

Republic of Sudan

FY 2016 Ex-Post Evaluation of Technical Cooperation Project

“Project for Strengthening Vocational Training in Sudan”

External Evaluator: Keiko Watanabe, Mitsubishi UFJ Research & Consulting Co., Ltd.

0. Summary

The project was implemented aiming to strengthen management capacity of Supreme Council for Vocational Training and Apprenticeship (hereinafter referred to as “SCVTA”) to supervise vocational training through enhancing SCVTA’s supporting function for vocational training centers (hereinafter referred to as “VTC¹”) and building mechanism in SCVTA to support training providers² in order to promote job placement for socially vulnerable people including ex-combatants, persons with disabilities, women and refugees. The project activities were in line with the policies and needs which are stipulated in the national strategic plan of Sudan at the time of planning and completion. It includes the development of human resources for industry and non-oil industry, and the improvement of unemployment rate for youth from the viewpoint of peacebuilding. In addition, the project was in line with the Japan’s ODA assistance policy of stabilization of peace and improvement of basic human needs. Therefore, the relevance of the project is high. The project achieved its one of aims to strengthen supporting function of training providers for socially vulnerable people. However, a part of the project objective has not been achieved. This is because while introducing such measures as revised curriculum, equipment maintenance and management system, and job placement support system into Khartoum 2 Vocational Training Center (hereinafter referred to as “K2VTC”) as a model center, the project has completed without fully establishing the foundation in order to disseminate and expand those measures to other VTCs. Therefore, the overall goal of strengthening vocational training system has not been achieved in part. Thus, the effectiveness and impact are fair.

Both project cost and project period were within the plan. Thus, the efficiency is high. In regard to the sustainability, some issues remain in organizational, technical and financial aspects. Therefore, the sustainability of the project is fair.

In light of the above, the project is evaluated to be satisfactory.

¹ VTC refers to the public and private vocational training centers that carry out the formal long-term vocational training of three years supervised by SCVTA. Specifically, it refers to the five VTCs under SCVTA, the state VTCs and the private VTCs.

² “Training providers” means organizations which provide vocational training to socially vulnerable people. They include NGOs, Women’s Union, Youth Center, and Disabled Union. Participants in the training of trainers for training providers were including from the Ministry of Welfare and the Ministry of Women since they will delegate the training to the training providers.

1. Project Description



Project Location



Vocational Training at K2VTC

1.1 Background

In Sudan, SCVTA under the Ministry of Labor and Administrative Reform³ is responsible for vocational training including institutional setting, curriculum development and trainers training. However, due to the prolonged civil conflict since 1983, its function has been stagnant and it has not been able to respond the labor market and training needs in the industry. Specifically, vocational training system in Sudan has faced such challenges including; 1) outdated structure and curriculum, 2) lack of administrative skills for VTCs, 3) lack of training skills of VTC trainers, and 4) aging facilities and equipment of VTCs.

Under such circumstances, JICA, in response to the request of the Sudanese government, implemented “the study for master plan for vocational training system” from November 2008 to March 2010 and developed a more strategic master plan for vocational training system. This project was started in January 2011 aiming at strengthening SCVTA’s capacity for managing vocational training which was proposed in the said master plan.

1.2 Project Outline

Overall Goal		Vocational training system is strengthened to activate the employment and income opportunities
Project Purpose		SCVTA’s capacity for managing vocational training based on social and labor market needs is strengthened
Output(s)	Output 1	Function of SCVTA to support VTCs are strengthened through pilot activities with model training courses
	Output 2	Functions of SCVTA to support various training providers are strengthened through technical guidance and TOT

³ The name was changed in June 2015 due to the restructuring of ministries. The former name at the time of the project was Ministry of Human Resources and Labor.

	Output 3	Function of job placement support system is established in SCVTA and K2VTC ⁴
Total Cost (Japanese Side)		417 million yen
Period of Cooperation		January, 2011 – December, 2013
Implementing Agency		Supreme Council for Vocational and Training Apprenticeship (SCVTA)
Other Relevant Agencies / Organizations		Five Vocational Training Centers under SCVTA (Khartoum 2 Vocational Training Center (K2VTC), Khartoum 3 Vocational Training Center (K3VTC), Khartoum North Vocational Training Center (KNVTC), Sudanese Korea Vocational Training Center (Sudanese Korea VTC), Friendship Vocational Training Center (Friendship VTC))
Supporting Agency/Organization in Japan		None
Related Projects		<p>【Technical Cooperation】</p> <ul style="list-style-type: none"> • The Study for Master Plan for the Vocational Training System (November 2008 – March 2010) • Project for Human Resources Development for Darfur and the Three Protocol Areas (June 2009 – May 2013) • Assistance in capacity of activities for reintegration of ex-combatants (March – September) (Dispatch of Experts) • Capacity Development Project for the Provision of Services for Basic Human Needs in Kassala (May 2011 – April 2015) • Dispatch of Japan Overseas Cooperation Volunteers to K2VTC (Automotive, Electricity) <p>【Assistance by International Organizations】</p> <ul style="list-style-type: none"> • Reintegration Project by National Disarmament, Demobilization, and Reintegration Committee led by United Nations Development Program (UNDP)

1.3 Outline of the Terminal Evaluation

1.3.1 Achievement Status of Project Purpose at the Terminal Evaluation

At the time of the terminal evaluation, three out of the five indicators of the project purpose have been achieved. Job placement rate corresponding to the indicator (2) was excluded since it is not an indicator which directly measures the project purpose. In regard to the indicator (5) which is the satisfaction level on the trainings conducted by the training providers, the

⁴ Although it was not set in Project Design Matrix (PDM), the external evaluator added Output 3 comprising of employment support related activities implemented in the project for the enhancement of capacity of SCVTA.

results has not come out at the time of the terminal evaluation. However, it was judged that the project purpose was expected to be achieved through maintaining the technical skills introduced by the project if SCVTA have accumulated operation and management experiences, manuals and teaching materials from the various trainings which would be conducted with VTCs and training providers, and if the SCVTA's plan for strengthening structure for supporting VTCs have been realized by the time of project completion.

1.3.2 Achievement Status of Overall Goal at the Terminal Evaluation (Including other impacts)

Opportunities for vocational training were increased by the project and cases were observed in which income of the graduates from the short-term courses⁵ have been increased. SCVTA has become able to provide trainings which focused on market needs for socially vulnerable people whose access to vocational training has been limited through trainers of trainings (hereinafter referred to as "TOT") and short-term model courses. Based on the above, it was judged that the achievement of the overall goal was expected.

1.3.3 Recommendations from the Terminal Evaluation

Recommendations until the end of the project period included; 1) to conduct monitoring based on the revised curriculum (including the confirmation of utilization situation of provided equipment), 2) to formulate implementation plan of Training Providers' Meetings and Vocational Training Forum for employment support, and 3) to introduce project outputs to each VTC and conduct dissemination activities for encouraging utilization.

Recommendations after the completion of the project included; 1) to keep improving project outputs such as guideline in accordance with social and economic situation, 2) to formulate a medium and long term human resources development plan that takes into account the capacity development of whole staff members including recruitment and training of new staff members prepared for retirement staff, and the technical transfer from the staff members who participated in the training to other staff members, 3) to continue to discuss with related organizations on the possibility of enabling VTCs to retain the income generating activities, 4) to enhance collaboration with private sectors through Training Providers' Meeting, Vocational Training Forum, and Job Placement Supporting Office, 5) to improve recognition of SCVTA, and 6) to promote technical exchange across trainers of VTCs.

⁵ The long-term course is a three-year regular course overseen by SCVTA and implemented by SCVTA approved VTCs and private training providers. The short-term course is a non-regular course conducted occasionally by VTCs and private training providers. In this project, the "short-term model courses" were implemented with aim of improving long-term courses and formulating courses for socially vulnerable people.

2. Outline of the Evaluation Study

2.1 External Evaluator

Keiko Watanabe, Mitsubishi UFJ Research & Consulting Co., Ltd.

2.2 Duration of Evaluation Study

This ex-post evaluation study was conducted with the following schedule

Duration of the Study: August, 2016 – February, 2018

Duration of Field Study: February 14 – March 8, 2017, May 15 – 24, 2017

3. Results of the Evaluation (Overall Rating: B⁶)

3.1 Relevance (Rating: ③⁷)

3.1.1 Consistency with the Development Plan of Sudan

Twenty-Five Year National Strategy (2007-2031) at the time of the planning and completion of the project emphasizes the necessity of vocational training in order to promote improvement of cash income and economic development. At the time of the planning, disarmament, demobilization and reintegration (hereinafter referred to as “DDR”) of Sudan has been implemented as the matter to be implemented in the “Comprehensive Peace Agreement” in 2005. The support in vocational training which leads to social reintegration among DDR had high political significance from the viewpoint of promoting peace process.

The Five Year Plan (2012-2016) at the time of the project completion stipulates the promotion of economic development led by the private sector. In addition, Technical and Vocational Education and Training (TVET) policy (November 2013) mentions that SCVTA is in charge of fostering professional human resources suitable for labor market in collaboration with National Council for Technical and Technological Education (NCTTE⁸). The policy for persons with disabilities was under preparation at the time of the completion of the project. However, the importance on vocational training for persons with disabilities was intended to place it.

Therefore, the project is well consistent with the Sudan development policy.

3.1.2 Consistency with the Development Needs of Sudan

The vocational training system in Sudan at the time of the planning did not adequately meet the labor demand in the industry and training needs. The GDP growth rate of Sudan has maintained as much as 9.0% on average as a result of mainly oil development when the conflict came to an end in 2005 up to 2008. However, due to the downturn of the world economy and

⁶ A : Highly satisfactory, B: Satisfactory, C: Partially satisfactory, D: Unsatisfactory

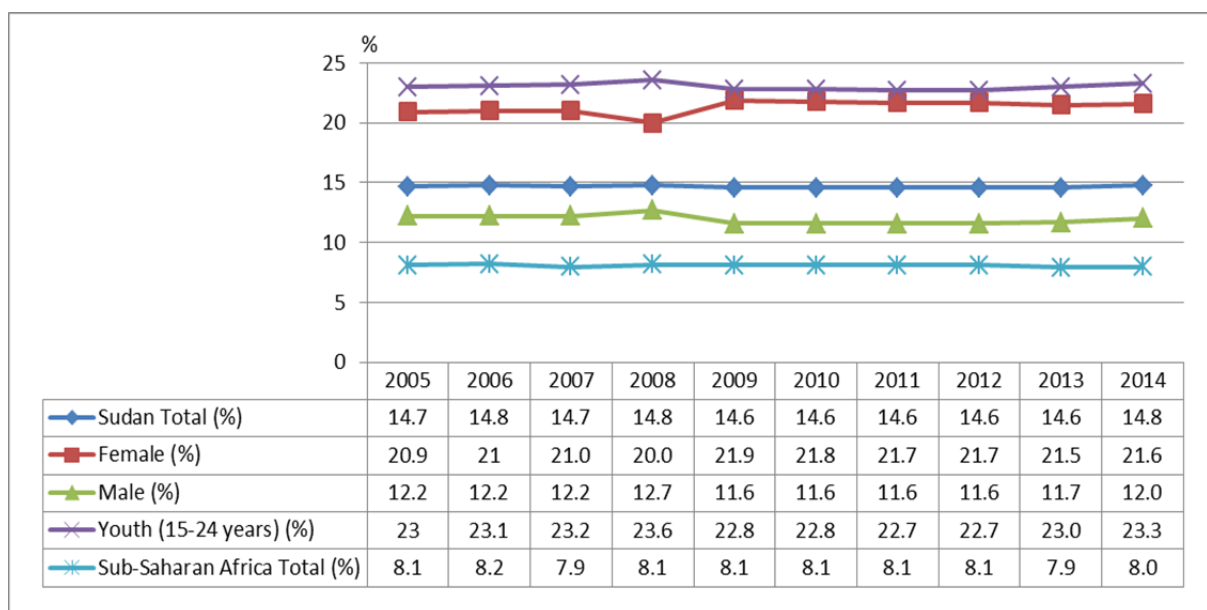
⁷ ③: High, ②: Fair, ①: Low

⁸ NCTTE was established to supervise technical high schools and technical colleges. However, at the time of the ex-post evaluation, the position of NCTTE was vague since technical high school became under the Ministry of General Education, and technical college was under the Ministry of Higher Education and Scientific Research.

declining oil prices, it was only 3.8% in 2009. Approximately 65% of the national revenue was dependent on oil revenue and the economic blows received at the fall of crude oil price were large. Therefore, it was urgent to secure and maintain the economic stability as well as to foster human resources in the non-oil industry and to improve unemployment rate. As shown in Figure 1, the unemployment rate in Sudan total at the time of the planning was about 15% which was higher than the average of 8% in Sub-Saharan Africa total. In particular, the unemployment rates of women and youth were both very high, more than 20%, so the need for vocational training which is a countermeasure to unemployment has been increasing to promote social stability.

Even at the completion, unemployment for women and youth were still urgent issues in Sudan. On the other hand, the vocational training opportunities for socially vulnerable people such as women and persons with disabilities remained limited at the time of the completion. Therefore the training needs were also high.

Therefore, the project is in line with the development needs of Sudan both at the time of planning and completion of the project.



Source: Prepared by the External Evaluator through the data from the World Development Indicators, the World Bank

Figure 1 Trend of Unemployment Rate in Sudan

3.1.3 Consistency with Japan's ODA Policy

Japan's ODA Charter (2003) stipulates importance of reconstruction assistance including social reintegration of ex-combatants, economic and social development, and upgrading government administration capacity for the consolidation of peace and state building in the post conflict country under "peace building", one of the priority issues. The fourth Tokyo

International Conference on Africa Development (TICAD IV) (2008) expressed to promote consolidation of peace in Africa region through conflict prevention and humanitarian and reconstruction assistance. Furthermore, according to the ODA Data Book (2010), the project is positioned as “assistance for basic human needs”, one of the priority areas of Japan’s assistance to Sudan and aims to improve income of trainees as well as contribute to social reintegration of ex-combatants.

Thus, the project was in line with the Japan’s assistance policy at the time of planning.

3.1.4 Appropriateness of the Project Plan and Approach

The project was originally planned to implement activities focusing on ex-combatants and conflict affected people among socially vulnerable people since the vocational training needs were high among ex-combatants as part of DDR at the time of the planning. However, after the commencement of the project, it was found that there were not many ex-combatants in Khartoum, the capital city. Therefore, in July 2011, the project added Blue Nile and South Kordofan states in the target areas where many ex-combatants resided. The reason why it was not possible to figure out at the time of the planning that there were few ex-combatants in Khartoum is presumed to be the fact that there was no statistical information on hometown of combatants. On the contrary, since the latter half of 2011, the security situation in both states turned to be deteriorated. Eventually the project could not implement activities for the two states. The project, therefore, changed the approach to target focusing not only on ex-combatants as training subject but also women, persons with disabilities, poor among social vulnerable groups based on the training needs of women and persons with disabilities at that time. The security deterioration of the two states was unexpected at the time of adding as the target areas. In addition, as mentioned above, the change to the approach targeting the whole socially vulnerable people is largely due to the unexpected change of security deterioration. This change can be judged as appropriate since it was a modification corresponding to the situation change and the needs.

This project was highly relevant to the country’s development plan and development needs, as well as Japan’s ODA policy. Therefore, its relevance is high.

3.2 Effectiveness and Impact⁹ (Rating: ②)

3.2.1 Effectiveness

3.2.1.1 Achievement of Project Purpose

The project intended to strengthen SCVTA’s capacity to manage vocational training through strengthening SCVTA’s supporting function to VTCs by improving curriculum,

⁹ Sub-rating for Effectiveness is to be put with consideration of Impact.

developing teaching materials, upgrading capacity of trainers and strengthening management capacity of facility and equipment in order to make training contents that meets the needs of the market and industry (Output 1), by strengthening SCVTA's supporting function to training providers which provide training focusing on conflict affected people and socially vulnerable people (Output 2), and by establishing job placement support system in SCVTA through upgrading information on employment and collaboration with private sectors (Output 3). Output 2 was achieved. However, Output 1 and Output 3 were not fully achieved.

Table 1 shows the achievement of the project purpose. Indicators other than indicator (2) were almost achieved. Although the job placement rate of indicator (2) is an important indicator, it is greatly influenced by the external factors such as economic situation, labor market and cultural uniqueness to Sudan society (employment seeking is done mainly through introduction from the personal networks). From this point of view, it is not the indicator measuring the quality of training and management ability of SCVTA. Therefore, it was regarded as a reference indicator in accordance with the evaluation criteria at the time of the terminal evaluation.

Table 1 Achievement of Project Purpose

Project Purpose	Indicator	Actual
“SCVTA’s capacity for managing vocational training based on social and labor market needs is strengthened.”	(1) More than 90% of the ex-trainees in the model courses by VTCs evaluate the training as higher than 3 in 5-grade evaluation at the time of their completion.	<u>Achieved.</u> • As a result of follow-up surveys (May - November 2012 and April – September 2013) for the ex-trainees of first and second model courses (total of 195 ex-trainees), 92% of ex-trainees gave a score 3 and over in 5-grade evaluation.
	(2) Job placement rate of the ex-trainees of the model courses exceeds 75%.	<u>Not Achieved. (Reference only)</u> • According to the above two follow-up surveys conducted by the time of the terminal evaluation, the job placement rate from the first model course was 55%, and that from the second model course was 48%.
	(3) More than 70% of the companies which accept the ex-trainees of the model courses, evaluate their performances as higher than 3 in 5-grade evaluation.	<u>Achieved.</u> • According to the above two follow-up surveys, all eight employers who have responded rated that performance of the ex-trainees working for them was 3 and over in 5-grade evaluation.
	(4) Number of trainees from disadvantaged groups increase in various training providers.	<u>Achieved.</u> • It was confirmed that training providers has conducted trainings for socially vulnerable people after receiving assistance such as TOT and curriculum development from SCVTA. • For example, after completing TOT to training providers, the actual cases to conduct trainings by the training providers were confirmed such as handcraft course for persons with disabilities (35 participants) and food processing and sewing courses for women of the poor (147 participants in total).

		<ul style="list-style-type: none"> • K2VTC where the toilet for persons with disabilities was newly facilitated by the project conducted the short-term course on aluminum processing for persons with disabilities in response to the request from the international NGO.
	(5) The ex-trainees in the model courses by training providers evaluate the training as higher than 3 in 5-grade evaluation at the time of their completion.	<p><u>Almost Achieved.</u></p> <ul style="list-style-type: none"> • According to the satisfaction survey after the TOT, although the sample sizes were only three IT training courses, a score 3 and over in 5-grade evaluation was received in all three courses. • All participants in the above training course for women of the poor gave a score 4 and over in 5-grade evaluation.

Source: Terminal Evaluation Report, Information from the JICA, Results from the interview to implementing agency at the time of the ex-post evaluation

In this project, making K2VTC under SCVTA as a model center, various measures were introduced into K2VTC such as developing equipment maintenance and management system, establishing and operating a job placement office (JPO¹⁰), 5S and KAIZEN¹¹. The project introduced other measures to SCVTA such as a centralized management information system through providing IT equipment and follow-up survey of ex-trainees. It was expected that SCVTA conducted monitoring of the implementation of those measures and institutionalized them in K2VTC, and disseminated them to other VTCs under SCVTA, which would result in leading the overall goal of strengthening of vocational training system.

As stated above, the indicators set in Project Design Matrix (PDM)¹² were almost achieved, however, judging from the impact and sustainability confirmed at the time of the ex-post evaluation, it is considered that project purpose of strengthening of SCVTA's management capacity of vocational training has not been fully achieved by the time of the project completion. It is presumed that one of the factors that could not be fully achieved was, besides organizational and financial issues of SCVTA, that the various measures introduced by the project to K2VTC as the model center have remained at the trial level or early stage within the project period and have not reached to the reinforcement of the foundation to institutionalize and disseminate as a system. These measures were new to SCVTA and K2VTC. Therefore, close follow up and repetition of implementation were necessary to institutionalize them. However, some activities such as implementation of short-term model courses and formulation of manual for equipment maintenance and management system had to be carried out at the final stage of the project due to the delay in disbursement of project activity costs from Sudanese side caused by the tight budget in Sudan in separation of Southern Sudan. The project could not have

¹⁰ The project aimed to build the job placement support system by integrating scattered information on relevant companies which managed by SCVTA and VTC trainers separately as one database which can be shared among trainers. This becomes common asset in the institution.

¹¹ KAIZEN is the continual improvement which improves the work environment by adopting 5S (Sort, Set in order, Shine Standardize, Sustain) and eliminates waste of work.

¹² PDM is a summary table of the project that describes including the purpose, outputs, activities, inputs of the project.

enough time to conduct activities to fully institutionalize these measures.

As a result, Output 1 “strengthening function of SCVTA to support VTCs” and Output 3 “establishing function of job placement support system” had not been fully achieved. Achievement of each output is shown in attachment 1.

It is sure that the project purpose of “SCVTA’s capacity for managing vocational training based on social and labor market needs” has been more strengthened than before the project. However, considering the impact and sustainability described later, it is hard to assume that it was sufficiently strengthened. In light of this, the project achieved at a limited level its project purpose.

3.2.2 Impact

3.2.2.1 Achievement of Overall Goal

The overall goal of the project is “vocational training system is strengthened to activate the employment and income opportunities”. Table 2 shows the achievement of the overall goal. The three indicators below focused on expanding job opportunities for ex-trainees. It is necessary to verify, however, whether the vocational training system has been strengthened or not in order to see the achievement of the overall goal. Accordingly, after confirming the meaning of “strengthening of vocational training system” with the implementing agency and the Japanese consultants who implemented the project, in order to evaluate overall goal the following points were assessed; 1) enhancement of quality of training by strengthening the capacity of trainers, 2) state of achievement of short-term and long-term training courses by the developed or revised curriculums, 3) equipment maintenance and management system, and 4) situation of job placement support. In addition, it was confirmed whether these measures were established at the model center, K2VTC and were disseminated to other VTCs by SCVTA. Furthermore, it was also assessed 5) whether the project has contributed to expanding job opportunities by giving technical support to the training providers which provided trainings for socially vulnerable people. In regard to the indicator (2) “employment rate of ex-trainees”, while the indicator (2) of the project purpose covers the job placement rate of ex-trainees from the short-term model course, this indicator of the overall goal covers ex-trainees from the long-term courses as well. However, the indicator is regarded as reference information as the indicator (2) of the project purpose. This is because of the fact that it is influenced by the factors other than strengthening of vocational training system. In addition to the external factors such as economic condition, the environment surrounding VTCs has been changed in recent years¹³.

¹³ According to the hearing to the implementing agency, VTC trainers, and private companies, until before ten years or so there was the recognition that VTC was the place for so-called people who failed to go on to higher education. However, at present the recognition of VTC changed as such if someone graduated from VTCs, he would get a job. As a result, the number of applications is increasing. For example, 1,500 people have applied for a maximum of 500

Since relatively good trainees have entered in VTCs, inquiries on VTC trainees from companies have been increasing.

Table 2 Achievement of Overall Goal

Overall Goal	Indicator	Actual						
Vocational training system is strengthened to activate the employment and income opportunities	(1) More than 890 people* are benefitting directly through this project. *The basis for calculating the target value is unknown. The number was included the ex-trainees who were trained during the project period. Therefore it is not suitable as the target value for overall goal. At the terminal evaluation, it was assumed that in the three years after the project completion, 240 people from the long-term courses and 330 people from the short-term courses were assumed as beneficiary. Therefore, the above value is regarded as target. It is assumed that the revised curriculums for the long-term courses were implemented at least in K2VTC which had been introduced. Therefore, it was regarded that the number of beneficiary of long-term course was from K2VTC. For the number of beneficiary	<u>Almost Achieved.</u> (unit: person)						
			Course	2014	2015	2016	Total	Target
		Long-Term	Automotive (2 Courses)	N/A	N/A	N/A	N/A	N/A
			Electricity (1 Course)	N/A	N/A	N/A	N/A	N/A
			Long-Term Total (Assumption)	150	300	300	750	240
		Short-Term	Engine	22	N/A	N/A	22	N/A
			Transmission*1	22	N/A	N/A	22	N/A
			Programmable Logic Controller (PLC)*2	30	25	0	55	N/A
			Refrigeration & A/C	50	0	0	50	N/A
			Sewing	13	22	20	55	N/A
			Short-Term Total	137	47	20	204	330
		*1: Components parts of a car including suspension, steering, and tire *2: Electronic equipment for controlling machinery and device (electric control design of distribution board, creation of electric circuit drawing, etc.)						
Source: Results from the questionnaire survey to SCVTA								
<ul style="list-style-type: none"> The long-term courses with revised curriculums were conducted in K2VTC. As 50 people per course of each department participated, 750 people in three years were directly benefitted, which reached the target value of long-term course. Although the number of "Short-Term" in the above table did not reach the target value, the number was only from the 5 VTCs under SCVTA and the achievement of the short-term courses from the state VTCs and training providers were not included. The actual number is unknown since there were no records. However, according to the hearing to Women's Union and Disabled Union¹⁴, they have been conducting several 								

people in 2015 in K2VTC. There was also a change in recognition of VTCs from the company considering the fact that inquiries from companies were also increasing. In the interview to the companies visited during the field survey at the time of the ex-post evaluation (GIAD, Sudanese Emirates Glass & Metal Technology Factory, small factories in Khartoum and Kassala), they commented that although VTC graduates had little practical experience, they were easy to be utilized since they had the solid foundation in theories and safety standards as well as they were disciplined. In addition, because of the stagnation of the economic situation in Sudan, there are many university graduates who cannot get jobs. For young people, including students with excellent academic achievement, who wish to get jobs soon by acquiring skills or wish to go to work in neighboring countries such as Saudi Arabia and UAE, entering the VTC and obtaining a certificate from the VTC become the ticket for it.

¹⁴ Women's Union is an union of private women's organization, conducting vocational training for economic

	<p>from the short-term courses was regarded from the 5 VTCs under SCTVA, state VTCs and 25 training providers which had received TOT.</p>	<p>courses every year, in which 10 to 20 persons were participated each. Therefore, it can be said that the target is achieved at a certain level. Short-term courses can be implemented basically if the sufficient number of trainers was secured and financial resources were available from the outside. Therefore, there are variations in number of participants in each year.</p>
	<p>(2) The employment rate of ex-trainees exceeds 75%.</p>	<p><u>Not Achieved. (Reference Only)</u></p> <ul style="list-style-type: none"> • The accurate employment rate could not be identified since each training centers did not keep records or have statistics on employment of ex-trainees. However, the hearing to the SCVTA officers, VTC trainers, trainees currently under training and ex-trainees revealed that almost all trainees from the long-term courses worked in companies, factories, overseas, or started own business in recent years. Therefore, no particular problem was seen in their employment.
	<p>(3) The average income of ex-trainees increases compared with before training.</p>	<p><u>Almost Achieved.</u></p> <ul style="list-style-type: none"> • According to the results of the beneficiary survey¹⁵ to 25 ex-trainees who have received short-term model courses, as shown in the table below, 10 people (40%) combined 1) and 2) responded that the income has increased by the training. However, the effect cannot be seen much if it is compared with the 13 people (52%) who have answered as 3) “same as before” and 4) “not increased”. Nonetheless, six out of 10 people who have answered “increased” were persons with disabilities. The survey could not cover all 19 persons with disabilities who have participated in the short-term model courses, however, even six people alone account for about 32% of the all participants with disabilities. It is thought that the effect on increasing income opportunities for persons with disabilities was rather great since they have hardly done income generating activities so far.

independence and activities for women’s right protection. Headquarters of the Women’s Union is located in Khartoum and has branches in various part of the country. Disabled Union is a private disabled party organization. As a representative of persons with disabilities, Disabled Union conducts support activities for persons with disabilities such as defending the rights of persons with disabilities, building a network among persons with disabilities and vocational training.

¹⁵ Beneficiary survey was conducted for a total of 103 people, including 25 ex-trainees who have participated in the short-term model courses during the project (including 13 persons with disabilities), and 26 VTC trainers and 52 trainers of training providers who have received TOT. There were not many short-term courses conducted after the project completion. As for the long-term courses, the detailed records of ex-trainees were not kept by VTCs. Therefore, the sample were drawn from the short-term model courses (selected from the socially vulnerable people, mainly from the persons with disabilities and women), who could be able to contact from the VTCs and training providers. In regard to the VTC trainers, the interviews were conducted from the five VTCs under SCVTA (18 trainers), Kassala state VTC (4 trainers), and White Nile state VTC (1 trainer) visited by the external evaluator during the field survey, and North Kordofan state VTC (3 trainers) visited by the evaluation assistant. In selection, all VTCs under SCVTA were included from the beginning. For VTCs in other states, such VTCs were selected where relatively large number of trainers was received TOT, where recommendation was given by SCVTA and where the access was possible within the limited evaluation period.

		<p>Q: Has your income increased after the training? (25 participants in the short-term model courses)</p> <table border="1"> <thead> <tr> <th>Answer</th> <th>Number of Answers</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>1) Yes, very much increased</td> <td>4</td> <td>16</td> </tr> <tr> <td>2) Yes, to some extent</td> <td>6</td> <td>24</td> </tr> <tr> <td>3) Same as before</td> <td>4</td> <td>16</td> </tr> <tr> <td>4) No, not increased</td> <td>9</td> <td>36</td> </tr> <tr> <td>5) Unrelated to training</td> <td>2</td> <td>8</td> </tr> <tr> <td>Total</td> <td>25</td> <td>100%</td> </tr> </tbody> </table> <p>Source: Beneficiary survey</p> <p>• Out of 52 trainers of training providers who have received TOT, 28 trainers (54%) answered 3) “increased income”, 24 trainers (47%) answered either 1) “connected to the new employment” or 2) “started own business”. Therefore, it can be said that it contributed to a certain extent to improve income.</p> <p>Q: After TOT, what kind of change did you have?</p> <table border="1"> <thead> <tr> <th>Answer (Multiple)</th> <th>Number of Answers</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>1) Connected to the new employment</td> <td>5</td> <td>10</td> </tr> <tr> <td>2) Started own business</td> <td>19</td> <td>37</td> </tr> <tr> <td>3) Increased income</td> <td>28</td> <td>54</td> </tr> <tr> <td>4) Upgraded skills</td> <td>48</td> <td>92</td> </tr> <tr> <td>5) Expanded the employment opportunities</td> <td>2</td> <td>4</td> </tr> <tr> <td>6) Others</td> <td>1</td> <td>2</td> </tr> </tbody> </table> <p>Source: Beneficiary survey</p>	Answer	Number of Answers	%	1) Yes, very much increased	4	16	2) Yes, to some extent	6	24	3) Same as before	4	16	4) No, not increased	9	36	5) Unrelated to training	2	8	Total	25	100%	Answer (Multiple)	Number of Answers	%	1) Connected to the new employment	5	10	2) Started own business	19	37	3) Increased income	28	54	4) Upgraded skills	48	92	5) Expanded the employment opportunities	2	4	6) Others	1	2
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Source: Results from the interviews to implementing agency, trainers of each VTCs and ex-trainees at the time of the ex-post evaluation, and Beneficiary survey.

(1) Enhancement of quality of training by strengthening the capacity of trainers

The project enhanced the capacity of SCVTA officials and trainers of SCVTA affiliated VTCs and state VTCs through TOTs, training in Japan and third country training in Egypt. A total of 29 people participated in the training in Japan and a total of 35 people participated in the training in Egypt. The participants were from VTCs almost throughout the country. The project also conducted TOTs in order to implement short-term model courses after identifying training providers (see Attachment 2). From the interview at the time of the ex-post evaluation to SCVTA officials and trainers of the state VTCs¹⁶, they answered that in addition to upgrading the specialized skills through such trainings, they have changed the teaching methods. Especially in the revised curriculum, it was highly appreciated that as a result of introducing the

¹⁶ Among the state VTCs, Kassala VTC (Kassala state), Wad Medani VTC (Gezira state) and Kosti VTC (White Nile state) were visited and assessed in the ex-post evaluation.

teaching methodologies which divides into units according to the CUDBAS method¹⁷, it became possible to create curriculum by systematically organizing items that meet new technologies and market needs. As seen in Table 3, the results of beneficiary survey confirmed that about half of the 26 VTC trainers who have responded began to spend more time for preparing for classes and to make the class easier to understand by introducing audiovisual teaching aids. The improvement in teaching methods was confirmed through the answer from the trainees who have received classes from the trained trainers. As shown in Table 4, the answers included utilization of the effective teaching aids such as audiovisual equipment and clear explanation by the trainers in the class. One of the K2VTC trainers became ambitious such as developing and posting posters showing how to handle the equipment and how to use them safely at their own expense. As shown in Figure 2, besides 96% (24 out of 25 trainees) answered that the contents of the training met the market needs “very much” or “mostly”, all of them answered the training contents were up to date. Furthermore, by experiencing a whole training cycle from the preparation, implementation, monitoring to evaluation of the short-term model courses in the project, the trainers recognized the importance of monitoring. As a result, many trainers answered that it was possible to grasp the performance of the trainees by, for example, conducting quizzes during the training and to clarify the items to be prioritized in the class. Therefore, it was confirmed that strengthening the capacity of the trainers by the project contributed to the improvement of quality of the training contents to a certain extent.

Table 3 Change in Teaching after Receiving TOT (Trainer n=26)

Answer (Multiple Answers)	Number	%
Began to spend more time in preparing for the class than before	14	54%
Began to utilize audiovisual equipment	14	54%
Able to teach new skills and technology	10	38%
Had confidence in teaching	1	4%
Able to give advice on start business	6	23%
Others	1	4%

Source: Beneficiary Survey

Table 4 Teaching Methodologies of Trainers on Training Course (Trainee n=25)

Answer (Multiple Answers)	Number	%
Trainers explained explicitly and easy to understand	17	59%
Trainers used effective teaching aids such as audiovisual equipment	10	34%
Trainers were enthusiastic about teaching trainees	5	17%
Trainers responded all questions	5	17%
Teaching aids were ordinary	1	3%

Source: Beneficiary Survey

¹⁷ Abbreviation for “Method of Curriculum Development Based on Vocational Ability Structure”. A curriculum is developed through structurally organizing the necessary capacity items for the final finish image of education.

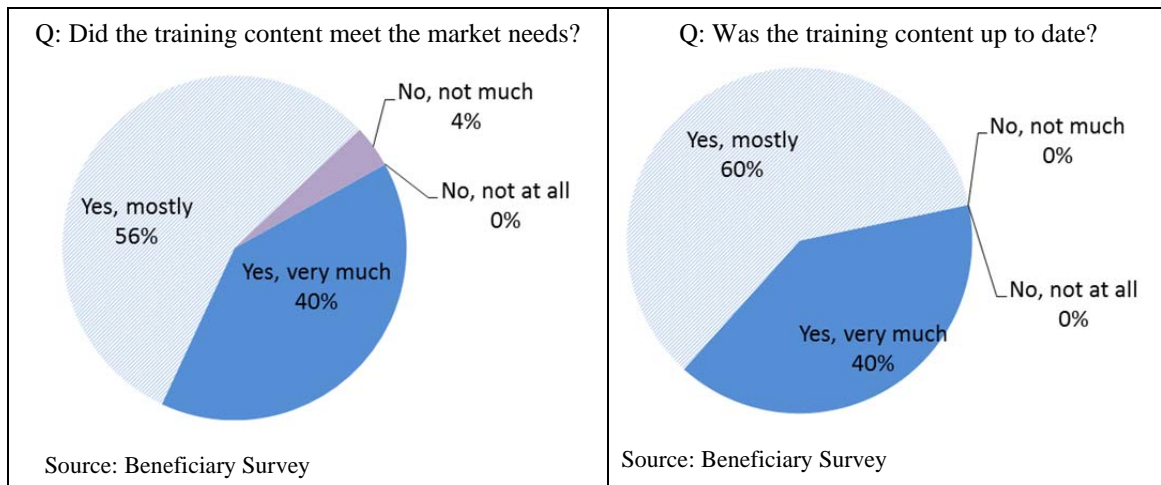


Figure 2 Assessment on training contents by trainees (trainees n=25)

(2) State of achievement of training courses by the developed or revised curriculums

Officials in the department of curriculum development and technical guidance of SCVTA and SCVTA affiliated VTC trainers have mastered the curriculum development method by CUDBAS through involving curriculum development and revising process of short-term and long-term courses and various training sessions. Regarding the long-term courses, the two courses in automotive and electricity were revised in this project. At the time of the ex-post evaluation, the continuity of the effect was confirmed from the fact that the department of curriculum development and technical guidance of SCVTA has improved other six areas of long-term courses in machinery/fitting, welding, construction, plumbing, IT and sewing using the said method. However, these revised curriculums including the two courses improved during the project period had not been formalized and it has not reached the stage of dissemination. According to the interview to SCVTA at the time of the ex-post evaluation, it was found that there were different perceptions on revised curriculums between the recognition that they should be approved by the Standard Scientific Committee in SCVTA and that there was no need for approval by the committee because they were the revision of the existing courses. The committee was not held after the completion of the project partly because the director in charge has been transferred. Therefore, the position of the revised curriculums remained as ambiguous after the project and they have not been officially disseminated to other VTCs. Nonetheless, the revised curriculums have been utilized applying new skills as necessity by the trainers of K2VTC and other VTCs who were involved in the revision of curriculums in the project. However, they were not approved as official curriculums.

The project also revised the old standard training schedule institutionalized in accordance with the ILO standards in 1974 and developed a new annual training schedule. In the new schedule, the project reduced the basic training hours and, instead, allocated more time to

technical practices such as English and PC appliance which meets the market needs. Although SCVTA has notified the change of the time schedule to each VTC during the project period, it was found that there was a wide range of application level between the VTCs. SCVTA did not grasp the situation at the time of the ex-post evaluation. External conditions such as shortage of classrooms and trainers in VTC are involved in the application of the new schedule, however, it was noted that SCVTA which oversees and supports VTCs should monitor and grasp the situation even if the problem could not be solved.

(3) Equipment maintenance and management system

In this project, equipment maintenance and management system was developed in K2VTC as the model center through organizing existing equipment (by 5S and KAIZEN trainings), developing a list of equipment and an annual plan for procurement and maintenance of equipment. This system was applied to all departments in K2VTC. However, at the time of the ex-post evaluation, the continuity of the system varied depending on the department. Even in the departments which were in practice, the annual plan for procurement and maintenance for equipment has not been developed. Furthermore, although the equipment maintenance and management system was expected to be spread to other VTCs by SCVTA after introduction in K2VTC, it was not been institutionalized even in K2VTC. For 5S and KAIZEN, it was confirmed that SCVTA officials have provided services as supervisory organization such as holding seminars to other VTC instructors at the time of the ex-post evaluation. It is expected in the future that not only disseminating the idea on 5S and KAIZEN but also conducting the monitoring and providing guidance are expected.



Status of Equipment Management
(Department which is organized)



Department which is not organized

(4) Job placement support

The JPO established in K2VTC was existed, however, the expected functions that the information on relevant companies were converted into data, shared among trainers and utilized

as an organization's data have not been fulfilled. The database of companies which was built during the project period was not utilized either. According to the interview to SCVTA and the director of SCVTA at the time of the ex-post evaluation, there was a situation where job obtainment could be worked without actively supporting job placement. In addition, the officer in charge of JPO was only one in K2VTC and it was difficult to update the information by visiting companies without means of transport and budget. These facts were considered as background factors why they have not utilized database and implemented job placement. However, even without means of transport and budget, it is possible to update information of the companies which the trainees have been employed or engaged as in-plant training to the database formulated in the project and to share the information among trainers. SCVTA was expected to give such guidance, however, it has not been implemented to K2VTC. The dissemination of JPO system to other VTCs has not been implemented either.

SCVTA was also expected to conduct the follow-up surveys of ex-trainees and analyze employment situation and problems as a part of job placement support. However, because of the shortage of budget and ability to analyze the survey results by SCVTA staff members which assumed insufficient with a single experience in the project, the survey has not been continued.

(5) Expansion of training opportunities for socially vulnerable people

Impact on expansion of training opportunities especially for women and persons with disabilities among socially vulnerable people was confirmed. While there is no special department in SCVTA, the staff members of the planning department was in charge of vocational training for women and persons with disabilities from the time of the project implementation and continued to act as responsible officers at the time of the ex-post evaluation. They worked closely with Disabled Union and Women's Union, received consultation and gave technical advice for the training conducted by these unions. In addition, SCVTA was making efforts to expand training opportunities in consultation with training providers and donors for socially vulnerable people. These efforts brought fruitful results such as conducting 100 persons with disabilities each from 2016 at K2VTC with assistance from the Red Crescent Society¹⁸ of Saudi Arabia through SCVTA. K2VTC was selected as the venue for the training for persons with disabilities financed by the Saudi Arabia and for the training courses organized by Disabled Union and Women's Union. This is because K2VTC has facilitated with the special toilet for persons with disabilities which was constructed by the project. It was confirmed that such toilet also contributed to expand the opportunities of persons with disabilities to participate in the training.

With regard to the conflict affected people, the relation between SCVTA and DDR

¹⁸ Red Cross and Red Crescent society is the world's largest humanitarian organization. In Islamic countries it is called Red Crescent instead of Red Cross.

department of UNDP was built by the project. In February 2017 the agreement was reached with UNDP-DDR to train 1,000 ex-combatants per year for three years and the support for the actual trainings for ex-combatants was to be made after the ex-post evaluation¹⁹. In addition, although it was not materialized yet at the time of the ex-post evaluation, SCVTA was requested from the international organizations and local NGOs to organize vocational training courses for Syrian and Yemeni who escaped to Sudan due to the destabilization of Syria's situation and for South Sudan refugees by the civil war of South Sudan. It is believed that the experience and performance of such training for socially vulnerable people initiated by SCVTA contributed to the expansion of vocational training opportunities.

It was also confirmed the expansion of the training opportunities of socially vulnerable people from the fact that the participants of TOT from Women's Union, Disabled Union and private training providers have continued conducting trainings for socially vulnerable people.

Accordingly, although there are many external factors concerning the expansion of employment opportunities and the contribution from the project is not clearly identified, the project contributed to providing the training opportunities for socially vulnerable people such as women and persons with disabilities who had not been subject to the training by SCVTA through the TOT and short-term model courses. In addition, as a result of that, their job opportunities and income generation opportunities have expanded. It can be said that this is the contribution of the project. It was also confirmed that the training for SCVTA officials and VTC trainers led to the improvement of the quality of the vocational training, which contributed to the overall goal of expansion of job opportunities. On the other hand, several issues were raised regarding strengthening management capacity of SCVTA to establish various measures implemented at K2VTC and disseminate them to other VTCs, which is also the overall goal. Therefore, the project has achieved at a limited level its overall goal.

Column: Successful cases from the training providers who received TOT and ex-trainees of the short-term model course

Case 1: A woman who attended the TOT course in Sewing for women on the recommendation of Women's Union (Received Training in 2012 at Sudanese-Korea VTC)

• Originally she was sewing clothes as a hobby. After taking the TOT course, taking advantage of skills learned, she has started a business with some women friends, which led to income generation. They are currently selling embroidered or dyed thobes (big scarves) made by themselves through the internet media such as Facebook. At the time of the ex-post evaluation, the business has been scaled to teach as many as 250 women and they have also sent products to the fashion show. She highly commended the TOT course that the training matched the market needs such as adopting a new

¹⁹ The target ex-combatants are from Darfur region, West Kordofan, South Kordofan, Blue Nile and East region (Kassala and Red Sea). UNDP is planning to mobilize funds for the training to donors.

design method and was technically very high. In addition, she evaluated that TOT was helpful not only for skills acquiring but also for obtaining the method and points for starting business. This is the example where training opportunities has spread to other women through the women who attended the TOT course.

Case 2: A woman who attended the TOT courses in Tailoring and Food Processing of the recommendation of Women's Union (Received Training in 2011 and 2012 at Sudanese-Korea VTC)

• After taking the TOT course, she has conducted trainings on food processing and dying for women's unions at the local level which were organized by Women's Union HQs. In 1980's she received training on sewing from UNICEF. However, she did not figure out how to utilize skills after the training. As a result, she could not do anything. However, she gained the confidence in teaching with acquired skills by the TOT course by the project, and she became able to spread the skills to others.

Case 3: A woman with disabilities who attended the TOT course in Food Processing on the recommendation of Disabled Union (Received Training in 2011 at Sudanese-Korea VTC)

• After receiving TOT course, she began to be invited as a trainer on food processing courses organized by Disabled Union (financial sources are NGOs and others) . She was able to become self-sufficient by conducting income generation activities as a result of the TOT of the project.

Case 4: A man who attended the short-term model course in Refrigeration and Air-Conditioning (Received training in 2012 at K2VTC)

• Although he graduated from the faculty of economics of the university, he was not able to get a job. Then he attended the three-month short-term course on electricity in 2008 in K2VTC. After that he has been working in various companies on contract. He started own business from 2015 after gaining confidence on starting business through participating the short-term model course on refrigeration and air conditioning by the project in 2012. He commented that the difference between the training course in 2008 and that in 2012 was that in 2012 course the new technologies matched with market needs were adopted in the contents and the training methodologies was more practical. It was also raised that the relationship with the VTC trainers has established and the consultation with them became possible if there were any problem.

Case 5: A woman with disabilities who attended the TOT course in IT for disabled (Received training in 2011 at K2VTC)

• A women with disabilities in the legs had an interest in IT after taking IT course for disabled in 2011. Then she became an assistant trainer of IT class at K2VTC as a volunteer for three years. She was officially accepted as an English teacher on K2VTC in 2017 and she has been working as one of trainers at the time of the ex-post evaluation. It was said that she has not been doing anything special before participating in the TOT course by the project and no opportunities for job obtainment were available. Now she could get fixed income and she was highly appreciated the project saying that

“the training by JICA opened up her opportunity”.

Case 6: A woman with disabilities who attended the short-term model course in IT Advanced (Accounting) for disabled (Received training in 2012 at K2VTC)

• Although it has not led to job obtainment and income improvement, by attending the course she became socialized such as to drop by Disabled Union and meet friends outside. Until then she used to stay at home doing nothing. She became new friends and expanded the network. She commented that such change was realized due to gaining confidence by attending the course.

Source: Results from the interview at the time of the ex-post evaluation

3.2.2.2 Other Positive and Negative Impacts

(1) Impacts on Persons with Disabilities

SCVTA was currently working officially to open the door to VTC admission for persons with disabilities motivated by the project’s activities for SCVTA to support trainings for socially vulnerable people. In principle, there is a general rule that people must be “physically fit” for the admission of VTCs²⁰ so the persons with disabilities was basically out of the scope of training. However, according to the Secretary General of SCVTA, the common recognition among SCVTA and VTC trainers was born by the project that even if the person has disabilities to a certain extent, he can receive the training. Therefore, SCVTA has decided to include in SCVTA’s policy paper that a course for persons with disabilities is established and persons with disabilities are not excluded even in the conventional long-term course if they are capable of training.

Furthermore, according to the beneficiary survey and interview to the persons with disabilities who received the trainings, almost all persons with disabilities replied that they gained confidence in income generation (see Figure 3). In addition, it was confirmed the enhancement of life skills by the training such as making friends and expanding networks with society (see Table 5). These life skills lead to the participation of persons with disabilities in the society and to create a social net by expanding a wider network. According to the interview to Disabled Union and the persons with disabilities who participated in the trainings, many answered that they became outgoing and positive in thinking even though they could not get jobs. Therefore, it was confirmed that the trainings provided a positive impact to the persons with disabilities.

²⁰ These are not specified in policy papers, etc.

Q: Have you gained confidence in earning income after receiving training?

(Persons with disabilities n=13)

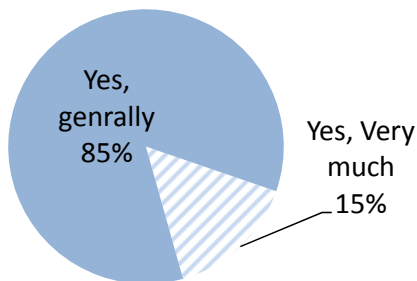


Figure 3 Confidence in income generation by persons with disabilities

Table 5: Which life skills you have gained the confidence?

(Persons with disabilities n=13)

Answer (Multiple Answers)	Number	%
Getting up at the fixed time	4	31
Keeping times	8	62
Making friends/Networking	13	100
Speaking out what you are thinking	3	23
Negotiation skills	0	0
Understanding own capacity	1	8
Making your life plan	2	15
Nothing particular	0	0
Others	0	0

Source: Beneficiary Survey

(2) Impacts on Organizational Aspects

Enhancement of the recognition of SCVTA is raised among organizational aspects.

The relationship of SCVTA with Disabled Union and Women’s Union has been strengthened through the project. Particularly in relation to persons with disabilities, from the achievement of trainings for persons with disabilities, SCVTA became a member of committee for formulation of persons with disabilities Act and also participated in the policy dialogues on “operational protocol for the persons with disabilities” which was revised in 2017. Furthermore, the establishment of special toilets for persons with disabilities and women produced a big impact. According to the interviews with Disabled Union and persons with disabilities who received trainings, they answered that it was very helpful since the toilet was one of the high hurdles for persons with disabilities to go out. It is assumed that the establishment of the toilet for persons with disabilities was very much important for them seeing from the fact that K2VTC was listed as a disabled friendly facility in Sudan together with the large companies, Coca Cola and Zain (major communication company headquartered in Kuwait). It is thought that this shows that the disability group appreciated the K2VTC’s performance including establishment of the toilet and conducting training for persons with disabilities. The interview with SCVTA revealed that they have received consultations and inquiries on training methods and contents from the private training providers more than before the project. The above request of the vocational training from UNDP and Saudi Arabia is the manifestation of the recognition that SCVTA has roles for the socially vulnerable people.

Moreover, SCVTA increased 70 trainers for VTCs under its umbrella in 2016 following the recommendations from the project. At the time of the ex-post evaluation, the project activity expenses paid by the Sudanese side for on-going JICA technical cooperation project for “strengthening vocational training system targeting state vocational training centers” have been

disbursed without problem. Considering the facts that the increase in number of permanent officials and the disbursement of project activity expenses have been approved in the tight financial situation of the Sudanese government, it can be thought that the recognition of SCVTA in the government has increased.



Toilet for persons with disabilities constructed by the project



Short-term course for women at the time of the ex-post evaluation at K2VTC (General Electricity)

(3) 5S and KAIZEN

The understanding of the concept of 5S and KAIZEN has been penetrating since SCVTA officials have conducted seminars for VTC staff members and implemented dissemination activities. The dissemination of 5S and KAIZEN to VTCs has been implemented not only from this project but also from other related JICA projects²¹. Therefore, it can be considered as a result of synergistic effect from multiple projects. However, a certain contribution by the project is observed.

Considering the answer from the director of K2VTC saying that the understanding of 5S and KAIZEN was deepened in VTC trainers, so that the trainees became more aware of handling the equipment and organized equipment more than before, a certain degree of impact was confirmed. However, the level of implementation of 5S and KAIZEN differed among trainers. Some departments were hardly continued as mentioned above. Among those, the departments which have been continued the practice were those which the JICA Overseas Cooperation Volunteers (JOCV) were allocated. Routine monitoring and joint working with JOCV considered to have made it possible to continue the effects. Therefore, the collaboration effect with the JOCV dispatch was seen.

Based on the above, this project has to some extent achieved the project purpose and

²¹ For example, “Capacity Development Project for the Provision of Services for Basic Human Needs in Kassala” (May 2011 – April 2015), and “Project for Human Resources Development for Darfur and the Three Protocol Areas” (June 2009 – May 2013).

overall goal. Therefore, the effectiveness and impact of the project are fair. For the project purpose, although the set indicators were almost achieved, it is judged as partial achievement because some achievements have not been established. Overall goal has been achieved at a limited level. Although the strengthening vocational training system is considered to be achieved by establishing various methods implemented at K2VTC and by disseminating them to other VTCs, a part of them has not been implemented. On the other hand, the project received high evaluation from the private training providers and socially vulnerable people themselves since the impact was significant which SCVTA has implemented trainings for socially vulnerable people who had not been the target of training although legally SCVTA has been responsible for. As SCVTA has gained recognition externally and within government, the impact on strengthening organizational aspects was also seen. In addition, the collaboration with JOCV dispatch in 5S KAIZEN, and impacts on persons with disabilities in vocational training were observed.

3.3 Efficiency (Rating: ③)

3.3.1 Inputs

Table 6 shows the plan and actual major inputs for the project.

Table 6 Plan and Actual Inputs for the Project

Inputs	Plan	Actual (At the time of the Ex-post Evaluation)
(1) Experts	Number and MM not stated <ul style="list-style-type: none"> • Project Manager/ Management of Training Center • Curriculum Development • Technical advice (Field not mentioned) • Project Coordinator on Socially Inclusion • Other necessary areas 	11 Short-Term (82.97MM) <ul style="list-style-type: none"> • Project Manager/Management of Training Center • Vice Project Manager/Capacity Development Planning • Training Planning/Curriculum Development • Technical Guidance/Equipment Planning • Social Inclusion Specialist • Project Coordinator/Equipment Planning/Training Management
(2) Trainees received	Number not stated	Training in Japan: 29 persons in total Training in the Third Country (Egypt):35 persons in total
(3) Equipment	Necessary Equipment for K2VTC	①K2VTC (Equipment for Departments of Machinery, Automotive, Electricity, IT, and Refrigerator/AC, and administrative office)

		②Friendship VTC (Equipment for Department of Food Processing) ③SCVTA (Office equipment)
(4) Rehabilitation of Facilities	N/A	• Rehabilitation of Facilities in K2VTC (34 million yen)
(5) Local Expenses	Part of training cost (Amount not stated)	26 million yen
Japanese Side Total Project Cost	530 million yen in total	417 million yen in total
Sudanese Side Total Project Cost	<ul style="list-style-type: none"> • Project office • Training cost • Maintenance cost for equipment • Salary for counterpart personnel (Amount not stated) 	<ul style="list-style-type: none"> • Project Offices (Each in SCVTA and K2VTC) (About 8 million yen)

* MM stands for man month

3.3.1.1 Elements of Inputs

The plan and actual could not be compared since number and amount of experts, trainees received, and equipment at the time of planning were not stated. However, it was confirmed that the contents of inputs were almost as planned.

3.3.1.2 Project Cost

The project cost was 417 million yen in actual figure against 530 million yen in planning figure, which was within the plan (79% of the planned amount). According to the Japanese consultants who implemented the project, the additional construction works that were not planned for the rehabilitation of K2VTC (partition of room for trainer for each department, installation of warehouse in department, electrical wiring, and reinforcement of floor for installing new equipment provided) had to be implemented. However, it is thought that the cost fell within the plan because the foreign exchange gain was given due to the depreciation of Sudanese pound. In 2010 at the time of the planning, 1 dollar was equal to 2.31 Sudanese pounds, while in 2013, 1 dollar was equal to 4.76 Sudanese pounds, which was worth about twice²². These construction works were deemed necessary for producing project effects from the situation of the aged building of K2VTC. It is considered as reasonable as the cost is within the plan.

3.3.1.3 Project Period

The project period was three years (36 months) both for the plan (October, 2010 – September, 2013) and actual (January, 2011 – December, 2013), which was as planned (100% of

²² Annual average exchange rate according to the International Financial Statistics (IFS) by the International Monetary Fund (IMF)

the planned period).

As stated in 3.1.4 “Appropriateness of the Project Plan and Approach”, the change in project scope due the deterioration of security was considered as appropriate. Although some activities were delayed due to the delay in disbursement of project costs from the Sudanese side, there was no particular effect on production of outputs.

Both the project cost and project period were within the plan. Therefore, efficiency of the project is high.

3.4 Sustainability (Rating: ②)

3.4.1 Related Policy and Institutional Aspects for the Sustainability of Project Effects

The national policies at the time of the ex-post evaluation were Twenty-Five Year National Strategy (2007-2013), The Five Year Plan (2012-2016)²³ and TVET policy (2013). They remain unchanged from the policies at the time of the project completion and there is no change in positioning of SCVTA in vocational training.

In 2017, the Sudanese government ratified “operational protocol for the persons with disabilities”, obligating employment of persons with disabilities to achieve with the rate of 5% of each private company and 2% of civil servants. Therefore, the training needs for persons with disabilities have been ever increasing. In addition, as described above in 3.2.2. “Other Positive and Negative Impacts”, SCVTA has decided to stipulate in the SCVTA’s policy paper which were formulating at the time of the ex-post evaluation that persons with disabilities are not excluded as trainees if they are capable of training. Furthermore, due to the fact that in Darfur region in Sudan, DDR program has continued even at the time of the ex-post evaluation and the refugees from the neighboring countries has been flowing, SCVTA made agreement with UNDP on implementing vocational training to meet the increasing training needs of ex-combatants and refugees. In order to respond such needs, SCVTA plans to implement vocational training for socially vulnerable people such as persons with disabilities, ex-combatants and refugees.

Therefore, it is judged that the necessary policies for sustaining the project effects are installed in the country.

3.4.2 Organizational Aspects for the Sustainability of Project Effects

SCVTA continues to play a role as supervising body of vocational training. There are 55 staff members in SCVTA, who are mostly senior staff and experienced in VTCs for many years since SCVTA is in the position to supervise VTCs and provide technical guidance to them. According to the interview with SCVTA, it cannot say that the number of staff member is sufficient to conduct monitoring of various measures implemented by the project and

²³ At the time of the ex-post evaluation, the Five Year Plan starting 2017 was not officially published.

disseminate them to other VTCs.

With respect to the organizational aspects of VTCs under SCVTA, SCVTA allocated in total of 70 trainers in 5 VTCs under its umbrella including allocating the English and Mathematics trainers in each VTC by requesting the National Recruitment Commission in response to the recommendation by the project. However, many trainers leave the jobs due to the fact that they have to stay long time because of the two-shift schedule of VTC in the morning and afternoon, and the salary of VTC trainers is very low compared with the private sector. As a result, the number of trainers is always in short supply²⁴. Shortage of the VTC trainers is also one of the reasons why the short-term model course cannot be implemented.

On the other hand, since there was only one staff member in charge of the JPO which was established by the project, the job placement support system utilizing JPO function did not work as expected. In addition, the function of JPO has not been disseminated to other VTCs by SCVTA. Besides, the follow-up surveys of ex-trainees have not been conducted. Therefore, the job placement support system which the project established has not been sustained. At the time of the ex-post evaluation, the employment of ex-trainees in most cases was achieved through the personal network of either trainers or ex-trainees themselves as in the case before the project.

Therefore, there are minor concerns in organizational aspects for the sustainability of project effects.

3.4.3 Technical Aspects for the Sustainability of Project Effects

(1) Technical skills on curriculum development

The curriculum development has been continued even after the project completion. The information was added and updated in the curriculum for the long-term courses which were revised during the project, from mainly staff of the department of curriculum development and technical guidance of SCVTA²⁵. In addition, another six areas of curriculum of long-term courses have been newly revised by the development methodology based on the concept of CUDBAS. In the case there is a demand for short-term course, for example, trainers on automotive, refrigeration/air conditioning, and electricity in K2VTC have voluntarily developed the curriculums for short-term course based on the concept of CUDBAS taking advantage of training results of the project. Therefore, it can be said that the skills on curriculum development and revision have been established to some extent.

However, the guideline and manuals concerning curriculum development formulated by the project were held only at the individual level such as in the hands of a few staff members of

²⁴ Among 70 people hired in 2015 and 2016, 36 people, about half, have remained at the time of the ex-post evaluation. The salary of trainers employed at the new graduate is about 1,400 SDG (about 22,400 yen), while that of new graduate in the private sector is about 7,000 SDG (about 112,000 yen), which is close to five times.

²⁵ For example, the curriculum for automotive which was revised by the project was improved by newly including subjects of mathematics and technical drawing.

the department in charge in SCVTA and VTC trainers. They were not shared as the common products in the organization. Utilizing these formulated guideline and manuals, SCVTA plays a role of establishing the skills to be used in the model center of K2VTC, and introducing, disseminating and instructing the skills to other VTCs. Although SCVTA officials have certain knowledge and experience on equipment management and curriculum development through trainings, some concerns remain for them to effectively disseminate the skills using manuals.

(2) Skills on the quality of trainings

The quality of training has improved to a certain extent seeing the fact that the skills concerning the curriculum development mentioned above and adjustment of training schedule have been practiced by the department of curriculum development and technical guidance of SCVTA and VTC trainers who received TOT. However, SCVTA, as a supervising body of vocational training, has to grasp the current status of the performance of VTC trainees and employment situation after completion of the training to some extent in order to upgrade the quality of training further. SCVTA also has to reflect the results in the management area of vocational training in the future, so that PDCA cycle of the training could work appropriately. For that purpose, the follow-up surveys for ex-trainees should be conducted and the survey results need to be compiled and analyzed. However, the follow-up surveys were not continued at the time of the ex-post evaluation. According to the hearing to SCVTA, it was found that the technical ability to conduct and analyze the follow-up surveys was insufficient with by one time experience in the project alone although there was a financial reason for not being continued. Therefore, some concerns remain in the technical aspect for implementation of follow-up surveys.

(3) Support for the implementation of trainings for socially vulnerable people

SCVTA officials and VTC trainers have implemented trainings for women and persons with disabilities even at the time of the ex-post evaluation by accumulating the experience in the project. In K2VTC, the toilet facilities to receive persons with disabilities and women have been prepared. Furthermore, SCVTA has also urged international organizations and others to promote the trainings of socially vulnerable people such as refugees and internal displaced persons (IDP) in each VTC. Therefore, it is thought that technical aspects in implementation and management of trainings for socially vulnerable people are installed.

(4) Necessary skills to conduct activities utilizing provided equipment

The project provided information appliances to SCVTA such as personal computers to upgrade management capacity of vocational training. The paper based information such as the trade tests results, past examination papers, personal information of VTC trainers and graduates

has been expected to be integrated as data and managed using these personal computers. Furthermore, in establishing the equipment maintenance and management system, the project provided personal computers and peripheral equipment to all 11 departments of K2VTC aiming them to prepare the list of equipment and formulate equipment procurement plans including machine maintenance inspection records. It was found that although the provided personal computers themselves were maintained, they were not utilized based on those objectives at the time of the ex-post evaluation. Both SCVTA and K2VTC have recognized the need for data processing, however, it can be said that there is a concern with skills for SCVTA to realize these implementations.

In regard to the provided equipment to K2VTC and Friendship VTC by the project, it was confirmed that they have been maintained and utilized appropriately and there were no technical problems.

There were no technical problems concerning curriculum development and implementation support of training for socially vulnerable people. However, the guideline and manuals on various measures implemented by the project were mostly unorganized and many people did not know where to find them. Therefore, there are some technical problems for SCVTA to instruct and disseminate the measures to other VTCs utilizing these materials. Furthermore, several cases were observed that the provided personal computers and others were not effectively utilized for the purpose as intended. From the above, there is concern about the technical aspects for the sustainability of the project effects.

3.4.4 Financial Aspects for the Sustainability of Project Effects

Table 7 shows the budget of SCVTA, which consists from staff salary (Chapter 1), operation and maintenance costs including VTCs under SCVTA (Chapter 2) and costs to be budgeted as a local component when there are assistance projects from donors (Chapter 3).

The budget for the long-term course is operated basically from the operation and maintenance cost of Chapter 2 after placing the tuition fee from the trainees in the national treasury. The budget for the short-term course is basically not recorded as regular budget. They are implemented time to time when the external budget is available. TOT course is carried out with the budget from the National Council for Training.

The overall picture of Chapter 3 was not clearly identified since it was calculated for each project. Below, Table 7 and Figure 4 show the transition of Chapter 1 and Chapter 2. In regard to the salary of Chapter 1, almost 90% or more of the approved amount has actually been disbursed, while in operational cost of Chapter 2, on average, about 70% of the approved amount, which is only about 50% of the request amount, has been disbursed. Although the

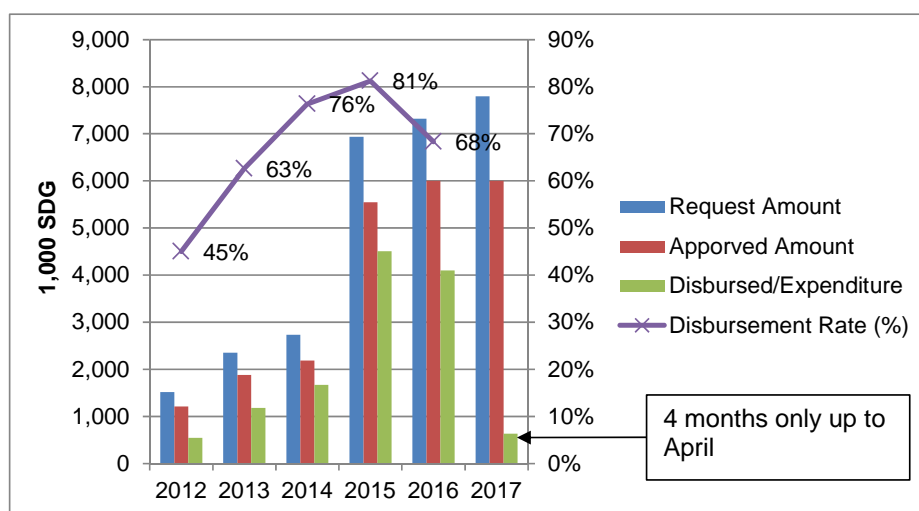
budget seems to be on an increase trend year by year, considering the inflation rate²⁶, it is the minimum necessary budget for the VTCs to sustain. It cannot be said that it is sufficient for maintenance and management costs. In the tight financial situation of Sudan the prospect for major improvement in the future is thin and some concerns remain in the financial situation.

Table 7 Current Expenditure of SCVTA (Operation and Maintenance cost for SCVTA and VTCs under SCVTA) (Unit: SDG)

Year	Request Amount		Approved Amount		Actual Disbursement/Expenditure	
	Chapter 1	Chapter 2	Chapter 1	Chapter 2	Chapter 1	Chapter 2
2012	8,094,896	1,516,004	7,709,425	1,212,802	6,703,958	546,155
2013	7,538,160	2,353,500	7,179,200	1,882,800	6,523,983	1,178,991
2014	8,643,600	2,733,626	8,232,000	2,186,900	7,505,402	1,669,438
2015	9,853,977	6,937,500	9,384,740	5,550,000	8,607,383	4,507,586
2016	10,727,850	7,320,000	10,217,000	6,000,000	10,000,854	4,099,870

Note: 1 SDG= 3.57 US dollars (2012), 4.76 US dollars (2013), 5.74 US dollars (2014), 6.03 US dollars (2015), 6.09 US dollars (2016) (Annual Average by International Financial Statistics, IMF)

Source: Information provided from SCVTA



Source: Information provided by SCVTA

Figure 4 Budget of SCVTA (2012 – 2017)

Some minor problems have been observed in terms of the organizational, technical and financial aspects. Therefore, sustainability of the project effects is fair.

²⁶ According to the World Economic Outlook of IMF, inflation rate of Sudan is high, 35% in 2012, 36% in 2013, 37% in 2014, 17% in 2015 and 18% in 2016.

4. Conclusion, Lessons Learned and Recommendations

4.1 Conclusion

The project was implemented aiming to strengthen management capacity of SCVTA to supervise vocational training through enhancing SCVTA's supporting function for VTC and building mechanism in SCVTA to support training providers in order to promote job placement for socially vulnerable people including ex-combatants, persons with disabilities, women and refugees. The project activities were in line with the policies and needs which are stipulated in the national strategic plan of Sudan at the time of planning and completion. It includes the development of human resources for industry and non-oil industry, and the improvement of unemployment rate for youth from the viewpoint of peacebuilding. In addition, the project was in line with the Japan's ODA assistance policy of stabilization of peace and improvement of basic human needs. Therefore, the relevance of the project is high. The project achieved its one of aims to strengthen supporting function of training providers for socially vulnerable people. However, a part of the project objective has not been achieved. This is because while introducing such measures as revised curriculum, equipment maintenance and management system, and job placement support system into K2VTC as a model center, the project has completed without fully establishing the foundation in order to disseminate and expand those measures to other VTCs. Therefore, the overall goal of strengthening vocational training system has not been achieved in part. Thus, the effectiveness and impact is fair.

Both project cost and project period were within the plan. Thus, the efficiency is high. In regard to the sustainability, some issues remain in organizational, technical and financial aspects. Therefore, the sustainability of the project is fair.

In light of the above, the project is evaluated to be satisfactory.

4.2 Recommendations

4.2.1 Recommendations to the Implementing Agency

(1) Apply the revised curriculums of long-term course to the approval process as soon as possible and prepare the dissemination to other VTCs

In regard to the revised curriculums of long-term course, at the time of the ex-post evaluation, the perception was different depending on the person about the necessity of approved process in SCVTA. In recognition of the necessity of obtaining the approval from the standard scientific committee in response to the survey of ex-post evaluation, SCVTA should progress the approval process by holding standard scientific committee urgently for the total of eight long-term courses including the revised two courses by the project as well as newly developed six courses. In addition, it is proposed that the discussion be held among relevant officials in SCVTA on the way to switch to new curriculums and on the areas of support necessary for each VTC. It is also proposed that an action plan be made and implemented.

(2) Guideline and manuals should be managed thoroughly as common materials in the organization

The guideline and manuals which are the outputs of the project have not been appropriately organized and managed in SCVTA and VTCs under SCVTA at the time of the ex-post evaluation. It was observed that in many cases the persons in charge who need those materials could not use them. It is recommended that such products be made available to the people who need them such as making a list recording when, to where and how many copies were distributed and the person in charge for management. To that end, it is also necessary to clarify the person (department) in charge who will formulate and manage the list.

(3) Re-functionalization of the measures implemented in K2VTC and their dissemination to other VTCs

The project implemented several measures in K2VTC as the model center including establishment of equipment maintenance and management system, installment of JPO, and implementation of 5S and KAIZEN. SCVTA should review the achievements of the project with the parties concerned with K2VTC and should assist K2VTC in organizing items to be addressed again in each department regarding equipment maintenance and management, 5S and KAIZEN. Special assistance from SCVTA should be made to the efforts by the trainer of technical drawing department in K2VTC who was initiating the rebuilding of the equipment maintenance and management system. In addition, regarding to the function of JPO, the company list developed in the project as a database should be updated with new information which can be collected without budget including the destinations of internships (in-plant training) in each year and employment of graduates. Moreover, the updated list should be shared among trainers and made as the common material in the VTC, not limited within the department. SCVTA should disseminate such measures to other VTCs. It is recommended that SCVTA prepare a concrete plan as to which departments, when and how to carry out it.

(4) Implement follow-up surveys of graduates to the extent possible, grasp and analyze the performance of each VTC

It is assumed as difficult for SCVTA to conduct follow-up surveys for all graduates considering the financial and human resources issues. However, it is proposed to start working on it to the extent possible such as by limiting the sample size and, for example, by just taking records through asking the trainees when he comes to pick up the certificate.

Furthermore, although the information on the passing rate of the final exam of trainees in each VTC is available, it has not been analyzed. It is recommended that SCVTA comprehend not only the overall passing rate of each center but also the performance of each department of

each VTC, analyze the issues, and identify the assistance needs appropriate to each VTC and department.

4.2.2 Recommendations to JICA

None.

4.3 Lessons Learned

(1) Accumulation of sufficient experience and achievements within the project period is necessary for supervisory body of vocational training, to establish various measures implemented in the model center and disseminate them to other VTCs.

The various measures implemented by the project in the model center have not been institutionalized even in the model center and it has not reached to the stage of dissemination at the time of the ex-post evaluation.

When the measures are introduced which are expected to be disseminated to other organizations/institutions by the implementing agency after the project, it is necessary to accumulate the implementation and review experiences such as through repeated implementation during the project period rather than leaving with the trial level. For that purpose, it would be a one of ideas to create a mechanism that allows people in charge to work closely and to ask questions on a daily basis such as with the collaboration with JOCV. It is also necessary to let the implementing agency have experience on dissemination of the measures to the organization/institution at least one such case during the project period.

When there are many activities to be carried out within a limited project period and activities for establishment and dissemination cannot be implemented, it is necessary to clarify the way of dissemination and its schedule by formulating an action plan indicating what the implementation agency should do after the project in consultation with the implementing agency.

(2) Indicators that can directly measure the goal should be set to the extent possible. Do not set an indicator that is greatly influenced by external factors even if it is important to grasp the situation.

“Employment rate” was set as one of the indicators to measure the project purpose. The employment rate is an important indicator for vocational training projects and it can be a reference indicator. However, it could not be the indicator that directly measures the quality of trainings related to the project purpose and SCVTA management ability which is the project purpose since it is greatly influenced by economic situation, labor market and employment formats. Instead, for example, “number of short-term courses organized with technical assistance from and collaboration with SCVTA after the TOT of short-term model courses” may

be considered to be set. When setting indicators, indicators that can directly measure the goal should be set while reconfirming what to measure. In the case that the indicator is greatly influenced by external factors, external factors should also be monitored and recorded in reports.

Attachment 1: Achievement of Output (at the time of completion of the project)

Output	Indicator	Achievement
Output 1 Partially Not Achieved	1-1 Instructors in the upgrade TOT for developed model courses evaluate the TOT as higher than 3 in 5-grade evaluation	<u>Achieved.</u> <ul style="list-style-type: none"> Out of three times of TOT courses, more than 95% of participants of first and second TOT courses evaluated TOT with a score 3 and over in 5-grades. According to the completion report, the follow-up survey for the participants of the third TOT course which was expected to be conducted by SCVTA has not been conducted. Therefore, there is no information from the third TOT.
	1-2 At least two curriculums for short-term training are developed and two for long-term training are revised.	<u>Achieved.</u> <ul style="list-style-type: none"> 15 curriculums for the short-term model courses were developed. Curriculums of two long-term courses (automotive and electricity) were revised. Capacity of staff members of SCVTA and VTC has upgraded through involving curriculum development and revision.
	1-3 Number of the activities related to equipment maintenances conducted at VTCs * The degree of strengthening support function of SCVTA cannot be measured by “Number of the activities”. Instead, it is evaluated using the indicator “ <u>Equipment maintenance and management system is established</u> ”	<u>Not Achieved</u> <ul style="list-style-type: none"> Classroom of each department of K2VTC was renovated and the store room was installed in each classroom. Trainers of each department of K2VTC understood on the ideal equipment maintenance and management methods by the above renovation, seminar and workshop. However, the equipment maintenance and management system has not been developed without sufficient monitoring and guidance by SCVTA.
Output 2 Achieved	2-1 Number of tasks conducted by SCVTA in providing assistance/technical guidance to various providers * Since “Number of tasks” is ambiguous, the following two indicators were substituted for evaluation. 2-1-1 “ <u>Training needs for social vulnerable people are identified</u> ” 2-1-2 “ <u>Curriculums are developed based on the identified training needs and TOT courses are implemented for training providers</u> ”	<u>2-1-1 Achieved.</u> <ul style="list-style-type: none"> In order to grasp the training needs for ex-combatants, women and persons with disabilities, situation survey, interview surveys to National DDR commission and the United Nations Industrial Development Organization (UNIDO) which was implemented trainings for IDPs in South Kordofan state were conducted. The needs of the courses to be implemented in TOT were identified through the above surveys. SCVTA understood the methodologies of needs survey and its importance through involving its implementation. In addition, SCVTA explicitly positioned social vulnerable people as training subjects. SCVTA has organized the Training Providers’ Meeting to assist training providers collectively. The meetings were held three times during the project period and strengthened their relationship. <u>2-2-2 Achieved.</u> <ul style="list-style-type: none"> The project identified 25 training providers. Three TOT courses were conducted for training providers with the total of 100 participants.
	2-2 Various training providers evaluate assistance/technical guidance provided by SCVTA	<u>Achieved.</u> <ul style="list-style-type: none"> According to the questionnaire by the project, all 15 participants of the third TOT course for training providers answered that they satisfied with the training contents. Many training providers evaluated the technical advice from SCVTA as positive.
Output 3 Partially Not Achieved *This output was set by the	3-1 The role of job placement support is established and regulated in SCVTA and K2VTC	<u>Partially Achieved.</u> <ul style="list-style-type: none"> JPO was introduced in K2VTC. The roles of job placement support were understood in SCVTA and K2VTC. The method was adopted to centralize the role of job placement support in JPO such as making a database of information on relevant companies owned by each trainer.

external evaluator as Output 3, which comprises employment support related activities as explained in 1.2 “Project Outline”.		<p>However, it was only introduced and it did not reach actual operation.</p> <ul style="list-style-type: none"> • By conducting the follow-up survey of ex-trainees in the project, SCVTA officials in charge have learned its importance, methodologies and method of analysis. They also recognized its role for job placement assistance.
	3-2 A place to share information and problems with private sectors is established	<p><u>Achieved.</u></p> <ul style="list-style-type: none"> • The Vocational Training Forum was held aiming to discuss issues, share information and construct an integrated collaboration on vocational training among private companies, relevant persons on vocational training, and international organizations. • In total, nine forums were organized during the project period.

Source: Terminal Evaluation Report, Completion Report, Interview Results from the relevant organizations at the time of the ex-post evaluation

Attachment 2: Number of Participants of TOT by Training Provider

Training Provider			Implementation Timing / TOT Course																Sub total	Total		
			1st	2nd	3rd	1st	2nd	1st	2nd	3rd.	1st	2nd	3rd.	2nd	3rd.	1st	2nd	TOT for Providers			TOT in Obeid	
			Engine	Chassis	Auto Motive Electric /Electronic Device	Electrical Wiring	PLC	AC Installatio	AC Pipe fitting	Car A/C	IT Basic	IT Accou nting	IT CAD	IT Basic For the Disabled	IT-Advanced For the Disabled	Food Proce ssing	Sewing				Food Proce ssing	Sew ing
Khartoum State	1	National council for Persons with Disabilities						1									2			3	74	
	2	Disabled Union										3	5	1	2		2			14		
	3	Shomos					1					1					0			1		
	4	TACO						2												2		
	5	NAPO											2				0			2		
	6	Shamil Center for Mental Disabilities												2			2			2		
	7	Women Union					1			2	3		1	4	5	2	2			20		
	8	Al Rajaa Center											6		2		2			10		
	9	Computer Academy								4			3				2			9		
	10	Youth Union							5			1					0			8		
	11	Ministry of Welfare															3			0		
	12	Ministry of Labor															0			0		
South Kordofan State	13	Ministry of Agriculture	1														0			1	16	
	14	Ministry of education	1							2							0			3		
	15	Ministry of Electricity				1														1		
	16	Ministry of Finance								1										1		
	17	Ministry of Physical								1										1		
	18	University of Dilling								1										1		
	19	Urban Planning and Public Utilities						1												1		
	20	Free-lance Trainer						1												1		
	21	Disabled Union								2										2		
	22	Dilling Feeling Center														1				1		
	23	Dilling Women Training Center														2				2		
	24	IFAD														1				1		
Blue Nile State	25	Youth Center													1					1	1	
North Kordofan State	-	Training Providers from NGOs and State governmental organizations																20	19	39	39	
Total			2	0	2	1	0	4	2	6	13	3	1	5	20	11	6	15	20	19	130	

Note: Five TOT courses were conducted in total. ①TOTs for trainers of short-term model courses conducted in VTC and training providers was conducted three times 1st Course: November 2011 (15 days), 2nd Course: October 2012 (12 days), 3rd Course: September 2013 (15 days), ②TOTs on training management for training provider (only targeting training providers) (July 2013 (8 days), ③TOT for the short-term course for socially vulnerable people in the remote areas (conducted in North Kordofan state VTC, November 2013 (3 weeks)

Source: Terminal Evaluation Report and Completion Report