facilities but also to the new facilities. However, more than a half of activities are responding to the new facilities, therefore, the technical knowledge cannot be transferred adequately to port staff due to the implementation delay of the Japanese grant aid.

As a challenge to the critical issue, the demand of river transport is 60% of all nationwide cargo transport as recorded before the war because of the substantial geographical constraints especially huge area is covered underwater level in rainy season. The road transportation has heavy difficult for a logistic services under such situation in 7 (seven) month a year. It is obvious the river transport is the lifeline of the country. It is also reasonable way of transport by river because it is cheap and capable for mass volume at once.

(3) Efficiency : Moderate

The quality of experts is highly evaluated by hearing from the counterpart and the experts could respond to diversity from large-scale port to river port.; however its quantity and input timing were not satisfied due to postponement of experts dispatch from December 2013 to March 2015 because of deterioration in the security situation. It is necessary to catch up this delay as much as possible by technical guidance by the experts on March and April 2015 based on the manual which was prepared

during their postponement period. Furthermore, it should be mentioned there was a lack of efficiency because the coordination with the grant aid project could not be made from a standpoint of input timing of the experts.

Several equipment, such as Electric Distance Meter, Automatic Level, Lead Rope and Personal Computer, has been procured to the Project and utilized for activities of the Project. And the material for the security fence around the port area was provided. The installation works has just started and the port security will be secured after its completion.

The quality of the training in Japan and third country (Kenya, Cambodia) which was well prepared on each subject was very much high which could not be experienced in South Sudan because of lack of facilities and equipment. Participants could build image of the coming facilities and equipment under the grant aid project.

It was difficult to allocate properly to each port other than the port of Juba due to the security purpose and slippage of cargo volume in line with the Project schedule. The staff members who have been working and having training at the port of Juba will be allocated to the other ports which start operation in the future.

(4) Impact : Moderate

It takes time to achieve the overall goal because of the low possibility to develop river transport capacity. The present situation of river transport is limited to the domestic duties, such as the assistance goods by UN or refugee repatriation due to the deterioration of the North-South relations, and small boat service only. It is necessary to complete the grant aid project for Juba port to enhance the facilities and equipment capacity and the same to the other target ports by this Project. Furthermore, the institutional and human resource development is necessary.

Recovery of the river transport is closely related to the situation between North-South, there is no clear idea as an interference. It is impossible to achieve the overall goal only by the development of primary ports, like the port of Juba. It is obviously necessary to secure the pre-condition "Public security in South Sudan is not deteriorated."

As the unexpected effects, there are following three (3) factors;

- 1) The most noticeable unexpected effect is the awakening of importance by the South Sudan side of the policy higher than the law and regulation. It was not included in the PDM related to the policy matter. The Project has found this fact during implementation of the Project and put how to develop into activities in line with the intention of the South Sudan side. It is not completed yet, but the Transport Policy and River Port Policy are considered as one of the most important matters to be solved by MTRB.
- 2) The next important finding as an unexpected effect is familiarization of the personal computer and its software necessary for statistics, accounting and other necessary subjects related to the port management. This fact was not discussed before the Project; however the Project team found the necessity and added in the program of the Project for the smooth implementation of the related

activities. As a result, the counterparts who have been working for this under the guidance of the experts reached the level to instruct the other counterparts.

3) JRPA's motivation to sort out problems and issues has been raised through the Project and they started activities with their own initiatives. The management capacity of JRPA staff has been strengthened through OJT and other activities. It is expected that the Project maintains the motivation and incentive of JRPA staff.

(5) Sustainability : Moderate

Political, Organizational and institutional Aspects :

The basic policy for the year from 2013 to 2017 in Transport Sector Plan, South Sudan (MTRB/ESS, April 2013) prioritizes the Establishment of the effective distribution network, offering the safe transport service and strengthening the management capacity of MTRB. Furthermore, development of economic infrastructure such as transport is listed as a priority area to be highlighted. The Government of South Sudan has a realization to improve the port management capacity in order to operate smooth cargo transport as the most important matter. It can be said that the sustainability has been secured about directionality, but the level which can be self-contained is difficult to say about policy making on specific issue, organization reform and institutional reform, and is estimated the donor assistance is required.

Technical Aspects :

The expert team provided the manual "Juba River Port Administration Operation-Manual" related to all the Outputs which were defined in the PDM with a purpose to satisfy a shortage of activities at site. This manual will contribute to let JRPA keep on working based on the Outputs.

(As reference : Contents of the Manual)

1. General Affairs and Administration Department
2. Budget and Accounting Department
3. Operation and Statistics Department
4. Risk Management and Environment Department
5. Mechanical Cargo Handling Department
6. Maintenance Department

It's expected that the above mentioned manual "Juba River Port Administration Operation-Manual" will be fixed in the organization by well understanding of it by C/P and share with the staff who will be newly assigned by personnel transfer. But it has only assumed that the new facilities and equipment will be provided, it seems necessary to confirm the degree of settlement of the manual when the new facilities and equipment are actually provided in the future.

Manpower Aspects :

Because it has just become independent in 2011 and faced deterioration of security situation during project implementation, there are a lot of destabilizing elements of logistic stagnation, delay of grant aid project, and it cannot be judged the ownership of C/P was always high. Under such circumstances,

it can be evaluated that the C/P was involved in the project in active manner and made an effort toward technological acquirement aggressively. Some personnel transfer in the central government are found, but conspicuous change is not found in TF3 of the practical work level (cargo handling and operation)

It can be said that the sustainability in terms of JRPA and Juba Port has been secured about the number and the quality. The issue is securement of the skill which will be introduced into the port function efficiently when river transport was activated and each port function restored.

Financial Aspects :

South Sudan has stopped to export oil to Sudan and the revenue from the oil production has decreased. Moreover, it is difficult to secure all expense which is very high cost projects, such as the facilities of port, dredging and so on.

Necessary measures for monitoring the situation toward to secure sustainability

The following items are to be monitored to share with both sides to secure sustainability. The South Sudan side report to JICA South Sudan Office once in a quarter of the year and the report will be shared with JICA HQs.

- 1) Progress of the authorization of the river port policy and regulation
- 2) Establishment of a tariff committee
- 3) Periodical measurement of water level
- 4) Periodical updating of the equipment ledger
- 5) Recording of barges accommodated
- 6) Periodical cleaning of port area as a routine work

3-3 Factors that promoted realization of effects

(1) Factors concerning to planning

Although it was not planned initially, the practical trainings by OJT were planned and implemented to a maximum extent because the delay of the grant aid project due to unforeseeable security situation in Juba. This measure has made the lack of technical transfer minimum due to the said delay.

(2) Factors concerning to the Implementation Process

Meetings have been periodically held to share the knowledge and information between Japanese experts and C/P and to decide the important issues of the project. Japanese experts have the confidence that the communication with C/P has been improved, and have the opinion that further understanding and collaboration should be promoted.

3-4 Factors that impeded realization of effects

(1) Factors concerning to planning

Due to the implementation delays of Japanese grant aid due to unforeseeable security situation in Juba, the Project has difficulties in transferring the techniques so that JRPA staff can utilize the new facilities. Under the circumstances, the Project is conducting training in the existing facilities in order

for JRPS to correspond the new facilities.

(2) Factors concerning to the Implementation Process

Due to the outbreak of civil conflict in December 2013, it was broken up the JICA experts dispatch to the site. During this period, the activities were heavily limited and the expert team has prepared the necessary manuals in Japan.

3-5 Conclusion

Although the Project could not be implemented according to schedule because of various matters mentioned at each section of this report, both individual and organizational level in the field of port management were enhanced. But still further efforts are necessary to achieve the Project Purpose and Overall Goal.

MTRB has been working on the legal system formulation regarding the river transport to contribute to the port activities. MTRB has been drafting such documents together with the expert on law to accelerate for urgent completion. It is afford to say that the Project has contributed for this legal aspect in deep. It's expected that the Government of South Sudan makes basic legal system for river transport be completed to make the project outcome fixed in the future.

It's requested that the South Sudanese side utilizes the technology and knowledge acquired by this project and comes into action continually to expand the project outcome and make them spread by the whole country level. The South Sudanese side's activities will be monitored once in a quarter of the year.

Both sides, South Sudanese and Japanese, should keep in touch to monitor the situation in order to spread the Outputs of the Project nationally to have a spillover effect widely.

Although the Project was heavily damaged by the deterioration in the security situation because of the delay of provision of facilities and equipment, the outsource occasions planned and instructed by the expert team, such as training outside of South Sudan, compiled manual for the necessary subjects were designed as much as possible to cover the loss and delay. The counterpart group also did not fall into depression and then tried to make the most of an opportunity. Both side has tried to reach the goal together under such circumstances. Such a sincere manner on both side should be appreciated.

3-6 Recommendations

(1) Short Term Recommendations to achieve the Project Purpose

- 1) As the self-contained manuals were provided by the Project, the South Sudanese side is recommended to share the necessary items with the right personnel for further understanding and utilization both for the existing and new facilities and equipment to be improved by the grant aid project. Continuity is the most important awareness to improve the human competence.
- 2) In a similar way as the Short Term Recommendation 1) mentioned above, it is necessary to secure the continuity of technical development by the port operation activities in the subject

which does not need special facilities and equipment.

(2) Long and Mid Term Recommendations to achieve the Overall Goal

There are various items to be fulfilled in order to develop the inland water transport, such as the port, vessel traffic lane, navigation rules and regulations, ship registration and inspection, ship's crew training and license, search and rescue system, pollution prevention, navigational aids, dredging etc. MTRB has been working for the River Transport Bill since long time; therefore such a legal system should cover all aspect related to the river transport in order to facilitate and enhance its capacity.

(3) Directionality of assistance in the future

Such as making river port policy (draft), river port legal system (draft) and JRPA operation manual which are not related to grant aid project, some outcomes were achieved to certain extent. On the other hand, it can't be put into effect yet about consideration of a smooth management of new Juba Port terminal, management and operation of Juba port based on the manual made by this project and tariff collection system, implementation of the check and maintenance of the facilities based on the manual, revision of the ledger, preparation and introduction of berth allocation system, because the grant aid project delayed and time of next tender has not been decided yet either.

Furthermore, the necessary number of C/P with the fixed ability was not allocated because of stagnation of logistics between North-South Sudan using barges due to worsened relationship of two countries, security situation deterioration in South Sudan, thus it can't also be put into effect about sharing of administration procedures on port operation established by the project to other ports in South Sudan, and improvement of port statistics database as well.

At present, river transportation of a humanity relief resource in South Sudan is performed by humanity support operation by United Nations (UN).

Regarding the above mentioned un-achieved items, and cooperation items to be implemented in succeeding project, they rely on the progress of following two items. Therefore, both sides collect the information on the following two points, and confirm the result and progress, and consider the contents of succeeding projects.

Condition of the consideration of the succeeding project has been confirmed as below.

- 1) Conclusion of the contract agreement for construction works of the Grant Aid project "The Project for Improvement of Juba River Port"
- 2) Increase of cargo handling volume (Assume the number of barges recovers to the equivalent amount of 2011) ¹

3-7 Lessons Learned

(1) Sense of fellowship

¹ According to hearing to WFP doing humanity relief resource logistics in South Sudan, Inland transportation of goods isn't performed smoothly because the situation of north region in South Sudan is bad and the actual transportation by barge since August 2014 is only 5 times.

This Project has a real difficulty to implement because of the difficult story mentioned repeatedly above. It means that the Project members of both South Sudanese and Japanese sides had heavy burden to work towards the achievement of the Project Purpose. Under such situation, the expert team has been trying to reduce distance with the counterparts by means of OJT method hand in hand. This kind of attitude has create the sense of fellowship between them. Undoubtedly, the expert team and counterparts have a trusting relationship with each other. This kind of output is also very much important in the ODA activity.

(2) Incentive and motivation

People works to enjoy life with desire to improve; however the situation in South Sudan has been deteriorated since the commencement of the Project. This is truly difficult story. Then, the expert team take the importance to keep incentive and motivation of counterparts into consideration for the planning of the Project, for example, training programs in the country and overseas, including in the third country, Kenya. Also OJT method was one of such ideas. Needless to say, the technical necessity should be first but some interesting factors may help to keep high incentive and motivation. This attitude has made various outputs from this Project climbing over the said difficulty.

3-8 Follow-up Situation

In the initial plan, the berth expansion and provision of cargo handling machine were expected to be completed by the Grant Aid project “The Project for Improvement of Juba River Port” during implementation of this technical cooperation project. In this technical cooperation project, the relevant port administration & operation manuals were developed for new facilities and equipment to be provided by the Grant Aid project and were supposed to be actually practiced, but the actual practice was not achieved because the construction work of Grant Aid project did not commence due to security deterioration. The Grant Aid project will be implemented in future but the timing is not yet in sight.