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## VEGA Sudan Agricultural Market and Enterprise Development Program

Quarterly Report:  
July 1 – September 30, 2007

Leader with Associate Agreement (LWA)  
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Implementing Organizations:

Winrock International

ACDI/VOCA

Citizens Development Corps

Citizens Network for Foreign Affairs

International Executive Service Corps

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## Program Objectives

VEGA/AMED has two primary objectives: (1) to strengthen market and enterprise development in selected urban areas as a means of increasing private sector employment; and, (2) to build the capacity of local community, county, and state level government and civil society organizations to provide effective support to livelihood development and employment generation initiatives with a focus on the reintegration of IDPs. (Activities under each objective are briefly described below (see Appendix 2 for volunteer status report).

### **Objective One: Increased Private Sector Opportunities in Urban Areas**

AMED will improve the environment for increasing private sector employment opportunities in the selected urban areas through small business development, skills and asset building, improved governance, and increased business productivity. Activities will focus on selected urban areas of Juba, Malakal and Wau that serve as market centers for areas absorbing returning IDPs. Other urban areas may be selected on a limited basis due to strategic considerations. Four related tasks support the achievement of Objective One:

- 1-1 Support and Strengthen Chambers of Commerce and Business Associations*
- 1-2 Promote Business Skills Training*
- 1-3 Provide Business Advisory Services*
- 1-4 Develop Public-Private Partnerships*

To meet these, VEGA/AMED will work in partnership with local government authorities and civil society, responding to requests for assistance to build programs and markets and to provide services in response to needs of the emerging private enterprises. Key partners are expected to include: chambers of commerce, associations, training institutions, cooperatives, businesses and other organizations. Although efforts will be directed at building the capacities and technical competences of local private sector organizations, VEGA/AMED will also work in partnership with the GOSS and local governments to support modern market and regulatory policies. All activities of the VEGA/AMED program will work to leverage resources avoid duplication, and promote sustainability.

### **Objective Two: Enhanced Capacity of Local Institutions to Support Reintegration of Persons Affected by Conflict with Emphasis on Livelihood Development and Employment Generation**

VEGA/AMED will support local partners (state governments, NGOs, or others) in building capacity of local public and private institutions to reintegrate more effectively persons affected by conflict, with special emphasis on livelihood development and employment generation. AMED will work with local level institutions whose actions have immediate impacts on livelihoods and the reintegration of persons affected by focusing on four tasks: prepare/revise reintegration strategies; strengthen the capacity of local government agencies; support local government initiatives to strengthen markets, develop agricultural cooperatives and associations; and, strengthen agricultural training centers. Objective Two is implemented through five tasks:

- 2-1 *Strengthen Capacity of Local Government Agencies.*
- 2-2 *Prepare and Revise Reintegration Strategies.*
- 2-3 *Support Local Initiatives to Strengthen Markets*
- 2-4 *Support Agricultural Marketing Associations and Cooperatives*
- 2-5 *Support Agriculture Sector Training Centers*

VEGA/AMED will continue to utilize a collaborative approach, working with local partners from government, civil society, and the private sector. By partnering with other NGOs, local government organizations, and other donor organizations, VEGA/AMED will leverage resources for broader impact. The knowledge and resources of the Sudanese Diaspora will be important to achieve this objective. Assistance will focus on areas of Southern Sudan receiving or expected to receive high numbers of IDP returnees. In many cases VEGA/AMED will work at the state level to build capacity in county and community level institutions.

### **Cross-Cutting Themes (CCT)**

- CCT-1 HIV/AIDS Awareness*
- CCT-2 Young People with Focus on Former Combatants*
- CCT-3 Gender Equity*
- CCT-4 Long-Term Diaspora volunteers to support public institutions promoting economic development*

### **Activities Undertaken During the Quarter**

Eight short-term volunteers were fielded during the quarter. Additionally, three long-term business advisors completed their fifteen-month assignments, and an additional long-term business advisor began an assignment in Wau. Following are highlights of activities undertaken by VEGA/AMED program staff and volunteers during the reporting period.

### **Objective 1: Increased Private Sector Opportunities in Urban Areas**

#### **1.1 Support and Strengthen Chambers of Commerce and Business Associations**

- Support was given to the Women Self Help Development Organization (WSHDO) in developing growth strategies and service ideas and writing a grant request to Kids in Southern Sudan (KISS). The grant will be targeted to supporting street children in Juba to formalize their existing car washing business by providing the needed resources and expertise. The kids will also attend school part-time while continuing their work. A response on the \$15,000 grant request is expected in the next few months.
- Volunteer Florence Wagner provided continued support and guidance in strengthening the Gondoroko Women Association (GOWA). Six women from the executive body of GOWA participated in the day long organizational development session. The group benefited from advice on mission statements, dues, savings, services, and grant requests.

## 1.2 Business Training

- Volunteer Valerie Stinger implemented a training program in Juba, “Skills to Protect Your Business” in collaboration with the Sudan Women HIV/AIDS Awareness Providers (SWAAP). Sixty-three entrepreneurs and potential entrepreneurs (75% women) from an IDP camp near Jebel Kujur participated in the training. The assignment introduced the concept of HIV/AIDS within a business environment. Videos and stories were presented to raise awareness of HIV/AIDS, including STDs, transmission, symptoms and management. Stinger also developed flip charts and cash books to teach profit and loss, marketing and generating a business idea. Both concepts presented together reinforced the importance of planning, saving and remaining healthy. Meeting with the Director of SWAAP, Stinger went through the HIV/AIDS information and teaching tools available, and offered guidance on how to increase the profile of SWAAP. The Director learned methods of incorporating the concept of healthy business into future trainings.
- Two MBA volunteers, Susan Pratt and Khary Dickerson, facilitated VEGA’s “Business Principles for the New Market Economy” workshop from August 3-14 in Wau. The workshop demanded intensive classroom participation from the nine carpenters in attendance. Pictures were taken of their furniture to allow the carpenters to create a portfolio of their products and services.
- Dickerson continued to assist Hellen Achol and Achwanyo Kutjok in developing a business plan to create a learning center. Currently, there are no internet, computer, or distance learning services for the vast majority of Sudanese people in Wau. The learning center currently provides computer and English classes. Helen and Achwanyo are planning to add educational and small business services.
- Dickerson also facilitated a focus group of 11 brick-makers in Wau in need of technical assistance in managing their business. The group discussed their business environment, relevant economic and environmental challenges, and government relationships. The bricklayers all signed up for business course trainings with a tentative date set for later in the year.
- Looking to expand food menu options in Juba, local Diaspora volunteer Hassan Bakumba used his expertise to teach Food and Menu Development to 5 local women cooks from Women Self Help Development Organization. Over a 20 day period, Bakumba taught the women different food/menu recipes, use of proper sanitation/hygiene practices, and gave opportunities for hands-on practice. Bakumba also conducted site visits to two of the cafeterias to assess their cooking environment and traditional techniques. Bakumba developed a printed recipe book of the menus taught for easy reference. One woman quickly introduced a new menu item she learned to prepare - meat and egg samosas - and the customers requested more.
- Volunteers David and Florence Wagner conducted a basic business training course targeting members of the Gondoroko Women Association (GOWA) and the Central Equatoria Women Widow Association (CEWWA). Thirty-two women participated in the 10-day course, which covered topics such as business plan development, costing, marketing, common business problems, etc. There were also sessions on simple craft ideas for new businesses and awareness of issues related to HIV/AIDS/STDs. Site visits were also conducted to 14 businesses and targeted recommendations given.

- During the same period, Dr. Desmond Brown, a specialist in hospitality sector development, delivered a two-week training for 25 female Sudanese restaurant owners and managers affiliated with the Women Self Help Development Organization that has benefited from grant support from VEGA/AMED to upgrade restaurant business premises throughout Juba. The training, which covered key topics in modern food safety practices and customer services, was part of a long-term scheme aimed at enabling the emerging female entrepreneurs to tap into the lucrative expatriate market that they have not been able to penetrate previously due to concerns over food safety and poor customer care.

### 1.3 Business Advisory Services

- Eco-builders, one of the premier Sudanese construction companies in Juba, benefited from a range of business advisory services provided by long-term business advisor Khary Dickerson. Dickerson's technical assistance came at a critical moment as the company was in dire need of organizational restructuring to ensure effective and efficient internal control and competitiveness in the dynamic construction business.
- Chris Adams, long-term business advisor, mentored shareholders of the Supiri Construction Company through the process of developing a business plan and a constitution that defines management structures and profit sharing. Coupled with the increasing demand for more specialized technical assistance in the fields of architectural design, engineering and micro-enterprise development, Supiri Construction Company is better equipped to capitalize on the lucrative construction and building sector in Southern Sudan.
- Dickerson and Wani continued to collect and analyze data on block making shops in and around Juba. Each of the businesses taking part in the exercise benefit from a free profit and loss projection and professional advice from the VEGA/AMED business resource team undertaking the exercise. Eco-builders and Supiri Construction Company have requested technical assistance in this area to enable them to make informed decisions on whether to invest their time and resources into the sector. The cost-benefit analysis results will also help with loan and grant applications from potential sources.

### 1.4 Develop Public-Private Partnerships

- No activities were conducted during the reporting period to support this task.

## **Objective 2: Enhanced Capacity of local Institutions (to support reintegration of persons affected by conflict with emphasis on livelihood development and employment generation)**

### 2.1 Strengthen Capacity of Local Agencies

- For much of August and September, Program Officer James Wani established contacts, initiated dialogues and nurtured relationships with public and private institutions that could potentially benefit from technical assistance. The Southern Sudan War Disabled, Widows and Orphans Commission is one of such institutions which is now benefiting

from two on-going assignments focusing on policy and strategic framework development.

- Two volunteers, Beth Oliver and Robert Alela, assisted GOSS Ministry of Agriculture and Forestry in the initial stages of developing a training manual on 'Farming as a Business' for Southern Sudan. The collection of necessary information has been completed and the manual, which will be tailored to suit the condition of Southern Sudan, will be designed in the coming months.
- Volunteer David Glenn conducted a workshop for the Directorate of Agriculture, Ministry of Agriculture and Animal Wealth, Western Bahr El Ghazal State on the subject of 'Farming as a Business' (FAAB). The objective of the assignment was to strengthen the capabilities of extension staff and selected farmers to provide training on market-oriented farming as a new mechanism to eradicate poverty among the rural, poor population.

## 2.2 Prepare and Revise Reintegration Strategies

- No activities were conducted during the reporting period to support this task.

## 2.3 Support Local Initiatives to Strengthen Markets

- Volunteer Bradley Perry provided training on investment analysis and project appraisal to the GOSS Ministry of Animal Resources and Fisheries. The objective of the assignment was to equip ministry officials with the skills required for project appraisal and evaluation techniques, enabling them to vet existing and potential investments in the growth and development of the animal resources sector in Southern Sudan. Sixteen participants drawn from the 10 States as well as staff from the Ministry of Commerce, Trade and Supply attended the training.

## 2.4 Support Agricultural Marketing Associations and Cooperatives

- Regional volunteer Gilbert Bor conducted a workshop in Yei for Lasu Progressive Farmers Association (LPFA) on "Basic Business Skills and Marketing." Members of the association participated in the training.
- Phoebe Owuor, a short-term regional volunteer, conducted training on organizational development for eleven members of the Gire Farmers Development Association in Yei.
- Volunteer Gerald Nolte guided the Natabo Farmers group to establish a legally and operationally functional farmers association. The group was working together informally and had an outline for by-laws and initial aims. With technical support from Nolte, the group was able to develop and formalize by-laws, establish vision and mission statements and goals and objectives, develop a business plan, budget and action plan, and begin registration as a legal entity.
- Volunteer Steve D'Alessandro conducted an assessment of the on-going efforts on market information systems for Southern Sudan and made recommendations on setting up a pilot market information system. This was in support of both the GOSS Ministry of Agriculture and Forestry (MAF) and the Southern Sudan Commission for Census, Statistics and Evaluation (SSCCSE).

- Volunteer Paul Day facilitated a training workshop on commercial livestock production in Wau for the Directorate of Animal Wealth and Fisheries, in addition to individuals from the Cooperative Department and a few selected cooperatives societies. The aim of the workshop was to increase the capacity of the extension workers to provide practical assistance to the rural population.
- In July, volunteer Dennis Kolb provided a two-week training to 42 participants from the Mongalla Development Association (MODA) in Juba. The participants of the training workshop were primarily agriculturalists supplying Juba with fresh, organic vegetables and fruits, but lacking technical skills on improved methods of preservation, processing and marketing. Kolb's assignment chiefly focused on those key areas. During the training workshop, the trainees gained knowledge and practical skills on how to turn local fruits into jellies and jams. They also learned marketing skills.
- In early August, two field officers, Eunice Philip and Sanyangi Wangi visited women's and farmers' organizations in Yei and Lainya Counties. A number of opportunities for VEGA's intervention were identified. Scope of works pertaining to these field trips are now being put together to strengthen the groups.

## 2.5 Support Agriculture Sector Training Centers

- The one-year deadline for assistance to the agriculture sector training centers expired on September 20, 2007. Every effort was made to collaborate and work with the training centers as well as the Ministry of Agriculture and Forestry, including the Minister himself. Unfortunately, two of the centers (Crop Training Center and Agriculture Technology Center) were unable to adequately complete their Transition Plans. Therefore, a request has been made to USAID to reprogram these funds: \$97,000 (Crop Training Center) and \$100,000 (Agriculture Training Center).

## Cross-Cutting Themes

### 1. *HIV/AIDS Awareness*

- All VEGA/AMED efforts at capacity building and training involve discussions on HIV/AIDS awareness. All groups are considered vulnerable and public awareness efforts are integrated into all program interventions. HIV/AIDS awareness is discussed in all training workshops. Additionally, all assignments on "farming as a business" stress the importance of farmer health to promote quality and an improved way of life. Assignments have had a positive impact in this particular area.
- Volunteer Valerie Stinger incorporated HIV/AIDS awareness with basic business skills, reinforcing that a healthy person equals a healthy business to 63 participants at a local IDP camp. The topics discussed illustrated that little is known about HIV/AIDS in general, and how health can impact an entrepreneur.
- Volunteers David and Florence Wagner spent a day raising awareness about HIV/AIDS and STDs during the GOWA and CEWWA basic business skills training. The discussion revealed that knowledge and awareness of the issue in Juba is lacking. The women participants greatly enjoyed learning about the topics and felt comfortable asking many questions.

2. *Young People with Focus on Former Combatants*
  - To the greatest extent possible, VEGA/AMED interventions explore ways of providing opportunities for youth and former combatants. This is a key element stressed in workshops and capacity building exercises with cooperatives and associations, as well as business service providers and chambers of commerce, as they work to create a favorable environment for business opportunities and job creation. A number of farmers who participated in assignments during the reporting period were ex-combatants, who benefited from trainings and advisory services provided by VEGA volunteers.
3. *Gender Equity*
  - All the trainings and business advisory services provided by VEGA staff and volunteers include a gender component. To the greatest extent possible, VEGA seeks to include women in all training and technical assistance activities. In Western Bahr el Ghazal and Central Equatoria, most male farmers work closely with their wives and children, and this is emphasized throughout training.
4. *Long-term Diaspora Volunteers to Support Public Institutions Promoting Economic Development*
  - No long-term Diaspora volunteers were utilized this quarter. However, several short-term Diaspora volunteers provided services.

## **Grants**

- In mid September, VEGA/AMED initiated a grant worth \$10,000 to Venus Computer Training Institute, owned and operated by Jotham Kenyi Nyukuri, a Diaspora returnee from the U.S. The grant will help the institute upgrade its internet network by increasing its capacity, establish what will be the first online English Language Correspondence Course in Southern Sudan, as well as help plan marketing and other outreach programs. Venus Computer Training Institute has already contributed \$35,000 to the start-up of the business.
- VEGA is considering a grant proposal to promote draft animal technology for the purpose of assisting vulnerable residents and returnees in rural transportation and farm operations. Transportation of produce from rural areas to markets on nearby accessible roads is quite impracticable owing to poor feeder road networks. This situation discourages farmers from expanding their capacity to conduct farming as a business. An appropriate technology unit at the Crop Training Center will be used as a base to promote the technology in greater Yei River Counties.
- A grant proposal is currently underway for the Natabo Farmers Association in Wau to enable them to construct a storage shed for collecting, sorting and cold storing their fresh produce; facilitate transportation of produce to markets; procure improved planting materials; and, improve irrigation systems.

### Problems Encountered/Addressed/To be Addressed

- Difficulty in getting to certain areas, e.g., Yei, because of the rains, which impeded travel by road
- Low participation of female employees in selected training activities
- Communication barrier because of low levels of education of certain participants.
- Combination of Arabic- and English-speaking participants increases the time required for the training

### Progress Made Toward Achievement of Program Objectives

#### **USAID Indicator Matrix**

OP Figures			Revised Figures				Explanation
9/30/2006	9/30/2007	9/30/2008	9/30/2006	9/30/2007	9/30/2007	9/30/2008	
value/baseline	target	NOA target	value/baseline	target	actual	revised target	

#### **VEGA/AMED**

# of producers organizations, water user associations, trade and business associations, and CBOs receiving USG assistance	18	26	35	26	9	12	target not met partly because work discontinued with chambers of commerce
# of individuals receiving short-term ag. sector productivity training	300	540	840	300	1137	1200	exceeded target
women	150	270	420	150	225	400	Difficulties in getting women to come to training; cultural reasons, etc.
men	150	270	420	150	912	800	
# of individuals receiving assistance to improve management practices	195	650	1,510	650	885	1000	new COP said the targets of the last COP were unrealistic; they were also cumulative
women				200	438	500	
men				450	447	500	

### Planned Activities for the Next Quarter

- Conduct impact assessments of completed assignments, discuss progress, and design follow-up activities accordingly
- Utilize volunteer assistance to support the following institutions: Directorate of Cooperatives of Central Equatoria State, Terkeka Women Self-Help Association

(TWSHA), Padak Fisheries Training Center, and Green Belt Women Association (GBWA)

- Establish an agricultural demonstration plot in Wau
- Train Natabo Farmers Association on techniques for growing vegetable crops and dry season planting and drip irrigation
- Perform an agricultural assessment in Western Equatoria (Torit/Magwi)
- Conduct a project planning and management workshop for the GOSS Ministry of Environment, Wildlife Conservation and Tourism
- Revisit the relationship with the South Sudan Chamber of Commerce Industry and Agriculture (SSCCIA) and state chambers of commerce to determine if progress has been made to warrant additional assistance
- Conduct a value chain study of the groundnut industry focusing on the Lakes State as a key production area within Southern Sudan utilizing VEGA/AMED staff to provide recommendations on how market development for the groundnut industry can be achieved
- Conduct a study of coffee revitalization and development in Southern Sudan with a focus to Greater Yei River Counties and Western Equatoria State
- Assist carpenters in Wau who have completed VEGA's training course on "Business Principles for the New Market Economy" to form a carpenters' association
- Develop a cost-benefit analysis of traditional brick-making machines and state of the art hydroform brick-making machine for Eco-builders
- Conduct a two-week basic business class for brick makers in Wau
- Assist in completing a business plan for Wau Learning Center
- Assist Western Bahr el Ghazal State in acquiring a microfinance institution in Wau

With the recent approval from USAID to significantly extend and expand the VEGA/AMED program, the management team will intensively focus on expanding our activities in Juba, Wau and Yei and putting new staff in place to manage the new workplan during the next quarter. In that regard, VEGA has submitted the names of Raymond Rumsey (Deputy Chief of Party) and Gitau Mbure (Agricultural Marketing Advisor) to USAID for approval. Recommendations for the positions of Microenterprise Advisor and Senior Program Manager/Grants Manager will be forthcoming.

### Sudanese to Sudanese Knowledge Transfer Supports Business

As Juba businesses grow with the dawn of peace in Southern Sudan, Women Self Help Development Organization (WSHDO), a local women's group, has been running the best cafeterias in town.



Margaret Achen Alfred, a cook at a WSHDO cafeteria, practices making chicken chasseur. Margaret was 1 of 5 women who attended a VEGA training on preparing different food menus.

Practicing good hygienic standards and well cooked local food menus, all three cafeterias have a very good reputation. Two of the cafeterias, located at UNDP and UNMIS compounds, are the most popular, serving both local and international staff.

The cafeterias of WSHDO have been quite successful and clients are very happy with the food offered, but recommendations in the areas of menu expansion, variety of taste and inclusion of different foods have been suggested. Addressing these recommendations is crucial as the cafeterias serve as a source of revenue for both WSHDO and the women workers.

Hassan Bakumba. Hassan, a professionally trained chef who regularly cooks for VEGA, provided 10 days of training to the five women participants. He covered food variety, provided one-to-one demonstrations, and gave the ladies opportunities to prepare the food themselves. According to Hassan, this training was the first time the participants have been exposed to different skills and knowledge on food preparation. "We are really very thankful to Hassan and VEGA for organizing the training for us. We have understood very well everything Hassan has taught us and we are confident of replicating the same in our respective cafeterias. With the notes we have written on our books we will also be confident to teach others. Hassan has covered almost all kinds of food," stated Anna Fozia Yakub, on behalf of all the participants.

One of the women quickly introduced a new food item in her cafeteria menu: samosas. The response was very favorable and clients requested more, a clear indication business will continue to grow. Two participants added: "Sincerely speaking, all we have learned are very new knowledge and skills to us which we believe will make a difference in our business."

Faced with developing new menus and food options, VEGA tapped the expertise of local Sudanese cook,



Hassan reinforces proper food preparation techniques during the 10 day training. Here, Victoria Aja Jonathan prepares greens using a cutting board and knife for the daily lunch menu.

## End of Assignment Report Cover Page and Specific Questions

**Part A. Please provide the following information:**

Volunteer name(s): Russell Shockley

Assignment dates: July 2006 through September 2007

Name of host(s): Planning & Statistics, MOFIT, WBEG State

Assignment location(s): Wau

Number of individuals directly participating in technical assistance or training:

Male: 80

Female: 40

Number of individuals that you anticipate may benefit from your assistance (for example, other employees of the enterprise you worked with or other family members who are likely to benefit from your assignment):

Male: 1620

Female: 1080

(Includes other staff within Wau MFP and other ministries assisted (100); families of direct beneficiaries (120x5); survey takers and owners of businesses in Wau better-served by Ministry of Commerce policies (1000); small business trainees of staff trained at the Juba Multi-services Training Center (20x50).

Please attach this cover page to your responses to the questions listed below.

**Part B. Please answer the following questions in as much detail as you think is necessary.**

1. What were the **objectives** of your assignment? What assistance did your host request? (Please note any changes made in your scope of work during your assignment.)

The objectives of my assignment were as follows:

- Provide capacity building activities at the Directorate of Planning & Statistics at the Ministry of Finance, Industry & Trade in Western Bahr El Ghazal State
- Provide business training courses to business operators/entrepreneurs in Wau
- Provide business advisory services to students following completion of course
- Research barriers to refugee entrepreneurs repatriating to Southern Sudan

2. What **activities and assistance** were part of your assignment? Who was involved? What topics were addressed? (Details regarding any materials that were developed, the number of people trained, the organizations that participated in your programs or that you met with, etc., are all very important.)

- **Directorate Reorganization (20 persons):** When I first arrived at the Directorate of Planning & Statistics of the Ministry of Finance, Industry & Trade in January, I immediately began working with the Director (Stephen Andrea Ujika) in order to create a new operational guide. Changes ranged from very basic (reporting to GOSS instead of GOS), to macro-level (completely re-focusing and realistically limiting the functions of its divisions so that it did not overlap with other Directorates in the ministry, other state ministries, and bodies within GOSS). The operational guide also included a new organizational structure. Once finalized, the Director was pleased with the plan and said that it should be used as a model for the other nine states. It also serves as a base from which to rebuild the Directorate. The document is clear and concise and can be modified as time passes. I believe it serves as a base for moving forward with any work in the Directorate.
- **Private Sector Development Report (480 persons):** Beginning in April and concluding in June, I led an effort to conduct a survey and report on commerce in Wau. A survey was developed by Susan Pratt, and the Director (Stephen Andrea Ujika), and me. Using the Training of Trainers method I trained three people at the Directorate on what exactly we were trying learn from the survey. They then trained 15 of the other staff members from the Statistics division on how the survey should be conducted in the markets. Concurrently, using Google Earth pictures and landmarks in the three major markets (Jo, Hajar, Wau), I demarcated boundaries and sectioned off the markets into manageable sections. This also allowed us to better segment the data. Once all of this was completed, we assigned members of the team to specific market sections. After 2.5 weeks, the team had completed their survey of the three major markets. A total of 462 surveys were conducted. While VEGA compiled most of the demographic data, three employees from the Directorate also assisted in compiling the other data. Additionally, two people translated surveys that were completed in Arabic into English. Once all data was compiled, I met with the Director to go over the results and arrive at some recommendations. Once we had agreed on the recommendations, I drafted a report and submitted it to the Director.

Because I was trying to create an environment of accountability and valued work within the Directorate, I also undertook performance appraisals with each member of the survey team (with the Director present). I measured average output and compared the number of surveys

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completed by each individual against this number. I found that the employees who had the best surveys also had completed the most surveys. This suggested that there were a few superb employees in the mix. There were also some sub-par surveys undertaken by other employees, and those same individuals had also undertaken relatively few overall surveys. The Director and I also collected their feedback about the survey and explored ways in which the process can be improved in the future. Each person was also given a summary of the results and recommendations so that they are aware their work was counted and that they contributed.

The end result will hopefully be a presentation of the results to a government board (composition TBD) for action (current Corps member Khary Dickerson). Many of our recommendations require little or no funding, merely action. For instance, we are pushing for business tax reform and enhanced security in the markets. We consistently tried to demonstrate to the government employees that change can occur without funds.

- **Developing a Business Principles training course:** In addition to the three business courses I taught in Wau, I also taught multiple business courses at the Juba Multi-Services Training Center. For all courses, I developed my own materials. I compiled information from many sources, including my colleagues and my own practical experience. For each course, this material was tailored to make it more applicable to the audience. I am most proud of the inventory lesson I created for the carpenters and the operations efficiency lesson that I created for the MTC & carpenters.
- **Business Principles Course #1 (11 persons):** My first business course was entitled “Business Principles for the New Market Economy.” It began on March 5, 2007 and lasted two weeks. We had 11 participants (9 men, 2 women) from various types of businesses. There were some sophisticated business owners in the group, as well as newer entrepreneurs. While I did not typically provide them with specific answers to their specific business problems, I am certain I exposed them to new concepts and ideas.
- **Business Principles Course #2 (9 persons):** During our first course, we had a mix of nine men and two women. We felt that the women were not as active in the class as they may have been had they been in an all-female setting. So, in establishing our second course, we visited the Women’s Development Group, an indigenous NGO to help us target women business owners. We told them we would teach a business course and wanted all female participants. Within a week they produced a roster of 17 students, however, when we started the course, we only had 9 participants. While this class was a bit more challenging due to widely different abilities on the part of the participants (literacy, financial management abilities, etc.), we were able to transfer basic skills about starting and managing a business to the women.
- **Business Principles Course #3 (13 persons):** This course, which began August 6, included, far and away, the most motivated students of any group I taught. Many of them showed up *before* class started so that they could review the previous day’s material. This group showed up on time and took class seriously. Additionally, because we were targeting a specific sector (carpentry), we customized our course to make it more relevant to the audience. For this I developed a lesson on inventory management that, if implemented, will go a long way in helping their businesses. We also arranged a tour of the Don Bosco Carpentry shop in Wau so that they could see what a proper shop looks like. The teacher there also demonstrated many of the

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power tools available, and talked about other best practices for carpentry. This is also a group that could benefit greatly from small grants. During our initial follow-up visits, some of our trainees had already begun keeping records. This course was preceded by a focus group which allowed us to better tailor the material for our audience.

- **Teaching at the Juba MTC:** While working on a temporary assignment at the Juba MTC (August, September 2006), I conducted training on accounting (parts I & II), operations, and innovation & creativity. Some concepts were very basic (sales, costs, profit) while others were more advanced (bottleneck, opportunity cost). The first lesson in accounting and the operations lesson were both very successful. Aspects of the second accounting lesson were, in retrospect, a bit too advanced for the audience and the innovation & creativity exercise was experimental and proved to be ineffective. However, even the unsuccessful lessons were useful as they acted as a gauge of what could and could not be included in the full course. The students respond very well to the operational efficiency lesson and the concept of opportunity cost (as did all of the classes).
- **Business Advisory Services:** During my time in Wau, I taught three business principles courses in which 33 people participated (22 men, 11 women). Following the completion of the courses, I visited each student's business to assess exactly what his/her problems were. Based on this, I provided a plan for improvement. Many of the participants I visited multiple times to work with them to incorporate my suggestions. I met occasional resistance from my clients, and I think that most of the reluctance was due to the fact that business owners in Sudan have lower risk profiles and are less apt to act upon the suggestion of an "un-trusted" source. Building trust with clients over a long period of time is crucial here.

Case Study: One of my students sells dried fish in the market. I asked him "How do you prepare this?" He told me that he boiled the fish for sterilization and then cooked it in ground nut sauce (peanut sauce) or oil. I asked him why he didn't sell sauce and oil as complementary products in his business. He responded, "That's a woman's business." This is one small example of other cultural barriers to growth.

- **Refugee entrepreneur repatriation study:** I was one of the five members of the MBAEC who were tasked by VEGA to conduct a study of the business environment and barriers to repatriation in Kakuma refugee camp for USAID. Our team visited Kakuma for two weeks, during which time I was a key participant in finding information necessary for our report. I was also a key drafter of the final document, which not only discusses findings but also provides recommendations for future efforts. Most of the businesses surveyed were general trade stores, providing foodstuffs for their customers. Most were one-person shops, although some were large enough to have multiple employees. Most of these businesses were a means to provide for family and lacked a vision or clear plan.

The refugee businesses were very simple shops with goods usually coming from Kakuma town wholesalers and then marked-up for resale. There was a lot of competition for these store owners, as there were a lot of similar businesses. In addition, they work in a very limited economy – they are only allowed to operate within the refugee camp. Our research and suggestions included facilitating the return of these businesses to Sudan.

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3. Did you observe any **improvements** with respect to the objectives and expected results outlined in your assignment scope of work? Please explain.
- The Directorate of Planning & Statistics now has a solid platform from which to develop further as an organization. In addition, due to the study, several areas have been identified where the government can make an impact on commerce with a minimal budget.
  - My trainees learned new business concepts and implemented some of them in their businesses. The new concepts covered financial management, marketing, and other areas of focus crucial to the operation of a successful business.
  - Some of the students immediately began keeping records after taking our course, whereas almost none of them kept records before the course. This allowed the business owners to better analyze their sales and profits, as well as to plan more effectively for future growth.
  - Our research paper on refugee repatriation should prove as a useful tool for program ideas to be run by either VEGA or other NGOs.
4. Could you see any other impacts by the end of your assignment? If so, what? (Please include any **new knowledge transferred, skills obtained by the host, and new attitudes observed.**)
- I think the carpenters' attitude & outlook toward the future of their business has improved. If we continue working with this group, this will only be enhanced.
5. Do you anticipate any **future impacts** as a result of your assignment? (Please explain and list ways in which you think the results of your assignment can be measured 6 months from now. )
- I do believe that 2 or 3 students from each course I taught will take what they learned and apply it to their business. Particularly, if they implement bookkeeping, their businesses will improve.
  - I think the Directorate is better organized and has gained capacity by working with me. If/when they get an operational budget, they will be in a better position to implement their programs.
6. What effect did your assignment have on you personally and/or professionally (for example, new knowledge, contacts, etc.)?
- I have learned a tremendous amount about the world and my perspectives have changed on many issues from my exposure here.
  - I do believe my confidence as a business professional has risen during this assignment
  - I also feel that my interpersonal skills have improved as a result of this assignment
  - My ability to interact with those of different cultures/backgrounds has certainly increased
7. Drawing on your volunteer experience, please provide us with any **conclusions and recommendations for follow-up activities** to build on your assignment.
- My recommendation would be that when conducting a business training course, tailor it to one specific industry instead of a generic program. Also, I would make the courses as interactive as possible, and include demonstrations and practice more than lecturing.
8. Would you recommend this host for a micro-grant from VEGA/AMED? If so, please explain.
- I have written a "grant proposal" for a carpentry shop in Wau (given to Scott Allen and Zachary Ileri) which requires them to meet certain standards. Once these standards are met, we provide them with a generator and some power tools to expedite their business/increase productivity.

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Since financial data will have been collected before the grant, we will be able to quantitatively measure the impact of our grant (which I estimate would be around \$5,000).

**Part C. In the form of a personal letter to your host, please summarize your short- and long-term recommendations.**

- Stephen Andrea Ujika and I had a long conversation prior to my departure about what I think needs to happen at the Directorate for them to continue to improve. I also met with every business student and gave them suggestions on how to improve their business.

## End of Assignment Report Cover Page and Specific Questions

**Part A. Please provide the following information:**

Volunteer name(s): Susan Pratt

Assignment dates: July 26 2006 - Sept. 30 2007

Name of host(s): Ministry of Finance and various businesses

Assignment location(s): Wau, South Sudan

Number of individuals directly participating in technical assistance or training:

Male: 70

Female: 30

Number of individuals that you anticipate may benefit from your assistance (for example, other employees of the enterprise you worked with or other family members who are likely to benefit from your assignment):

Male: 1020

Female: 680

Includes other staff within Wau MFP and other Ministries assisted (100); families of direct beneficiaries (120x5); survey takers and owners of businesses in Wau better-served by Ministry of Commerce policies (1000).

Please attach this cover page to your responses to the questions listed below.

**Part B. Please answer the following questions in as much detail as you think is necessary.**

1. What were the **objectives** of your assignment? What assistance did your host request? (Please note any changes made in your scope of work during your assignment.)

The original scope of work stated that we were to teach one business class every quarter for 4 quarters, then follow up with individual business advisory services to these business owners. Our scope of work was changed at the beginning of the assignment to include work at the Ministry of Finance, Industry and Trade, where we would spend half of our time with the Directorate of Planning and Statistics, which is tasked with coordinating programs geared towards economic development in the state of Western Bahr el Ghazal. Our objectives in this regard were to help the Directorate with capacity building among its employees and to help the director devise economic programs that would assist the business community. The development of economic programs was hindered by the fact that the state government ministries were only receiving funds to pay salaries, and were not receiving any funds to purchase capital goods or to support operations.

The Minister of Finance originally requested VEGA's help with organizing the personnel in his ministry, assisting with job descriptions and other organizational issues after the state legislature rejected a proposed budget due to the number of salaried employees that were thought to be redundant. He also requested help with the Department of Revenue, which was tasked with gathering information on the fees and other government monies collected by all the ministries in the state government each month. These employees did not have ledger books, and most were unprepared to use them. Collected funds that were supposed to flow to the Ministry of Finance were instead spent by the individual ministries that collected them without regard to budgets and with little accountability.

2. What **activities and assistance** were part of your assignment? Who was involved? What topics were addressed? (Details regarding any materials that were developed, the number of people trained, the organizations that participated in your programs or that you met with, etc., are all very important.)

We devised a two week course to teach basic business principles to local entrepreneurs. Towards the end of the assignment we began to concentrate on businesses in the construction industry (carpentry, brick making, metal working), as Wau has a competitive advantage in this sector. Most business owners who took part in these courses were recruited through the Ministry of Finance (specifically the Director of Industry), while others were recruited through the Women's Development Group. The week following each course was spent visiting each business separately and giving advice specific to the concerns of each business owner. Those business owners that requested additional help were assisted in whatever area they requested. After switching the focus to the construction industry, we led focus groups with carpenters and brick makers, than altered the original course materials to make them more relevant to these particular businesses.

We also met a woman who ran a computer training facility and assisted her with information regarding the costs necessary to finance a VSAT Internet system. This could be a good money-maker in Wau, as currently only the Wau River Lodge offers access to the Internet. I also met with an older man, an artist who had once sold his work in Germany and Italy, and I plan to get some of his work, photograph it, and forward it to a friend who sells folk art. Others who make handicrafts, especially the ladies from our second course, should be introduced to the Wau River Lodge managers, who are planning to open a store to sell locally made goods. Besides the ladies we worked with, there is another

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man who cuts and paints metal figures in one of the small towns just outside Wau who might benefit from this sales outlet. This shop would also be a good place to sell Lulu oil (shea butter products) produced by ladies in towns just outside of Wau. Apparently they already sell their goods to health stores in Nairobi, and I believe ex-pats would buy their goods in South Sudan, especially if the packaging was improved.

In regards to work with the Ministry of Finance, Industry, and Trade, those directors that are traditionally involved with economic development (the Director of Industry and the Director of Commerce and Supply) were also contacted. The Director of Industry was particularly helpful in arranging the focus groups for carpenters and brick makers, which allowed us a better look at the specific problems facing these particular business owners. I developed a written directive for both of these directors (my co-volunteer Russell did the same for the Director of Planning and Statistics), as the few written department descriptions they possessed were issued by Khartoum before 1985. I also gave the Director of Planning and Statistics an employee evaluation form and urged him to give feedback to his employees at least once per year.

Other ministries, particularly the Ministry of Agriculture, Forestry and Animal Wealth, were also visited, but they did not have any development projects underway, and no funds for carrying out any projects in the near future. The Director of Agriculture had a list of government services his department used to fulfill before the war (like bringing suitable seeds into the country for planting), but none of these tasks were currently being performed. The man in charge of taxes was the most energetic official, but it appears that the ministry is taxing goods entering Western Bahr el Ghazal from other southern Sudan states, and this is likely going to depress business activity. Also, I believe the laws currently followed were originally passed in Khartoum in an effort to defend industries in the north from imports; these tax laws are no longer relevant to the state.

One issue brought up by the Director of Planning and Statistics was the lack of any business community information, which various government entities and NGOs had requested in the past. We responded by creating a survey that could be administered by the department of statistics people in the three main Wau markets. This survey was carried out and the results compiled. A written report and PowerPoint presentation detailing the results of this survey were prepared and submitted to the Director of Planning and Statistics. As of my departure, movement on follow-up to this process had been slow.

I was interested in helping the Director of Commerce and Supply begin a program of tracking the costs of basic goods in the markets of Wau and hopefully expanding such an information gathering effort to other parts of South Sudan (no one has much knowledge of the different price levels in different areas of South Sudan, and they vary quite a bit). I was not able to carry out this program before I left, though another volunteer may find it worthwhile.

3. Did you observe any **improvements** with respect to the objectives and expected results outlined in your assignment scope of work? Please explain.

Improvements within the Ministry have been incremental so far, especially regarding hiring and firing of employees. Thomas Emilio defended the practice of hiring unnecessary government employees as the best way to provide employment for the general populace. He was afraid of firing these people, as

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that could result in unrest. The Ministry is also severely hampered by the lack of funds for operations. Salaries are paid, but little money flows into the Ministry otherwise.

The business owners training proceeded with more success. Business owners were genuinely excited to learn new business management ideas, and several individuals implemented some of the record-keeping and marketing ideas suggested – for example keeping track of inventory and expenses or visiting various NGOs to introduce their products and services. The level of education in Wau is low, so almost any information we could show them was new. There were a few challenges regarding the trainings, however. Many times, business owners were not interested in continuing to receive free advisory services if we were not able to provide loans or grants. Additionally, many did not seem convinced that by keeping records, analyzing expenses and receipts, and preparing budgets they could discover money they already had that would allow them to invest in and expand their businesses.

4. Could you see any other impacts by the end of your assignment? If so, what? (Please include any **new knowledge transferred, skills obtained by the host, and new attitudes observed.**)

Impacts are observed among the individual entrepreneurs, especially in regard to new attitudes toward business practices. At the beginning of the business course, almost all of the business owners (who kept virtually no records) claimed that they could remember how much they spent in expenses, how much they made in sales, and how much profit they were earning each month. But even after receiving simple information about a typical week of sales and expenses on one page in a class exercise, they had difficulties determining how much in cash sales they had made that week or what their profit was. Many admitted (or perhaps realized for the first time) that, in fact, they really didn't know what kind of profits they were making or how much they were spending on business expenses every month. One carpenter was quite upset, and he related to us during a break that he had just figured out that he had been making virtually no profit at all during his career as a carpenter when he considered how much time he had been spending at work and the miscellaneous expenses he was not taking into account.

One woman had been struggling to keep accounting books for years (unsuccessfully), but had finally figured out how to keep her accounts after the class and proudly showed me her books. She said that learning how to properly track her money was as important as receiving a grant or loan. Many of the entrepreneurs had described constant cash flow problems, where they would be forced to sell merchandise below cost on a regular basis because they were short of cash and needed funds immediately. After the course, they understood the importance of keeping track and controlling their cash flow. Many of the business owners had previously confused the cash they had on hand for actual profit, and this misconception was successfully addressed as well.

The class on planning for the future was also well received. One of the comments noted in a class survey was that this business owner had never before even considered planning his sales, expenses, and cash flow for the next 6 months, and he thought this was a great idea. The carpenters were more amenable to performing this work than the shop owners who participated in the first class, probably because their businesses were more complicated than simple trading or the production of small handicrafts. Several stated that they would like us to come by periodically to check their accounting.

Regarding marketing, many business owners did not advertise, and did not actively seek customers. They did not name their businesses or hang signs. This was especially evident among the carpenters. I spent an entire class period talking about marketing, specifically how they could drum up more

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business by “pounding the pavement” and meeting people who were interested in purchasing furniture, or by creating partnerships with other businesses that could reach large numbers of people interested in their goods. For example, carpenters could talk to construction companies and try to get them to introduce the people whose houses they were building to the carpenter’s work. Or, they could find out who in the various ministries or NGOs or new businesses was responsible for procuring furniture and make a pitch to them. There was some resistance to the more proactive marketing ideas, but three measures were discussed positively: placing furniture outside their doors so people passing by could see it, cutting costs to encourage their customers to buy, and doing good quality work so that their customers’ friends might notice and ask where they got a particular item of furniture.

We convinced one of our trainees, who made beaded table mats in the form of the South Sudan flag and other designs, to go to the various businesses and NGOs and offer to make for them a unique design featuring their logos.

5. Do you anticipate any **future impacts** as a result of your assignment? (Please explain and list ways in which you think the results of your assignment can be measured 6 months from now.)

Budgeting and planning are key to running a successful business. Most business owners we worked with said that if only they could get finance capital, everything would be fine, but it seemed apparent to me that without proper planning they would have difficulty expanding their businesses. Many businesses still operate day-to-day, and consider short-term gains over long-term ones. VEGA can consider this assignment successful if the business owners are found in 6 months to be keeping track of their sales and expenses and if they have ceased to conduct “fire sales” to keep afloat by selling off merchandise quickly at cut rate prices. If they have raised the number of customers or created and distributed portfolios of their work, this would also be a sign that we had a positive impact on their businesses. Most businesses still need to concentrate on the basics (according to our Wau business survey, the vast majority of businesses are less than one year old, do not have a permanent structure or electricity, and employ 0-2 people). Getting organized first and following basic sound business management principles is the best step forward.

**6. What effect did your assignment have on you personally and/or professionally (for example, new knowledge, contacts, etc.)?**

The assignment was a good introduction into the layers of multiple problems faced by developing countries. Too often, simplistic solutions are proposed that don’t solve all of the obstacles in the path to economic development. For example, people are not farming their land because they fear land mines. But even if these are cleared (most areas outside Wau are cleared) they still have to clear the land of brush, and can’t afford to pay people to help them do this. Then, they don’t have a way of acquiring good seeds (the government had a program for acquiring and approving seed entering the country, but this program has been defunct for over 20 years). There are no good farm implements, no capital to pay people to help farm the land, and very little experience in farming the vegetables and other cash crops that will sell well. After 21 years, many successful farming techniques have been lost. If a program only addresses one of the issues, they may not make any progress in increasing food sufficiency in South Sudan, where nearly everything is imported from Khartoum and Uganda.

I found communicating with the Sudanese a challenge, especially regarding business values. Many people thought the best option would be to find a government job; very few people we talked to

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considered the private sector to be a truly good option for making a living. Labor issues are a problem, and government employees have become accustomed to receiving a paycheck without performing work. While I knew of these problems afflicting developing countries before coming here, actually facing these challenges myself was eye-opening.

I did meet a number of interesting people in South Sudan that I would not have met otherwise. And while I have decided against pursuing a career in International Development, I am still interested in working with businesses in the developing world in the future, perhaps in a private venture. I think this experience has been valuable in providing insight into doing business and providing aid in the developing world.

7. Drawing on your volunteer experience, please provide us with any **conclusions and recommendations for follow-up activities** to build on your assignment.

One of my conclusions is that VEGA and the MBA Enterprise Corps should focus more on the business owners (as shown in our original scope of work) and less on the government ministries. There are plenty of NGOs working specifically with government agencies, and I believe our talents are best used by concentrating on the private sector. If the grant program becomes reality there will be plenty for MBAs to do here helping business owners apply for grants and monitoring the disbursement of these funds.

It may still be valuable to maintain an office in the Directorate of Planning and Statistics and some contact with the government officials there (to give us access to other government institutions and in the event that they do receive funds for operational programs), but I don't believe that spending more time trying to organize government departments or building capacity in the ministries is an effective use of our talents at the moment. The next MBA volunteer is proceeding to line up several groups (mostly in the construction industry) for future business management classes and he should continue with these activities. He should also follow up with the various business owners who have gone through the course to ensure that they have understood the instruction and can apply it to their own businesses, specifically in the areas of marketing, accounting, and planning. Those business owners who are making a good faith effort to instill some discipline and budgeting into their business management should be candidates to receive the first grants should they become available. As noted previously, in Wau we always spent the week after the business course visiting each individual business and addressing the needs of individual entrepreneurs. I don't believe this was always done in Juba due to time constraints, but I would urge any new volunteers to continue to do so, as visiting these businesses gives you a completely different perspective on the class participants.

I think concentrating each class on specific industries was very helpful. Several of the participants in our last two classes and in the focus groups commented that this was the first time they had ever sat in a room with entrepreneurs in the same business, and that this would help them organize themselves and better present their case to the government where necessary (helping form public/private partnerships may be a benefit to retaining some ties to the Ministry of Finance, Industry and Trade).

I also believe bringing short-term volunteers from these industries to offer technical instruction to our class participants will really help these business owners take their micro-enterprises to the next level. For example, the instructors at Don Bosco informed us that most carpenters in town don't use their tools correctly; this is an opportunity for VEGA to add value. Training in the use of power tools, should

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they become available, would also be beneficial. We might even propose a partnership with Don Bosco, offering to train their new graduates in business management principles and giving the most promising students grants to start or expand their own businesses. Unfortunately, the current head of Don Bosco, Father Matthew, did not seem too eager to get involved with us when we went to visit. It is possible that he may change his mind as the new certification program they are implementing gets started.

Grants, I believe, are key to having a truly large impact on the Wau business community. The goal of obtaining funds will provide a tangible incentive to the business owners in our classes to put into practice the bookkeeping and marketing skills we have been trying to impart. While planning is very important, a lack of finance capital really does keep many entrepreneurs struggling to keep businesses afloat when a healthy, well-thought out investment could really take them to the next level, allowing them to expand and perhaps even hire and train more people from the community. The people we have already trained should be visited periodically to ascertain which of them would most benefit from a grant.

The Wau River Lodge should be watched closely as well. They are planning to open a shop for handicrafts that we can find business people to supply. They have also been granted a small plot of land by the government to grow vegetables, and this may be an area we could get involved in with the appropriate farmers and technical advice. Also, the owners expressed frustration at their inability to find wood fencing materials, and we trained a business owner in our first class (David) who makes, sells, and transports these materials.

### **8. Would you recommend this host for a micro-grant from VEGA/AMED? If so, please explain.**

We did not really work with one host, but rather many different businesses. Many of them could be recommended for a grant from VEGA-AMED. For example, some carpenters have already formed co-ops that could benefit a number of people if they were to receive good, solid tools and instruction in how to use them. A cash infusion at the beginning of the all-important Christmas season would also help them buy the supplies they need to make as much furniture as they can sell during this busy time. Power tools might be another huge boost to these businesses. Using hand saws on mahogany and teak is very time consuming, and speeding up the time it takes to make furniture would be a great benefit. This option will require instruction from an appropriate short-term volunteer to ensure safety, and would also require some homework to make sure that the appropriate tools are purchased and that the generators available have the capacity to power them. Also, replacement parts will be few and the problem of repairing broken tools and acquiring the spare blades, bits, etc. in Wau needs to be addressed.

Some of the women we trained would also benefit from grants, especially two in particular. One of these women makes ice cream, which she then sells to finance the purchase of groundnuts in the dry season, which she stores until the rainy season when prices rise. Then she sells the nuts in order to purchase the materials to build permanent shops in the markets that she rents out to other businesses, which is the real money-maker for her. A capital infusion of approximately \$1500 would save a lot of time and energy. The other woman I have in mind is the one who was so excited that she could now keep her books properly. She was quite successful in selling a number of luxury goods (like \$150 shoes) and was also planning to build a shop to better display her wares.

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Brick makers in Wau face a lot of challenges that a few judicious grants could help address. Wau lawmakers are being urged to write and enforce environmental laws to help curb pollution and save resources. Also, various organizations and the Ministry of Health are interested in solving health problems brought on by mosquito populations that carry malaria. The brick-makers are affected by all this as they burn a lot of wood in order to make their bricks, causing pollution and depleting the forests in the process. Also, they may be asked to leave the land they had originally been given for their businesses as the holes they have dug to get the necessary materials (the soil around Wau is particularly suited to making bricks) have turned into breeding grounds for mosquitoes. Introducing more modern techniques and equipment for making bricks would be very beneficial. It might also help with a few difficult labor issues. Labor costs are very high for these business owners, as they claim they can't find the skilled workers in Wau and can only hire Dinka who arrive from Tonj and Khartoum outside of the season for cultivation. These laborers demand high wages in advance and always leave to cultivate their crops each year. By providing training in the running of the new equipment, labor sources within the town of Wau itself could be exploited, providing more employment opportunities and a cheaper, year-round workforce.

I would also consider giving the computer facility owner who was interested in providing Internet services a grant. Having Internet facilities available to the average Wau citizen would be a benefit in addition to the profit earned by the computer facility. As they also teach classes in computer and language literacy, the Internet café could be a great way to educate the population of Wau on the use of computers and open a door to reference materials outside of Sudan.

**Part C. In the form of a personal letter to your host, please summarize your short- and long-term recommendations.** This letter will be translated and delivered to your host.

In this assignment, I would consider the Directorate of Planning and Statistics to be our host, so I will address my comments to them.

Stephen Andrea, Director of Planning and Statistics  
Angelo Ucalla, Deputy Director of Planning and Statistics

Dear Gentlemen:

It was a pleasure to work with you this past year. I hope that we were able to offer some benefit to your department as well as the Ministry of Finance, Industry and Trade, and I hope that Khary can continue this work in the future.

I would like to urge you to implement the written directives you have received from Russell and me for the Directorate of Planning and Statistics, the Directorate of Commerce and Supply, and the Directorate of Industry. I also hope the job descriptions and employee evaluation forms we have provided can be used to help you build the capacity of your staff. Khary has the presentation materials we created after gathering the surveys your statistics staff collected in the Wau markets and I hope that you will be able to organize a meeting of all the government officials who would benefit from seeing this presentation. While I understand that you are only receiving funding for salaries at the moment, I still believe that there is much you could accomplish - like increased security and cleanliness in the markets - that only require the staff already employed by the government. Also, I hope that by presenting the results of the survey it will encourage the state government to develop economic programs that could be beneficial

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to the private sector if funded in the future. I believe the governor is currently making a big push to improve the physical infrastructure in the market areas, and if you could solicit his support through this presentation that would also be very helpful.

I understand that you face significant challenges, but I am confident that you will make a positive contribution to the citizens of Wau and the state of Western Bahr el Ghazal. I was pleased to have the opportunity to work with the Directorate and I hope to keep in touch with both of you if possible. Naturally, you can always contact me through Khary. Good luck in the future!

Sincerely,

Susan Pratt

September 16, 2007

**VEGA/AMED End of Assignment Report**

Volunteer Name: Christopher B. Adams  
MBA Enterprise Corps Long-Term Volunteer Consultant

Assignment Dates: July 2006 – September 2007

Locations: Juba, Rumbek, Wau, Yei, Malakal, Southern Sudan

Host Organizations: Ministry of Commerce, Trade & Supply Private Sector Development Directorate, Juba County Reintegration & Development Center, Multi-Service Training Center, AFEX Culinary Institute, Southern Sudan Commission for Census, Statistics & Evaluation

Number of individuals directly participating in technical assistance or training:

Male: 70  
Female: 60

Number of individuals that you anticipate may benefit from your assistance (for example, other employees of the enterprise you worked with or other family members who are likely to benefit from your assignment):

Male: 1839  
Female: 736

Includes other staff of the Ministry of Commerce, Trade and Supply (200); families of direct beneficiaries (120x5); survey participants from Kakuma study (39); owners of businesses better-served by Ministry of Commerce policies (1000).

## **Background and Introduction**

The Agricultural Marketing and Enterprise Development (AMED) Program, implemented by Volunteers for Economic Growth Alliance (VEGA) was developed and initiated as an effort to promote stability and economic growth in Southern Sudan after the signing of the Comprehensive Peace Agreement (CPA) in 2005. Initially the program objectives were heavily focused on institutional capacity building as a means of implementing this strategy. As such, VEGA began to provide significant support to nascent government institutions and community based organizations who would typically promote such economic activity. The MBA Enterprise Corps (MBAEC) was enlisted by VEGA to fulfill a large role in this capacity.

The MBA Enterprise Corps (MBAEC) is a program that recruits recent graduates from among the top 50 U.S. business schools to provide consulting services to individuals and organizations in developing economies. The guiding vision and overarching objective of the MBAEC is to build on the efforts of traditional humanitarian and development organizations by providing long-term access to modern business practices. Corps members serve 15 month assignments in their host countries and are able to have a more profound and sustainable impact.

The first MBA Volunteers were recruited to help develop financial systems and provide organizational development support for the Southern Sudan Center for Census, Statistics and Evaluation (SSCCSE)<sup>1</sup>. As the AMED Program evolved, however, the strategy for stimulating economic growth shifted to a focus on directly strengthening the private sector. Therefore, the next group of MBAEC Volunteers would need to focus on increasing employment, incomes and the capacities of vulnerable groups.

### **MBA Enterprise Corps Assignment Objectives:**

As originally drafted, the scopes of work (SOW) for the MBA volunteers were intended to address the overall strategic objectives outlined in the AMED Program while remaining flexible with respect to tactical duties. The original strategic objective for the MBA volunteers as defined by the AMED Program Description was to increase private sector employment and improve operation of at least 120 private enterprises. As such, the MBA Volunteers were to work in conjunction with VEGA/AMED Program staff in identifying local entrepreneurs from within pre-determined sectors in Juba and Wau who would benefit from business development support services. Using information gathered through outreach workshops and focus groups, the MBAs were charged with developing a business skills training program that would best address the needs of the chosen candidates. Following delivery of these trainings, the MBAs would continue to advise graduates on how to access the technologies and funding resources required to launch or expand their enterprises.

Once in country, the MBAs were able to identify more specific opportunities for meeting objectives and more viable strategies for achieving the greatest impact. In Juba this involved partnering with the Ministry of Commerce, Trade & Supply's newly formed Private Sector Development Directorate. By working closely with this directorate, the MBAs would be able to create synergies for sustainable private sector development projects. The original scope of work was therefore revised to provide more detailed objectives for creating linkages between private and public sector stakeholders

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<sup>1</sup> Since renamed the Southern Sudan Commission for Census, Statistics and Evaluation  
VEGA Sudan AMED Quarterly Report (Jun - Sep 2007)

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with similar objectives. The new scope included realistic and quantifiable targets while still allowing flexibility in how the MBA would accomplish objectives.

The strategy behind these objectives was to at once work with private entrepreneurs and the GOSS level private sector development initiative to create linkages and promote synergies. While strengthening the capacity of GOSS, the VA will be able to offer private sector entrepreneurs a solid platform with visible legal and regulatory guidelines in which to grow their businesses. Ideally this approach will involve promotion of Public Private Partnerships, trade associations and community based business organizations. The VA should take advantage of any funding or projects proposed by the MCTS PSD Directorate in helping entrepreneurs achieve a sustainable level of operation and growth. Specific tasks included in the new SOW were to;

1. Evaluate the existing business environment and provide support to improve it by identifying laws, by-laws and procedures with MCTS and other relevant government agencies.
  - a. Conduct market and sub-sector studies to identify profitable small business enterprises that can be established by local entrepreneurs who have limited capital resources.
  - b. Perform ongoing strategic analysis (SWOT) of the business environment facing existing and potential small enterprises.
2. Work with the MCTS and private sector agencies such as the Chamber of Commerce to establish and promote awareness of potential resources in starting a small business.
  - a. Design outreach mechanisms/activities to link up with potential Southern Sudanese men and women.
  - b. Identify targets among business segments who would benefit most from business advisory services.
3. Develop a training program for entrepreneurs on the threshold of growth who wish to increase their capacity and skills base.
  - a. Assist with business plans and funding applications.
  - b. In addition to finding outside funding sources, the volunteer will be involved in developing a grant application process, which will award USAID-funded grants through VEGA on a competitive basis.
4. Conduct minimum bi-monthly follow-up visits with each new business to monitor the success of the enterprise.
  - a. After a period of two months, develop a proposal for further technical assistance to be provided to the new businesses.
  - b. Phase out the VA's involvement in the new businesses in order to promote self-sustainability.
5. Work in conjunction with PSD Directorate in the MCTS to develop a private sector policy framework.
6. Advise the Southern Sudan Commission for Census, Statistics and Evaluation on the development of a Consumer Price Index including its necessary inputs (i.e. Household Budget Survey, Census).

## Appendix 2. Final Reports of Long-term Business Advisors

7. Develop SOWs for volunteer positions that will help achieve any of the above objectives to benefit any of the above listed agencies. These may be prepared as stand alone trainings in consultation with AMED program officers or Ministry staff.
8. Lay the groundwork for the next set of MBAEC VA's who will arrive in July of 2007.
  - a. Document the advisory process to date so that they may work from a proven model.
  - b. Identify the relationships with relevant Ministries in Upper Nile State in order to maintain coordination with the GOSS MCTS.

### **Assignment Activities**

Upon arrival in Sudan, I worked with other MBA Volunteers to design and facilitate focus group interviews in Rumbek to assess the business environment and any barriers that exist. The information gathered from these focus groups was then used to develop a training program that would best serve the needs of indigenous groups.

I further developed this training program specifically for Juba and delivered a series of trainings to a variety of groups. In all there were at least 100 participants in these trainings supported by the Juba County Reintegration & Development Center, IRC's driving instruction and computer training courses, the Multi-Service Training Center, and AFEX's catering school. The topics of the trainings included basic business management and introduction to business operations. Specifically, the topics were marketing, book and record keeping, inventory management, profit planning, cost allocation and business plan writing.

In addition to business skills training, I worked with local entrepreneurs in developing business plans, organizational development, marketing strategies and opportunities for fundraising. Entrepreneurs in this category included businesses in Information Technology (two sole proprietors) and construction (partnership of 24 owners).

The Private Sector Development Directorate in the Ministry of Commerce, Trade & Supply was formed in June 2006. My colleague and I began working with the directorate in August. We were originally intended to work concurrently with the PSD Directorate and entrepreneurs from among local groups to forge sustainable programs for private sector support. In practice we spent almost 100% of our time on organizational development and capacity building for the Director and her Deputies. Having just formed, the Directorate was far from being able to implement programs or projects that would directly benefit the private sector.

Therefore, we assisted the Ministry in organizational development projects including developing organizational charts and job descriptions for employees in the Private Sector Development Directorate.

We forged relationships with donors, NGOs and other agencies working towards private sector development. These relationships proved a valuable resource as the Ministry staff began to reach the point of reaching out to local groups.

In my work with the Ministry I have;

## Appendix 2. Final Reports of Long-term Business Advisors

- Developed organizational charts for PSD directorate and the overall Ministry
- Assisted with World Bank IPP logical framework development
- Helped develop a Business Market Survey which was administered in late 2006. Assisted with the design of the survey as well as the contents and methodology
- Helped the Minister's trade advisor with various trade policy initiatives
- Met with other agencies involved with the Ministry, including;
  - DFID
  - Joint Donor Team
  - Other VEGA volunteers
  - UNDP

### **Direct Improvements**

With respect to my work at the Ministry, the improvements were incremental, potentially because of lack of buy-in on the part of ministry staff. Many organizational issues have not been addressed sufficiently, and they will continue to be a problem. I was heartened to see an improvement within the Directorate of Private Sector Development over the course of my assignment. The Director, her deputies, and their inspectors gained a great level of confidence and knowledge in implementing new operating procedures. This includes how to conduct meetings, workshops, and trainings. Another large improvement was an increased willingness to reach out to other Ministries and private sector institutions that had common objectives. This spirit of cooperation was an early focus for me, and I am glad to see that it has continued to develop.

### **Assignment Impacts**

Focus group interviews and discussions were great examples of immediate impacts for the targeted communities. This was especially true in working with the refugees in Kenya. On my return visit I was able to share a wealth of information with potential returnees about business opportunities in Juba and Southern Sudan as a whole.

The business trainings I conducted with entrepreneurs already operating businesses experienced the largest impact. Having a frame of reference when discussing business topics was a great advantage that allowed these groups to immediately enact the new skills. For the groups of trainees not already operating a business, exposure to the topics was enough to help them decide whether or not they *should* be entrepreneurs. Feedback suggested an even split between those hoping to start a business and those hoping to acquire more skills to find employment. The impact of the course on the entrepreneurs and potential entrepreneurs was huge as far as personal/professional development for the trainees and had a large impact on their confidence going forward with their business ventures.

At least one person from my Afex trainings has started his own business using tools learned in my trainings. This is a small measure of success, but it is encouraging, and it will have a multiplier effect on other trainees.

## **Potential Future Impacts**

Future impacts can be measured by those returning from the Kakuma camp hoping to start new businesses, the profits for the businesses trained, new business ventures by trainees not already operating a business, increase of sales for the businesses I advised.

Future impacts for my work at the Ministry of Commerce will be harder to measure; however, their ability to partner with stakeholders in the NGO sector, donor agencies and private organizations will be a key indicator. Ministry staff recognize the importance of these relationships, and they plan to leverage them so as to increase capacity of the Ministry as quickly as possible.

## **Personal Impact**

This experience has given me a great opportunity to explore vastly different cultures. Getting the chance to understand peoples' histories and perspectives on life has been invaluable. It has allowed me to see things from many different angles and in ways I would not have previously considered. The AMED Program and VEGA as a whole is unique in its ability to bridge many areas of development and many diverse populations.

## **Recommendations**

Recommendations for the program include:

- Developing a training center for VEGA volunteers to conduct trainings. This would increase the visibility of VEGA and USAID while saving the program money by not having to rent outrageously expensive training halls.
- MBA advisors should be given more autonomy in managing grants. A system should be developed that would allow VEGA, through their long term volunteers, to provide equipment or other capital on a loan basis. Grant money could be used to guarantee loans for businesses and trainees. In this way, the AMED Program would encourage ownership and sustainability while introducing a system of credit. I would recommend micro grants for each of the three businesses I advised, IT Solutions, VENUS Computers and Supiri Construction.
- MBAs should focus on a set number of cases identified with the help of program officers. This way the MBAs can identify problems on an ongoing basis and manage the process of fixing them. This would involve identifying opportunities for technical trainings which would be managed by program staff.
- Provide more support to Vocational Training Schools by offering business skills training to students.

## Appendix 3. AMED Volunteer Status Report

Volunteer	Travel Dates	Assignment Code, Title, Host	Recruiter
<b>Status: Filled</b>			
Okach, Job		Staff Capacity Building in Fisheries Data Collection and Analysis	CNFA
<b>Filled: 1</b>			
<b>Status: In-Country</b>			
Dickerson, Khary	Jul 21, 07 - Jul 21, 08	SUD114: Business Advisory Services - Wau; VEGA AMED (Agricultural Market and Enterprise Development)	CDC
Lee, Heather	Oct 2, 07 - Nov 1, 07	SUD116: Policy Development for War Disabled, Widows & Orphans Commission; Southern Sudan War Disabled, Widows & Orphans Commission (GoSS)	Winrock
Endres, Karen	Oct 13, 07 - Nov 7, 07	SUD115: Business/Enterprise Development; Eco Builders Ltd	Winrock
<b>In-Country: 3</b>			
<b>Status: Returned</b>			
Owuor, Phoebe	Sep 17, 07 - Oct 1, 07	SUD111: Organizational Development (Regional); Gire Farmers Development Association (GFDA)	Regional CNFA
Oliver, Beth	Sep 15, 07 - Oct 2, 07	SUD108: Farming as a Business Training Manual Development; Ministry of Agriculture and Forestry, GOSS	ACDI/VOCA
Alela, Robert	Sep 17, 07 - Oct 6, 07	SUD108B: Farming as a Business Training Manual Development (Regional); Ministry of Agriculture and Forestry, GOSS	Regional ACDI/VOCA
D'Alessandro, Stephen	Sep 15, 07 - Oct 6, 07	SUD109: Assessment of Market Information Systems; Southern Sudan Center for Census, Statistics & Evaluation (SSCCSE)	ACDI/VOCA
Brown, Desmond	Jul 14, 07 - Aug 1, 07	SUD104: Hotel Management Training; A,B,C,D, SUSUK restaurant	Winrock
Nolte, Gerald	Aug 18, 07 - Sep 3, 07	SUD106: Support for the Formation of Natabo Farmers Association; Natabo Farmers	ACDI/VOCA
Hughes, Jay	Aug 12, 06 - Sep 3, 06	SUD052: Strategic Planning for the State Ministry of Agriculture; Ministry of Agriculture, Western Bahr El Ghazal State	ACDI/VOCA
Claver, Peter	Oct 29, 06 - Nov 4, 06	SUD077: (Regional) Peace Building and Leadership Training For Transformation and Development ; Mongalla Development Association	Regional ACDI/VOCA
Nyambane, William	Oct 29, 06 - Nov 4, 06	SUD077: (Regional) Peace Building and Leadership Training For Transformation and Development ; Mongalla Development Association	Regional ACDI/VOCA
Lessler, Alan	Sep 25, 07 - Oct 11, 07	SUD119: Strategic Framework for War Disabled, Widows, and Orphans Commission; Southern Sudan War Disabled, Widows & Orphans Commission (GoSS)	Winrock
<b>Returned: 10</b>			
<b>Status: Complete</b>			
Semida, John	May 25, 07 - Jun 9, 07	SUD092: Business Management Training for Veterinary Shop Owners; Jebel Tuli for Development and Trading Company Ltd	Winrock
Bakumba, Hassan	Aug 6, 07 - Aug 31, 07	SUD110: Food and Menu Development for WSHDO Cafeterias (Regional Diaspora); Women Self Help Organization	Regional; ST-Diaspora ESC
Wagner, David	Sep 9, 07 - Oct 1, 07	SUD105: Organizational Development & Small Business Training; Gondokoro Women Association (GOWA)	ESC
Wagner, Florence	Sep 9, 07 - Oct 1, 07	SUD107: Small Business Training; CEWWA Central Equatoria Women Widow Association	ESC
Bor, Gilbert	Aug 21, 07 - Sep 1, 07	SUD112: Basic Skills in Business Management and Marketing; Lasu Progressive Farmers Association (LPFA)	Regional CNFA
Adams, Christopher	Jul 23, 06 - Sep 15, 07	SUD068B: MBAEC Volunteer for Small Business Development; VEGA AMED (Agricultural Market and Enterprise Development)	CDC
Pratt, Susan	Jul 23, 06 - Sep 15, 07	SUD068: MBAEC Volunteer for Small Business Development; VEGA AMED (Agricultural Market and Enterprise Development)	CDC
Shockley, Evan	Jul 23, 06 - Sep 15, 07	SUD068: MBAEC Volunteer for Small Business Development; VEGA AMED (Agricultural Market and Enterprise Development)	CDC
Limbo, Ismail	Apr 20, 07 - Jun 18, 07	SUD088: Computer Literacy Training; Volunteers for Economic Growth Alliance (VEGA/AMED) & South Sudan Chamber of Commerce, Industry and Agriculture (SSCCIA)	ST-Diaspora ESC
Deffenbaugh, James	May 30, 07 - Jun 23, 07	SUD057: Business Training for Micro and Small Business Owners; South Sudan Chamber of Commerce, Industry and Agriculture (SSCCIA)	ESC
Skiles, Gerald	Jun 10, 07 - Jul 1, 07	SUD098: NPA Agricultural Market Development Initiatives Assessment and Training; Norwegian Peoples' Aid (NPA)	ACDI/VOCA
Day, Paul	Jun 25, 07 - Jul 12, 07	SUD097: Commercially Oriented Livestock Production Training Workshop; Ministry of Agriculture and Animal Wealth - Wau	ACDI/VOCA
Alphonse, Lucy	May 14, 07 - May 18, 07	SUD096: (Regional) Association Strengthening - Wau; Business Women Association of Wau	Regional ESC
Collins, Demetra	Apr 20, 07 - May 13, 07	SUD037: Tailoring Training for Vocational Training Center- Akot; Save the Children - Sweden	Winrock
Anderson, Bruce	Jun 11, 07 - Jul 2, 07	SUD086: Capacity Building: Reactivation and Revitalization of Cooperative Movement; Directorate of Cooperatives, WBGs	ACDI/VOCA
Mukisira, Allan	Apr 23, 07 - May 11, 07	SUD090: (Regional) Staff Capacity Building in Business Skills; Padak Fisheries Training Center & Ministry of Animal Resources	Regional CNFA
LePage, James	Aug 12, 06 - Aug 25, 06	SUD046: Cuibet County Accountants Training - Lakes; Cueibet County Administration	Winrock
Bullen, Stephen	Feb 6, 07 - Feb 18, 07	SUD082: Farming as a Business (FAAB) for Agriculture Extension Officers; Ministry of Agriculture and Forestry, GOSS	ACDI/VOCA
Glover, Malcolm	May 30, 06 - Jul 17, 06	SUD051: Outreach for Involving Diaspora in Rebuilding South Sudan; Volunteers for Economic Growth Alliance (VEGA/AMED)	Winrock
Deng, Marol	May 11, 06 - Aug 31, 06	SUD060: Business Directory of South Sudan; Bread of Life Africa	LT-Diaspora Winrock
Keter, Kipsang	Sep 25, 06 - Oct 7, 06	SUD072: (Regional) Training on Handling and Processing of Hides and Skins; Ministry of Agriculture, Animal Resources and Fisheries	Regional CNFA
Rogers, Sarah	Jan 20, 07 - Feb 3, 07	SUD075: Gender Assessment; VEGA AMED (Agricultural Market and Enterprise Development)	Winrock

### Appendix 3. AMED Volunteer Status Report

<b>Volunteer</b>	<b>Travel Dates</b>	<b>Assignment Code, Title, Host</b>		<b>Recruiter</b>
Ike, Roberto	Aug 12, 06 - Aug 25, 06	SUD046: Cuibet County Accountants Training - Lakes; Cuiwet County Administration		Winrock
Weiss, Nora	Jan 20, 07 - Feb 3, 07	SUD075: Gender Assessment; VEGA AMED (Agricultural Market and Enterprise Development)		Winrock
Ngwalla, Steven	Oct 18, 06 - Nov 11, 06	SUD066: (Regional) Training On Business Plan Development; Organic Foods Enterprise (OFE)	Regional	CNFA
Sparacino, JoAnn	Aug 21, 06 - Sep 18, 06	SUD070: (Regional) Capacity Building - Ministry of Commerce and Trade: Draft Trade Act; Ministry of Commerce, Trade and Supply Goss - Juba	Regional	Winrock
Renquist, Donald	Mar 15, 07 - Apr 5, 07	SUD080: Human Resources Training; Southern Sudan Center for Census, Statistics & Evaluation (SSCCSE)		Winrock
Okach, Job	Feb 24, 07 - Mar 17, 07	SUD087 (Regional) Institutional Capacity Building for MARF Fisheries Directorate; Ministry of Animal Resources & Fisheries - Central Equatoria State, Sudan	Regional	CNFA
Moulton, John	Feb 20, 07 - Mar 8, 07	SUD084: Cooperative Development, Management and Leadership Skills Training; Directorate of Cooperatives, WBGS		ACDI/VOCA
Ronno, Samson	Dec 1, 06 - Dec 15, 06; Jan 19, 07 - Feb 28, 07	SUD078A: Information Technology Support to the Ministry of Commerce, Trade and Supply; Ministry of Finance, Trade and Industry	LT-Regional	Winrock
Allen, Cameron "Kent"	Aug 5, 06 - Aug 21, 06	SUD054: Helping Juba Carpentry to Position itself in the Growing Local Market; Abraham Akolino		ACDI/VOCA
Daniels, Safiya	Jul 23, 06 - Jan 15, 07	SUD068A: MBAEC Volunteer for Small Business Development; VEGA AMED (Agricultural Market and Enterprise Development)		CDC
Olewe, Donald	Jul 31, 06 - Aug 19, 06	SUD039: (Regional) Rumbek Community Computer Training; Nile Water Bottling Factory	Regional	ACDI/VOCA
Manyok, Mabior	Oct 9, 06 - Mar 31, 07	SUD076: Information Technology Support to the Ministry of Environment; Ministry of Environment, Wildlife, Conservation and Tourism	LT-Diaspora	Winrock
Ronno, Samson	Dec 1, 06 - Dec 15, 06	SUD078: Information Technology Support to the Ministry of Commerce, Trade and Supply; Ministry of Commerce, Trade and Supply Goss - Juba		Winrock
Oliver, Beth	Apr 18, 06 - May 9, 06	SUD040: Basic Business Plan in Agriculture; Akot County Agricultural Department		ACDI/VOCA
Njuguna, Lucy	Mar 6, 06 - May 11, 06	SUD021: Agriculture as a Business (REGIONAL); Ministry of Agriculture GOSS	Regional	ACDI/VOCA
Oliver, Beth	Aug 29, 06 - Sep 20, 06	SUD067: Farming as a Business Training Manual Development: Ministry of Agriculture and Forestry, GOSS		ACDI/VOCA
Salle, Thomas	Feb 6, 07 - Feb 24, 07	SUD083: Agricultural Statistics & Market Information Systems Dept Support; Ministry of Agriculture and Forestry, GOSS		ACDI/VOCA
Alela, Robert	Aug 30, 06 - Sep 19, 06	SUD067: Farming as a Business Training Manual Development - 2nd Volunteer: Ministry of Agriculture and Forestry, GOSS		ACDI/VOCA
Day, Paul	Sep 9, 06 - Sep 30, 06	SUD069: Basic Business Plan and Farming as a Business: Wolo County Agricultural Department		ACDI/VOCA
Glenn, David	Aug 22, 06 - Sep 13, 06	SUD062 Basic Business Plan and Farming as a Business: Rumbek Central County Agricultural Department		ACDI/VOCA
Favi, Françoise	Jul 23, 06 - Aug 06, 06	SUD055: Marketing for Smallholder Farmers Association: Norwegian Peoples Aid (NPA)		ACDI/VOCA
Havlovic, Martin	Aug 7, 06 - Aug 27, 05	SUD048: Training and Capacity Building Needs Assessment: Ministry of Finance, Trade and Industry		ACDI/VOCA
Hawley, Robert	Aug 7, 06 - Aug 27, 06	SUD047: Basic Planning and Management Skills: Ministry of Physical Infrastructures and Urban Construction		ACDI/VOCA
Amodeo, Valerie	Aug 1, 06 - Aug 14, 06	SUD064: Management and Personal Development Training Volunteer for SSCCSE; Southern Sudan Center for Census, Statistics & Evaluation (SSCCSE)		CDC
Semida, John	Sep 30, 06 - Oct 10, 06	SUD061: Project Management Volunteer for SSCCSE: Southern Sudan Center for Census, Statistics & Evaluation (SSCCSE)		CDC
Terbeck, Rica	Jan 10, 07 - Feb 3, 07	SUD079: IDPs and Returnee Reintegration Strategy in Juba County: South Sudan Relief and Rehability Commission (SSRRc)	Regional	Winrock
Wagner, Florence	Feb 8, 07 - Mar 9, 07	SUD074: Women Business Association Strengthening: Business Women Association of Wau		ESC
Wagner, David	Feb 8, 07 - Mar 9, 07	SUD056: Small Business Training: Western Bahr el Ghazal State Chamber of Commerce (WBGS)		ESC
Kirui, Kibet	Aug 4, 06 - Aug 14, 06	SUD063: (Regional) NICODO Assesment and Development: Nile Community Development Organization (NICODO)	Regional	CNFA
Lubanga, Fanuel	Jun 19, 06 - Jun 30, 06	SUD053: (Regional) Capacity Building for COSHPAO: COSHPAO - Community Self Help Poverty Alleviation Organization	Regional	CNFA
Mwasi, Amos	Jun 03, 06 - Jun 14, 06	SUD050: (Regional) Training NICODO on Processing, Storage and Marketing of Milk : Nile Community Development Organization (NICODO)	Regional	CNFA
Yashkov, Vladislav	Jan 30, 06 - Feb 04, 06	SUD013: 547001 Civil Service Training - Lakes State Governor's Office		Winrock
Rice, William	Jun 11, 06 - Jun 30, 06	SUD001: Hospitality Management and Credit Mobilization Assistance ; Women's Empowerment Center - Yei		Winrock
Adongrech, Christo	Jun 11, 06 - Jun 30, 06	SUD001: Hospitality Management and Credit Mobilization Assistance ; Women's Empowerment Center - Yei	ST-Diaspora	Winrock
Kieti Makila, John	Feb 22, 06 - Mar 28, 06	SUD023: (Regional) Business Directory of South Sudan; Bread of Life Africa	Regional	Winrock
Bartel, Joseph	Feb 5, 06 - Feb 27, 06	SUD017: Institutional Development Plan; Southern Sudan Forestry Training Center	ST-Diaspora	Winrock
Bankston, Julian	Oct 28, 05 - Nov 14, 05	SUD002: Forestry Training Center Strategic Plan; Southern Sudan Forestry Training Center		Winrock
Emery, Nathan	Nov 5, 05 - Dec 1, 05	SUD003: Assessment of Honey Production and Other Revenue Generation; Agricultural Market and Enterprise Development (AMED)		Winrock
Falco, Tish	Nov 27, 05 - Dec 10, 05	SUD004: Capacity Building - Ministry of Commerce and Trade; Ministry of Commerce, Trade and Supply		Winrock
Wright, Rahamatu	Apr 10, 06 - May 03, 06	SUD005: Shea Products: Women's Empowerment Center - Yei		Winrock
McNeilly, Henry	Jun 11, 06 - Jul 1, 06	SUD007: Development of a Management Information System; Sudan Microfinance Institution (SUMI)		Winrock
Gwishiri, Velma	Jun 11, 06 - Jul 1, 06	SUD008: Finance and Accounting Support; Sudan Microfinance Institution (SUMI)		Winrock

### Appendix 3. AMED Volunteer Status Report

Volunteer	Travel Dates	Assignment Code, Title, Host	Recruiter
Edwards, Richard	Apr 11, 06 - May 3, 06	SUD009: Crops Training Center Basic Business Plan Training; Crop Training Centre (CTC) / CRS SSARP	Winrock
Renquist, Donald	Apr 12, 06 - May 3, 06	SUD010: Human Resource Development Plan for CTC; Crop Training Centre (CTC) / CRS SSARP	Winrock
Harbour, Ron	Feb 18, 06 - Mar 16, 06	SUD015: Civil Service Training - Cueibet County Administration; Cueibet County Administration	Winrock
Barden, Kenneth	Apr 1, 06 - Apr 18, 06	SUD018: Implementation Plan - Ministry of Commerce and Supply; Ministry of Commerce, Trade and Supply	Winrock
Sabuni, Patrick	Sep 11, 06 - Sep 30, 06	SUD019: Capacity Building - Parliamentary Commission on Commerce and Trade; Parliamentary Commission on Commerce and Trade	ST-Diaspora Winrock
Grover, John	Mar 19, 06 - Apr 10, 06	SUD020: Fisheries Development; Ministry of Livestock and Fisheries	Winrock
Fromm, Linell	Apr 30, 06 - May 30, 06	SUD024: Leadership Training for Bahrel Ghazel Youth Development Agency; Bahr el Ghazel Youth Development Agency (BYDA)	Winrock
Ladu, Godfrey	Jul 1, 06 - Sep 19, 06	SUD026: Management Support for PSI Field Operations; Population Services InterRegional-Sudan	LT-Diaspora Winrock
Kau, Abram	Jul 3, 06 - Jul 18, 06	SUD033: (Regional) Basic Business Training; Rumbek Mayor (Mayor of Rumbek)	Regional; ST-Diaspora Winrock
Stewart, Jonathan	May 21, 06 - Jul 2, 06	SUD034: Public Media Training Rumbek; Ministry of Information, Culture, Youth and Sports	Winrock
Cosgrove, Leslie	Jun 4, 06 - Jun 23, 06	SUD035: Peace Building and Conflict Management Training for Youth in Lakes State; Ministry of Information, Culture, Youth and Sports	Winrock
Mufandaedza, Oneas	May 16, 06 - May 30, 06	SUD036: Basic Agriculture Skills Training; African Christian Mission InterRegional	Winrock
Grieco, Mark	Jul 16, 06 - Aug 4, 06	SUD038: Carpentry and Masonry Training for Vocational Training Center- Akot; Save the Children - Sweden	Winrock
Doshi, Ritesh	Jul 4, 06 - Jul 22, 06	SUD041: CRS - Traders Profiling; Crop Training Centre (CTC) / CRS SSARP	Winrock
O'Sullivan, John	Jul 4, 06 - Jul 22, 06	SUD041: CRS - Traders Profiling; Crop Training Centre (CTC) / CRS SSARP	Winrock
O'Sullivan, Rita	Jul 4, 06 - Jul 22, 06	SUD041: CRS - Traders Profiling; Crop Training Centre (CTC) / CRS SSARP	Winrock
Gorsevski, Virginia	Apr 23, 06 - May 6, 06	SUD043: Geospatial Analysis; Creative Associates InterRegional	Winrock
Sadhvani, Ashok	Jun 25, 06 - Jul 9, 06	SUD044: Customs Department Human Resource Development Training; Customs Department	Winrock
Quarterman, Corine	May 31, 06 - Jun 25, 06	SUD032: Organizational Management - Bahr el Ghazal Women Development Centre; Bahr el Ghazal Women Business Centre	ESC
Friermuth, Connie	Jun 5, 06 - Jun 22, 06	SUD029: Hotel Services for Juba Restaurants; Women Self Help Organization	ESC
Elsbree, Andrew	Apr 22, 06 - May 13, 06	SUD028: Capacity Building - Women Self Help Development Organization, Juba; Women Self Help Organization	ESC
Elsbree, Carole	Apr 22, 06 - May 13, 06	SUD016: Tailoring and Basic Sewing - Women Self Help Organization; Women Self Help Organization	ESC
Kenya, Lado	May 22, 06 - Jul 5, 06	SUD049: IT/Communication Assessment of Southern Sudan; Agricultural Market and Enterprise Development (AMED)	ST-Diaspora ESC
Whiting, Fred	Mar 31, 06 - Apr 22, 06	SUD027: Capacity Building for the South Sudan Chamber of Commerce, Industry and Agriculture (SSCCIA) and State Chambers of Commerce; Regional Chamber of Commerce, Industry and	ESC
Muiruri, Peter	Dec 12, 05 - Dec 15, 05	SUD022: Chamber of Commerce Workshop; Regional Chamber of Commerce, Industry and Agriculture	Regional ESC
Rao, Laban	Dec 12, 05 - Dec 15, 05	SUD022: Chamber of Commerce Workshop; Regional Chamber of Commerce, Industry and Agriculture	Regional ESC
Klein, Leonard	Apr 21, 06 - May 16, 06	SUD042: BizAIDS Assessment of Southern Sudan; Agricultural Market and Enterprise Development (AMED)	ESC

**Completed: 91**

<b>Filled: 1</b>
<b>In-Country: 3</b>
<b>Returned: 10</b>
<b>Completed: 91</b>
<b>Grand Total: 105</b>