UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Youth Entrepreneurship Development (YED) through Capacity Building and Upgrading of the Malakal Vocational and Technical Training Centre (MVTC)

Project Number: FB/SUD/08/006 – MDTF-Funded

Final Summary Report
June 2010

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LIST OF ABBREVIATIONS

CBT	Competency-based Training
EDP	Entrepreneurship Development Programmes
GoSS	Government of Southern Sudan
HRD	Human Resources Development
MDTF	Multi-Donor Trust Fund
MSE	Micro and Small Enterprises
ToT	Training of Trainers
UNIDO	United Nations Industrial Development Organization
UNMIS	United Nations Mission to Sudan
VTC	Vocational Training Centre
YED	Youth Entrepreneurship Development
NUCOOP	Norwegian University Cooperation Programme for Capacity Development in Sudan

PART I: Summary Sheet

Project No.: **FB/SUD/08/006**

Project Title: **Youth Entrepreneurship Development (YED) through Capacity Building and upgrading of the Malakal Vocational and Technical Training Centre (MVTC)**

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1.1 Project details:

Project Site: Malakal Vocational Training Centre (MVTC), Upper Nile State, Southern Sudan

Implementing/ Counterpart Agencies: MVTC administered by the Ministry of Labour, Public Service and Human Resource Development (MoLPS&HRD). The project is implemented in close coordination with the Government of Southern Sudan (GoSS)

Executing Agency: UNIDO

Estimated Cost: US$ 675,000, including programme support costs

Funding Source: Fully financed by the World Bank Multi-Donor Trust Fund (MDTF). The current project is an extension of project activities undertaken with previous financial assistance from the Government of the Netherlands (October 2005 - June 2009), with equipment procured through the University of Amsterdam and Philips Eindhoven

Actual project starting date of implementation: October 2008

Duration: October 2008 - December 2009 (15 months), instead of 24 months. It should be noted the original document and MOA were developed for an implementation period of 24 months as originally planned. A "no cost" extension of the project covering the period 1 January – 31 March 2010 has been requested by UNIDO to complete outstanding tasks.

Project total budget details (budget line 99):

Total budget 15 months	**Budget of 2 instalments**
US$ 675,000	US$ 371,250 (incl. support costs)
	US$ 303,750 (incl. support costs)

Project website and Internet connectivity:

The project website, http://www.unido.org/vtc/malakal is fully operational. The MVTC staff has been trained by an international expert in ICT in Internet use, website updating and the use of computer programmes and networks. One of the MVTC project staff members served as an ICT administrator for the MVTC website and for maintenance of ICT equipment in the internet cafe. Six desktop computers have been procured for the internet café located at the MVTC premise to make it more commercial.

1.2. Overall and immediate objective of the project:

The project is to contribute to sustainable development through the strengthening of existing vocational and technical training facilities in Malakal, in order to increase employment options, productivity, and support enterprise development and growth in communities. This will include capacity building aiming at women and young entrepreneurs and the promotion of Micro and Small Enterprises (MSE) development in targeted sectors.

Value addition will be brought about by building demand-oriented skills for the development of priority sectors. In turn, this will expand local economic activities and employment options in the project areas/communities in Malakal.

As to the Millennium Development Goals (MDGs) # 1, # 3, and # 8 with a focus on target # 16 (productive work for youth) and target #18 (private sector development), the project intends to lay the basis to improve the overall socio-economic standards of living of young persons, including women and those young displaced persons due to the consequences of war, through productive opportunities and technical education for self-employment.

The immediate objectives of the project are the following:

- To transform the Malakal VTC into a centre of excellence for Southern Sudan, where the notion of entrepreneurial thinking is holistically integrated throughout all sections and activities to develop a productive culture and industrial mindset of adding value to the community through service provision.

- To fully embed the MVTC into the local and regional economy, through technical training and BDS for youth and women to become an employable workforce and/or business owners with entrepreneurial competence.

- To contribute to a policy for the development of a market-oriented vocational training system in Southern Sudan, and to build relevant counterpart capacities.

1.3 National/regional counterparts:

Malakal Vocational Training Centre (MVTC), Ministry of Labour, Public Service and Human Resource Development (MoLPS&HRD), Government of Southern Sudan (GoSS) particularly the relevant departments responsible for capacity building to support vocational training in line with employment demands and entrepreneurship development and Upper Nile University. The project is currently closely networking with the VTCs in Southern Sudan, in particular the Wau VTC to share expertise, experiences, knowledge and tools.

1.4 Structure of report:

The project report examines the key activities and impact under each output/ as specified in project document and summarizes the work undertaken during the lifetime of the project. It provides recommendations on the way forward and the necessary steps to be undertaken to upgrade the VTC in order to capitalise from the project outcomes by upholding the continuous training of VTC management.

PART II: Project Background and Summary of Implementation: October 2008-March 2010

2.1. Brief overview of the project

1. At the request of the Government of Southern Sudan (GoSS) and the Malakal VTC, the UNIDO-led project financed by the MDTF focussed on three areas of intervention and upgrading related to infrastructural support, equipment and technology transfer, and capacity building. The intention of the project was to develop a network of all VTCs in Southern Sudan – through UNIDO's technical assistance -whereby it was envisaged that Malakal should have taken a proactive role to revitalise its local economy through human capital development and youth entrepreneurship development (YED) including women.

2. It should be noted that as a result of the MDTF financing, UNDIO continued its work in 2008 with the MVTC management in collaboration with technical experts from various countries on the physical rehabilitation of the centre and the provision of market-oriented new trades/equipment and training of trainers in technical and entrepreneurial skills. UNIDO's technical assistance has been provided in line with an industrial agenda for poverty alleviation and transition to sustainable development and the component strategy to develop vocational training skills for technology acquisition and entrepreneurship competence at the Micro and Small Enterprise (MSE) level.

Project Implementation

3. The basic outline and content of a modular training curriculum for Competency-Based Training (CBT) has been developed for the technical course programmes with a holistic approach for entrepreneurial thinking, product development, productivity, marketing, value addition, efficient energy use, waste management, quality standards and environmental and safety requirements. The developed training programmes included technical\business training (theory and practice). The draft VTC curricula for CBT and entrepreneurship have been shared with the ILO office in Juba for consideration. This is to be used as an input for an upcoming VTC curriculum development workshop in Juba, June 2010. The VTC training programme policy in Southern Sudan is currently being finalised by the GoSS with the assistance of ILO.

4. Technical vocational training combined with entrepreneurship development/job creation has produced an insight into new approaches towards VTCs for project beneficiaries, i.e. the VTC instructors and management. It should be noted that the ultimate beneficiaries are youth and women, who are receiving short-term training ranging from two weeks to six months. Through the YED training programmes, which are to create business awareness, trainees have been provided with the knowledge to pursue sustainable productive (self-) employment. This approach was to target also a significant number of women. Malakal VTC has been able to actively work towards gender parity for equal opportunities. At least 50 women beneficiaries have been trained by the MVTC through the project, especially in food processing, catering, tailoring and ICT. The MVTC management has become aware that women should benefit from the services of the centre, and is striving to pursue a gender balanced training policy. The project has facilitated the process to create a productive private sector culture through vocational and technical training in line with market demands by supporting the productive sectors for YED.

2.2. UNIDO technical assistance

5. UNIDO technical assistance included curriculum development activities and required logistics in order to provide renovation and rehabilitation through infrastructural support, training and capacity building for substantive technical training in priority sectors (VTC/YED-sector specific) which include welding and machining, IT, food processing, carpentry, water repair, tiling and piping, laboratory glass-blowing and general electricity.

Upgrading of the physical infrastructure and renovation

6. As per the project document**,** rehabilitation/renovation works have been carried out for upgrading of the centre with the management and instructors. In coordination with the VTC management, the preparations for the final commissioning are ongoing and expected to finish in early July 2010. The signed letter will be send to the GoSS as soon as this is made available to UNIDO. It should be noted that although the project was officially to come to an end on 31st of March 2010, UNIDO did not close the project as financially completed and therefore, was able to provide assistance to the preparations for the commissioning of the renovation and delivery of the container with training equipment.

Equipment provision and technology acquisition

7. The project continued to support various sections with tools and equipment, in particular the mechanical and metalwork section. A set of Eisenkraft bending machines (not requiring electricity) and a new welding machine were provided to the welding section which has been set up as a subsection to design and produce windows, doors and home furnishing products. New home electricity training panels were also provided to the electricity section to be mounted for improved training approaches.

8. An international training equipment expert carried out training for equipment maintenance and repairs of machines at the Machine Section with instructors. As a follow-up a container with equipment for the machine section has been procured and been transported to Malakal.

9. The VSAT Internet subscription for external communication was provided during the lifetime of the project and extended until December 2009. The subscription should be renewed with another provider.

10. Three additional computers have been procured to further upgrade the Internet Café and to open it up to local customers resulting in additional income generation for the center. It should be noted that this Internet connection was a costly service and was paid by the project.

11. One project car, namely, a Toyota Hilux, in addition to the Mitsubishi have been purchased for the Center.

12. Textbooks as well as other teaching and learning materials in hardcopies have been identified and procured from India.

13. The equipment container with the training tools for the mechanical workshop arrived in April and could only be cleared in May by customs and transported from Port Sudan to Malakal. An international expert was again fielded to Malakal to safeguard the equipment to be installed at the MVTC.

14. Information on equipment is contained in Appendices 3.

Services for capacity building VTC/YED

15. CBT workshops: a two-day Competency Based Training (CBT) and Youth Entrepreneurship Development (YED) workshop were conducted for 22 trainers and the Deputy Director and a one week workshop by a Kenyan expert. These two training workshops were jointly carried out with the beneficiaries of the Wau VTC. In addition, the YED workshop was conducted with MVTC trainers and the deputy director on separate occasions.

16. An international expert on Mechanical Engineering and Equipment maintenance conducted a mission of 12 days and carried out one-week training on machine maintenance and servicing for management and instructors. Eight instructors were part of the training programme. A plan with five (5) steps to improve the workshops set up and equipment maintenance was prepared in a form of a technical report to the MVTC management which is available upon request.

17. The CBT training modules have been completed and are shared with the VTCs in Southern Sudan, including Malakal.

18. The project made a link in its capacity building approach, with equipment procured and the relevant training to be provided. This was in addition to the focus which was given to the CBT training instructors and management.

19. The fact that instructors and management were provided CBT/YED training and exposure should result in a foreseen impact on students and trainees.

2.3. Highlight of project activities/ achievements

2.3.1. OUTPUT 1: MVTC upgrading of technical equipment and physical facilities

20. The MVTC is further upgraded with appropriate technical equipment and physical facilities and fully operational with a capacity of at least 2,000 trainees. Institutional, management and training capacities of the MVTC are further strengthened and brought in line with market demands.

Activity 1.1:
Further upgrading and modernisation of physical infrastructure through: (i) installation of underground cable system, electrical wiring (ii) insulation of workshops walls, (iii) construction of conference hall, (iv) extension of boarding facilities, (v) improvement of sanitation, clean water and safety facilities (vi) accessibility.

Assessment

21. The project provided the cables and expertise from Diesel Engineering to assist staff in the upgrading process of the MVTC. The radiator of one of the two generators procured was renewed in order to ensure that there was sufficient energy supplied to the MVTC. The draft Bill of Quantity (BOQ) was prepared jointly with two engineers and staff for the international bidding of contracts, which took place in January 2009. The instructors from the Building Section conducted a survey to take measurements and provide technical suggestions to BOQ. The BOQ was released for renovation, which included the following needs:

- Electrification workshops
- Insulation against the heat of workshops
- Renovation of the IT Room
- Renovation of the Storeroom, to convert it into a Business Development Services (BDS) Room
- Renovation of the external finishing of the entire building hosting the IT Room
- Set up of accessibility ramps for the Workshops of Welding and Auto Mechanic
- Renovation of the Sanitation Buildings
- Classroom Walls and Beams rehabilitation
- Dispensary Building rehabilitation
- Accessibility works to be extended to the classrooms and the toilets
- Extension of Boarding facilities
- Administration and Office buildings

The items for the BOQ were selected according to the project budget ceiling set by the MDTF project as well as the building priorities identified within the project.

22. The Sudanese contractor, Toug Engineering Trading Company was awarded with the contract by UNIDO Procurement to carry out civil works at the Malakal VTC. The contractor started renovation works only after the students left following their examinations. However, additional clarifications were needed for the (BoQ) to gain a full understanding of renovation

works to be prioritized. Rehabilitation covered the training halls, the workshops, classrooms, IT room, Internet café, administration block and water and sanitation facilities.

23. The UNIDO appointed site foreman and CTA at that time provided close supervision to the quality related aspects and time management of the contractor. The civil works, as acknowledged earlier were carried out at a slow pace due to logistical constraints. Issues included delay in transport and weather conditions with inaccessible roads with heavy rains; taxation issues related to construction materials brought in at local customs in Malakal, thus delaying the release of building materials. Delays in turn caused also delayed payment transactions by UNIDO as the contractor submitted progress reports for interim payments much later. In order to buy time lost earlier, it was agreed in consultation with VTC management to procure other local materials for insulation of similar quality. Although civil works finished in April/ May the final commissioning is planned for mid June 2010 with the consent of the VTC Director.

24. Through UNIDO's network, other partners have been involved with the MVTC, i.e. Norwegian University Cooperation Programme for Capacity Development in Sudan, NUCOOP, a Norwegian cooperation programme with the Upper Nile University. This agency has supported a minor part of the infrastructure renovation (the guesthouse and partly a classroom), by utilizing its resources set aside for the training of technical education staff. These resources were originally foreseen for support to the above university.

Activity 1.2:
Set up the project team and establish networks with relevant departments within MoLPS&HRD.

Assessment

25. The project implementation team was put in place, and regular meetings with the NPC and the Director were held, with collaboration with the relevant departments of the MoLPS&HRD. The Project Manager and the Chief Technical Adviser (CTA) visited the GOSS counterparts and carried out a series of consultative review meetings related to implementation and policy issues for Malakal. The issue of team building as a priority for Malakal was discussed with both, the GOSS and the management of the MVTC. The CTA worked closely with the GOSS/CABIHRD on project activities through regular review meetings and monthly M&E reports, as well as monthly submission made to the MDTF - UN Agency reporting system. Issues related to a lack of communication were reviewed with the GoSS and addressed accordingly.

Activity 1.3:
Further upgrading and provision of equipment, project car, and tools in line with market demands for welding, carpentry, and building/construction.

Assessment

26. Various specialised spare parts were procured for heavy training machines (metal and mechanical sections), as advised by independent experts and those from the University of Amsterdam for machines/tools/equipment. Preparations for the procurement of additional training equipment, cables and tools (electricity, IT, metal and construction) for the MVTC sections were undertaken at a consistent pace. The Heads of Sections were involved in the drafting of the lists for the required tools and equipment, thus ensuring a participatory approach. A list of inventory has been annexed including training machines and equipment (see appendices

3). The project hired a short-term international technical equipment expert in May/June 2009 to finalise the technical specifications and organise cost-effective logistical arrangements for equipment transport and set-up. Additional training equipment, tools and machines were partially installed by August 2009. An additional project car (Toyota Hylux) has been imported to Malakal at the disposal of the director.

27. The project also supported provision of spare parts, as well as expertise to maintain and repair machines at the General Mechanic department, including conducting training for instructors. A set of advanced training panels for the electrical section was supplied to improve the electricity related training courses. A full set of Eisenkraft bending machines and tools were also provided to the welding department, including a new welding machine. Spare parts for the first project car (Mitsubishi) were sent from Khartoum to Malakal, which enabled the project car to be repaired at the local workshop. According to the cooperation activity with the Upper Nile University for the glass blowing section, a first draft of a list of products (and related training) was made available.

Activity 1.4:
Organise regular meetings of the Steering Committee for networking and coordination, consisting of representatives of relevant organizations.

Assessment

28. The CTA has regularly called for meetings to coordinate ongoing VTC implementation activities with agencies such as UNICEF, UNIS, DDR Programme and JICA. Further discussions were carried out with BRAC on interagency cooperation for implementing microfinance. Although the CTA had requested the MVTC management for setting up a Steering Committee, the management did not show interest in pursuing this activity. The CTA was regularly calling for Steering Committee meetings to coordinate ongoing implementation activities with members of the community and agencies such as UNICEF, ILO and UNDP/DDR.

Activity 1.5:
Capacity building for professionals at the MoLPS&HRD and MIM, as well as for the MVTC management, instructors and staff (teambuilding).

Assessment

29. In cooperation with the MVTC staff a proposal for organizational setup and the management structure for VTCs in Southern Sudan was drafted, including TORs and Job Descriptions. This draft document was consolidated and discussed by the CTA with the GOSS. A review was conducted in order to issue new recruitments to strengthen the HRD base. In collaboration with JICA, a study tour to Kenya was conducted for two MVTC managers jointly with Wau managers. The exchange visit focused on policy and managerial issues as practised in neighbouring countries. The mangers returned with better practices. This was expected to have an impact on the MVTC's operations. A key input was the CBT and YED training for instructors and management. Developing Vocational Technical Training towards CBT is a challenge that needs to be addressed to offer demand-orientation, quality training and opportunities for young people towards income generation or self employment immediately after their training. This notion was spelt out by an international expert from Kenya's Ministry of Education, responsible for YED and VTCs.

Activity 1.6:
Set up a monitoring and review system, including a baseline and a tracer system for the MVTC management.

Assessment

30. The collection of data to monitor the performance progress of trainees has been addressed by the MVTC management, however, this culture needs to be instilled and consistent. Although initiated during the lifetime of the project, a database was not completed by the MVTC for the collection of information to enable a linkage between graduates from the centre and the demand side of the labour market for job prospects in the formal sector. The Director maintained that job prospects have been good; no figures were provided. An initial attempt has been made by the MVTC with the assistance of the project (See appendices 6). Basic statistical information covering the MVTC programme for the past two years have been updated.

2.3.2. OUTPUT 2: Integrating EDP within MVTC curriculum

Activity 2.1:
Review and development of technical and EDP curriculum for ToT and trainees, finalizing/ translating training materials, methodologies, manuals and a one-week curriculum/programme for the EDP intensive course for trainees.

Assessment

31. Through the new CBT curricula for short courses, issues related to the technical aspects combined with market demands have been presented to the MVTC. Youth Entrepreneurship Development (YED) was introduced as an integral part of the MVTC to develop productive capacities of youth in Southern Sudan and to address the YED needs of the MVTC. An EDP workshop was conducted for one week for Malakal instructors. The project started the preparations for VTC curriculum and EDP programme combined. This activity was finalized within the first 4 months of 2009, with national and international expertise. UNIDO together with the MVTC and WVTC worked jointly on the EDP /TOT training programmes for instructors. (ILO workshop in June, background material has been provided). A core committee has been established to develop and compile the curricula. Basic training material has been prepared for the IT, food processing and welding. Additional curriculum development activities were undertaken to develop a training programme with market demand-oriented vocational and technical skills training and the integration of entrepreneurship development.

32. Combined expertise was provided to Malakal for the integration of entrepreneurship training in the VTC curricula in Malakal and Wau. A one-week training of trainers workshop on CBT was held in February 2010 with the MVTC management and instructors. The workshop followed a participatory method of joint development of the concepts and integration. The TOT involved the following components:

- Institutional and individual awareness raising to instil an entrepreneurial culture.
- Becoming competent in entrepreneurship development, and understand how to implement it.
- Curriculum development: integration of entrepreneurship throughout the course programme; entrepreneurial thinking will be included in the course objectives in such a way that the instructor understands how to apply these principles.
- Practical training activities in the VTC workshops to illustrate how entrepreneurial competencies can be applied during teaching.
- Evaluation component.

33. A success factor for implementing the CBT approach is the recognition and acceptance by the VTC management and instructors, and their willingness to innovate training approaches for the effectiveness within training time, to enable trainees to apply their skills for job creation. It needs to be recognised that CBT is a more efficient method to ensure market-oriented technical and vocational training within a relatively short time span. As the MVTC management prefers the "traditional" 3-year programme, the CBT approach should be systematically explained for "phased" implementation. It is proposed to have further systematic training to review the CBT approach with management and instructors, which is essential, particularly at the level of VTCs and with policy-making agencies within the GOSS.

Activity 2.2:
Provide technical support to integrate entrepreneurship modules in all sections: ToT for all instructors to instil a holistic approach to entrepreneurship training (using workshops, exchanges and e-learning).

Assessment

34. Technical training: Jointly with the Wau instructors, 5 junior instructors from the MVTC have been trained for a 6-weeks period at the St. Joseph VTC (06 April – 16 May 2009) in Khartoum to upgrade their practical and theoretical skills in various subjects. The programme included practical and theoretical training sessions and assignments on training procedures and methodologies; care, supervision and evaluation of students; handling and maintenance of tools and equipment; curriculum development; preparing learning materials, didactics and teaching methodologies. The instructors were awarded with a certificate of participation. A review of the TOT by the management and the instructors pointed out that the training was a useful exercise to prepare them for the intended MVTC training programme. However, additional in-service training and intensive skills development should be further pursued to ensure quality-training programmes at the MVTC. Moreover, 15 MVTC instructors have participated in English language training, and in the (one month) computer training course (MS Office/Internet).

Activity 2.3:
Organising the EDP awareness creating workshop (in-house retreat, workshops, study tours): awareness initiated among managers and instructors as well as the invited Ministries (Labour, Education, Industry).

Assessment

35. As to the YED training, services have been provided by an international expert to assist both VTCs in entrepreneurship training to be combined with their technical curricula. Summarized, it should be noted that the integration of WED within VTC curricula with a CBT approach has been addressed on two occasions.

Activity 2.4:
Raise awareness of private sector development within the local community through public-private sector partnerships and socio-cultural sensitive approaches. Organise programmes to create EDP awareness in the local community and with the media (e.g. radio, television, internet, print media).

Assessment

36. It was foreseen that EDP awareness creation was to be undertaken with the support of the local media to also expand coverage to neighbouring States. With the technical assistance of Radio Africa International (Austria based), a start was made with the local media in Malakal to organize awareness creation workshops, in order to get the assistance of local radio and TV. A folder with an audio CD and DVD was produced and used during a media workshop. The MVTC existing website was updated on a monthly basis, while meetings with the local community. The project has created the first website for the MVTC and email communication was put in place. The MVTC website was regularly updated and is currently being maintained under the UNIDO homepage (http://www.unido.org/vtc/malakal). For sensitization purposes, meetings are to be set up with business support organizations at least every 4 months. Radio Africa International had initiated a Sudan –wide programme with local radio stations.

Activity 2.5:
Establish core curriculum, additional training, specialist training, BDS training, BDS consulting, associated training by the MVTC.

Assessment

37. The curriculum review and adaptation for the CBT approach with the assistance of VTC training experts have been initiated. Further elaboration is to be continued by the VTC management. The lack of a standardized curriculum has been addressed with the adaptation of the curricula for both VTCs combined, i.e. Malakal and Wau. The issue of standardized testing and certification has been discussed with the GoSS, but not yet been taken up in implementation. For full implementation this has to be elaborated in further workshops by ILO (June 2010).

Activity 2.6:
Develop results-based indicators for monitoring trade testing results, entrepreneurship development, business activities and technical training for YED.

Assessment

38. Please see comments under activity 2.5.

Activity 2.7:
Marketing of MVTC services and awareness–raising to supporting situations (private/public sector), NGOs and UN to inform on technical services (car repair, ICT services, food and catering).

Assessment

39. The business services for the car repair, food processing and catering, internet facilities and welding were integrated with technical training in order to develop an understanding of the approach to be taken. The services /YED are being developed and integrated with technical training (i.e. car repair, food processing, welding). A training by Eisenkraft for product development approaches with metal works and welding has been conducted for trainers. The training modules are available for instructors.

2.3.3. OUTPUT 3: MVTC graduates with enhanced technical skills for self-employment

At least 2,000 MVTC trainees graduating from short-term (3-6 months) and long term (3 years) courses with technical and entrepreneurial skills for employability, 500 engaged in sustainable productive (self-) employment, approximately 30% of which are women.

3.1. Activity:
New business opportunities identified for the technical sections which can promote employability, including new technical training sections (water treatment, tiling and piping).

Assessment

40. Within the curriculum review exercise and the CBT workshop the project focused on demand-oriented sections, which were based on the rapid needs assessment conducted by marketing expert in the previous programme. The MVTC has setup short courses from 1 week, 3 months, and 1 year in addition to the 3 years programme. Business opportunities have not been fully identified, other than those provided through services by the Internet Café, the glassblowing (university, schools, and hospitals), and the food/catering section (UNMIS campus and airport) and furniture making, in addition to the current auto repair contracts with UNICEF. Although, various business opportunities were presented within the local economy of Malakal, especially within the construction and hotel and catering sector, the Centre did not fully capitalise on the potentials presented.

Activity 3.2:
At least 2,000 trainees, with a particular focus on women, returnees and ex-combatants, engaged in basic vocational/technical skills training (with short training programmes, ranging from 1 month, 3 months, 6 months to 12 months); 500 trainees in 3 years apprenticeship course.

Assessment

41. Review with the management of enrolment shows that this issue needed urgent attention. Student intake is weak and the MVTC is still working below its upgraded training capacity. A promotional brochure has been prepared and needs to be actively distributed used to attract prospective trainees. (See appendices 5). It is estimated that 53 third year students graduated from the MVTC in 2009. New admissions for short and long term courses are in preparations for

September 2010. About 60 students have been admitted for this year starting in September 2009. The additional target of 450 trainees as planned could be not be reached as the logistics were not in place. Due to renovation and civil works and non-availability of class rooms, training programmes were postponed. (See appendices 6). The June 2010 graduation numbers are not yet available as the VTC is having the exam period. In addition to the three-year programme, short-term courses have been offered in Food Processing and Catering, IT Skills, General Electricity, Brick Laying, Tiling and water repair. Based on discussions held with the DDR Coordination Office/UNDP, UNICEF Child Protection Units, the MVTC is preparing for short term training programmes for ex combatants and street children.

Activity 3.3.:
Provide technical training programmes in modern technologies (construction/brick making) and programmes for renewable sources (flexible-type solar panels for the Internet café, solar cookers).

Assessment

42. Solar panels were installed at the Internet Café, in collaboration with NUCOOP, Norway. The MVTC collaborated with a UNIDO Solar Cooking programme for Sudan. The new technologies for metalworking and product development were acquired and the instructors trained in August. With regard to modern technologies acquisition, a full set of Eisenkraft bending machines (not requiring electricity) and a new welding machine were provided to the welding section which has been set up as a subsection to design and produce windows, doors and home furnishing products. New electrical training panels were also provided to the electricity section to be mounted for improved training approaches. Training by Eisenkraft for product development approaches with metal works has been conducted for trainers. The training modules are available for instructors.

Activity 3.4:
Create incentives for trainees who have an entrepreneurial attitude and have started a business.

Assessment

43. The MVTC carried out several discussions with various banks, including the Agricultural Bank, Stanbic Bank and NGO BRAC on micro credit facilitation. Collateral guarantees by the borrowers were required, with also a relatively high percentage of interest rates (higher than 24%) for entrepreneurs. The MVTC is approaching BRAC that provide micro credit facilitation to support YED. It should be noted that women trained in short courses for food processing and catering have benefited from small credits provided by the Dutch-funded project through the MVTC. Experience has shown that those trained in food processing better understood the elements of doing small businesses. A training manual on food processing is available which was also used for the Wau VTC project.

Activity 3.5:
Develop linkages with micro finance facilities for business start-ups and review results.

Assessment

44. Reference is made in 3.4.

Activity 3.6:
Develop strong partnerships with the private sector to facilitate internship and job placement.

Assessment

45. Based on the demands of the local economy, discussions were held with the MVTC management to closely consult with local private enterprises as job placement partners in addition to the standard public sector enterprises. Within this context, findings included the provision of short apprenticeship arrangements with the private sector such as the hotel sector, in particular for those trainees taking short courses in addition to the one year programmes. The focus on the informal apprenticeship resources needs further review. Informal apprenticeship is practised in the job market of Malakal. Its dynamics should be assessed. Links between local workshops and the VTC training should be established for the provision of short apprenticeships in Malakal. The above was discussed with the Upper Nile University partners working with the NUCOOP (Norwegian University-Akershus College).

46. Considering the CBT approach, the requirements for setting up private sector linkages with the local Chamber of Commerce have been reiterated with MVTC management, i.e. to involve in this new training approach also non-traditional business sectors such as the hotel businesses, banks, UNMIS, food and catering sector, IT and repair workshops. Apprenticeships arrangements need to be thought through, especially keeping in mind the development needs of the post conflict economy in Southern Sudan.

Activity 3.7:
Establish a one-stop-shop for BDS for YED, including business coaching and incubation services for MVTC trainees/graduates who are undertaking entrepreneurial activities.

Assessment

47. The project has not been able to set up the conditions for the one-stop-shop to promote Business Development Services (BDS). However, it should be noted that space in the form of a BDS room has been put in place for instructors to coach trainees individually or in groups interested in business development through YED.

2.4. Constraints faced during the implementation period

48. During the lifetime of the project, several constraints were encountered, which affected the implementation process of the activities foreseen, resulting in a delay of providing continuous training programmes to trainees on a daily basis.

Renovation:

49. A lack of insulation materials on the local market delayed the rehabilitation and renovation works. In agreement with the MVTC management, the project recommended to locally procure materials for insulation and cladding. As such, renovation works progressed at a slow pace, resulting in a number of high-pressure meetings with the VTC management, the contractor and UNIDO team, during which repair and renovation works were continuously reviewed for completion.

50. A debate with the State Ministry of Finance over tax exemptions of construction materials also influenced the fast delivery of items. The delivery of a second project car was a concern raised by the VTC Director, as it had been kept at Port Sudan for over a month. It should be noted that logistically, the administrative and clearance procedures by UNDP Khartoum required time.

51. A container with equipment was held in Port Sudan, which was longer than envisaged. In the meantime the container has been delivered and equipment placed at the MVTC. This resulted in unforeseen high demurrage charges.

52. Well organized logistics are crucial for project implementation and management. Sufficient resources are to be set aside whereby an organized mindset of those in charge organizing the logistics should be kept in focus. The local logistics and high transport costs for equipment have taken up both time and considerable resources.

53. The town's infrastructure for electricity is still not functioning with quality standards, causing equipment damage because of fluctuations in power surges (photocopier, PCs, and machinery). The VTC is served by a three-phase power supply that should be sufficient to manage the workshops, especially when heavy equipment is running.

Part III: Lessons learnt during project implementation and recommendations

54. Taking **ownership** of the project from project design to implementation is vital for successful project intervention and saves time during the phasing out period. As such, a preparatory or inception phase, particularly to change the mindset of existing staff to avoid the "business as usual" mentality, could have been considered. However, because of the pressing renovation needs, UNIDO had to start implementation immediately. A review of results as a joint exercise between managers and instructors would have provided a platform to raise awareness on the dynamics within the centre as a service to the community.

55. The project has supported young entrepreneurs, particularly women, who after participating in the short food processing courses, were able to start food processing and catering services, either individually or in groups. The strategy to start with promoting entrepreneurship and business development within a given technical sector, i.e. the food processing sector, seems to be effective, as it immediately addresses market demands in the community. These positive and motivating experiences can open doors for business opportunities in other sectors as well. The inclusion of food processing in the training package was effective to address the gender balance, which did not exist at the start of the project. The VTC should focus on providing more high quality short courses (CBT) in demand-oriented sectors, which have entrepreneurial potential.

56. The local economy consists mainly of **informal sector businesses**. Formal sector employment is mainly being taken care of by the Government, NGOs and UN-agencies. The YED component, however, should promote self-employment options, which refers currently to the informal sector of the economy. The MVTC has the potential to be a growing centre of business activities, and a "trendsetter" with a fertile ground for YED in Malakal. Frequent exposure to and cooperation with local business support organizations is needed.

57. **Self-reliance as a management culture** is still insufficiently developed. A pro-active approach and resourcefulness is required in managing the center operations as well as promoting it within the community. Therefore, as part of management development, the following needs were addressed, i.e. style of decision making and planning, information sharing, problem solving approaches, pro activity and resourcefulness, human resource development (HRD) and human security. These efforts need to be continued but will require time and extra resources. It is essential that there is a strong management team working towards a common goal, which is open and coherent.

58. As is the case with the Wau VTC, there is a **language barrier**, which many experts have identified and the project has responded to this language need to a certain extent by providing English courses and training materials to instructors. Considering that Southern Sudan will focus on using English as its main medium (in addition to Arabic), Business English should be introduced in a more systematic manner in the VTC Curricula. Networking between UN-agencies and NGOs and donor agencies need to be nurtured in view of having a coherent assistance approach and services in Southern Sudan.

Recommendations on the way forward

59. The MVTC has the foundation to profile itself as a centre of excellence for productive skills training and development in Upper Nile state, Southern Sudan, however, a number of basic conditions still need to be met as outlined in this report. Sectoral assessments (including labour market assessments) carried out by the project and other development partners have underlined the dire need for skilled labourers to satisfy the demand for goods and services to fuel the local economy.

VTC Management

60. As regards to the human resources base, the MVTC is in need of additional well qualified permanent staff , including managers, to build up constant and sustainable operations for training logistics, job creation and entrepreneurship, in order to breathe innovation within all training programmes. A **continuous planning exercise** should be the starting point for all discussions within the centre for an enlightened working culture. Further exposure to project management and leadership training courses would be beneficial to keep on building the capacities of the staff. With the assistance of UNIDO, the above issues have been reviewed with the MVTC management and the GoSS. At a stage when external technical assistance by UNIDO has come to an end, management should step up to their role to demonstrate leadership and invest resources provided to the centre in order to capitalise from the value added to the MVTC. The management should be present and **proactive** in all circumstances and act as a trouble-shooter. In addition, the GoSS may consider strengthening the centre management as this is a prerequisite for the centre to run effectively. Interested instructors could be assigned to public relations initiatives and organize information campaign in the community. In order to step up communication between staff and management, weekly staff meetings should be organized with instructor, who will have to report on progresses and bottlenecks.

The financial viability

61. The VTC needs to adopt a mechanism to sustain its operations, where budgetary support from the GoSS would be needed to fund centre operations, training programmes, and to ensure a steady supply of utilities and security services. However, a review is required of the financial viability of the centre. The MoLPS&HRD has been supporting the Centre which allowed continuity of operations. At the same time it would be beneficial to the MVTC to define self-financing strategy even in part from goods and services provided to clients to support the notion of entrepreneurship development. Sections such as carpentry, welding, ICT and food processing can contribute to raising funds for the centre. These ideas have been brought to the attention of the VTC management but need to be put into practice. The possibility to set-up a revolving fund to be managed by the centre is to be explored. The set-up of a fund-dedicated section should be pursued.

62. The role of the **GoSS** is crucial in guaranteeing the continuation of programmes through public sector funding because of the very mandate of this training centre. The indications provided in the CABIHRD monitoring report enlist key issues that should be taken into account to maintain sustainability of the MVTC. The VTC could benefit from **new donors** technical assistance programmes to further strengthen the capacity of the centre through various support

schemes and activities; following up on earlier discussions held with key humanitarian and development agencies willing to provide technical support should be pursued (e.g. Norwegian University). As such, the VTC management has to build on this network of contacts established during the UNIDO project and take the initiative in following-up with these partners.

APPENDIX

1. Budgetary Overview and Statement of Account for Project Expenditure

Financial overview FBSUD08006 - approved budget figures and actual expenses

Budget line	Description	Actual Expenses	Actual Expenses	Total actual expenses	Approved Budget
		2009	2010	2009-2010	
11-00	Senior technical expert on split missions with multi-tasking skills to be based in Malakal with regular missions to the VTC in Malakal // International experts/external trainers for ToT and management development training (split missions over a period of 20 months), technical services for training related to curriculum development, technical sector specialisation and market development	134,005.81	-	134,005.81	160,000.00
13-00	Administrative support and security costs	12,083.80	-	12,083.80	9,000.00
15-00	Local project travel of project staff	4,352.98	-	4,352.98	4,000.00
16-00	Monitoring missions	2,124.41	-	2,124.41	5,000.00
17-50	NPC with multi-tasking skills for management support, business development, procurement, capacity building, monitoring and assessments (to work closely with the consultants under budget line 11-01 and 11-50)	24,890.44	0.00	24,890.44	25,000.00
45-00	Upgrading physical infrastructure, civil construction: building, accessibility, repair and safety features, utilities, sanitation, campus rehabilitation	189,097.00	3,454.64	192,551.64	324,000.00
21-00	Contractor civil construction: upgrading of VTC to facilitate the trades/sectors to be included	200,000.00	-	200,000.00	36,000.00
33-00	Training costs for training of trainers/instructors (TOTs), exchanges, workshops, seminars, business coaching, incubation services, training of the beneficiaries	21,119.99	1,890.00	23,009.99	30,345.00
51-00	Misc.costs, Preparation of manuals, training materials, multimedia Translation, editing, printing, Translation of curricula, training materials, training guides and printing Communication, website updating, Monitoring and evaluation, Maintenance costs	3,999.32	259.70	4,259.02	4,000.00
99-99	TOTAL PAD	591,673.75	5,604.30	590,906.57	597,345.00
plus 13% psc		76,917.59	728.56	76,817.85	77,654.85
Project Total incl 13% psc		668,591.34	6,332.86	667,724.42	674,999.85

Total funds received from donor excl psc.	675,000.00
Total project expenditure	667,724.42
Total remaining project funds	6,371.44

Notes:

BL 33 was also used to cover training fees of trainers, instead of BL 11-00

BL 45-00 and 21-00 were combined and both used to cover the costs for construction and the rehabilitation of the VTC.

2. International expertise/ national experts/ missions undertaken

Staff to be contacted at the Vocational Training Centre in Malakal:

Mr. Abdel Rachman Ahmed Obid Allah
Director Malakal Vocational Training Centre
Mob: +249 122 494 900
Tel: +249 831 823 147
mvtc@yedmalakal.org

Mr. Bonna Yor
Director of Training Malakal VTC
Tel: +249 831 823 147

Mr. John Paul Akic
Business development Manager for MVTC
Tel: +249 9 111 656 90
johnakic@yahoo.com

Mr. Anter Mahadi
Site Foreman
andargo.anter@gmail.com

International project experts: technical missions undertaken to Malakal during the period July to October 2009:

Mr. George Kolathuchira John, Chief Technical Adviser (CTA), YED Malakal/Wau
Mr. Theo Vlaar, CTA, Malakal/ Wau
Mr. Matteo Menegatti, Junior Consultant for YED VTCs
Ms. Sharon Porter, Curriculum Specialist on Entrepreneurship Development
Mr. Lewis Durango, Competence Based Training Specialist (CBT)
Ms. Bertha Mjawa, Food Processing Expert
Ms. Mercy Karogo, CBT & YED Expert
Mr. Marinus Schook, Expert on Mechanical Equipment
Mr. Bert Moulat, Equipment Expert
Mr. Jeffrey Tines, Evaluation Expert

3. Inventory List including the Container List

General Service		
No	Items	Quantity
1	Spare parts project car	1
2	Underground cables 150 mt	0
3	tires for project car	3
4	Radiator for generator	1
5	Training material and small tool for teaching training	1
6	F.G. Wilson generator	1

General Mechanics		
No	Items	Quantity
1	Eisenkraft (Bending machine)	1
2	Practical Set	1
3	Meister Combi	1
4	Meister scroll former	1
5	Meister twister	1
6	Embossing	1
7	Spare part assorted	1
8	Forge	1
9	Blank steel	1
10	Welding equipment	1

Computer Lab		
No.	Items	Quantity
1	Computer spare parts	
2	Computer books	
3	Fix cable and sliding link for computer table	

Loading List Container 1:

Tools and equipment		
Nr	**Amount**	**Description**
1	6	Wooden tables for engineering
2	1	Paint box + exhaust system
3	1	diffusion Pump set + fore pump
4	7	Fore pump (Edwards)
5	3	Exhaust hood
6	1	Lathe + drilling machine (table model)
7	1	Washing machine
8	2	Polishing machine (table model 220 V) + whetstone
9	1	Refrigerator (table model)
10	1	Drilling machine small with standard
11	1	Cutting guillotine machine for metal 220 V
12	3	Small stools
13	6	Chairs
14	10	Wooden chairs
15	X	Painting tools equipment
16	2	Transport cart for gas bottle
17	11	Wooden boxes with drawers
18	1	Furnace (hereaus) 220 V, 300 degrees max.
19	2	Furnace ((kocken) 800 and 1000 degrees max. + power supply
20	1	Furnace (table model) 220 V
21	2	Cupboards metal (lista)
22	60	wooden shelves
23	8	Wooden sideboards
24	1	Metal cupboard with shelves
25	5	shelves
26	5	Announcement boards
27	10	Coawool plates for furnace
28	2	Stairs (metal and wood)
29	X	Plastic boxes, several sizes
30	2	Table steel
31	1	Trafo for welding + safety hoods
32	1	Bench
33	X	Ca. 150 kg bolts and nuts
34	1	Showroom cupboard
35	1	Mobile air-conditioner
36	1	File cabinet (A4 paper)
37	8	Desks for offices
38	3	Metal gas cylinder holder
39	1	Water pump
40	x	Glass tubes in wooden box
41	1	Measurement equipment for diffusion pump set
42	1	Glass cutting machine (herbert arnolds)
43	1	Glass grinding machine (heathway)
44	X	Glass blowing tools

45	X	Set of tools
46	X	Ca 5 kg bees wax
47	Ca 10	RVS steel plates
48	1	Glass lathe (table model) Heathway
49	1	Small circle cutter for glass
50	1	Measurement instrument complete for pump set
51	2	First aid kit
52	1	Electrical 3-phase power supply
53	X	Carbon reamers

Loading List Container 2:

Tools and equipment		
Nr	**Amount**	**description**
1	5	Wooden tables for engineering
2	2	Glassblowing tables
3	2	Worktables steel (welding department)
4	1	Cutting machine steel (Marco)
5	1	Glass drilling machine (Diamond Board)
6	1	Horizontal grinding machine
7	1	Grinding machine glass for glasses
8	1	Glass cupboard
9	X	Box with soft glass
10	6	Chairs
11	10	Steel plates
12	14	Computers complete (P 2 350,512 mb ram,40 mb harddisk)
13	5	Wooden cupboard for workshops
14	1	Lathe small (mechanical Scinta)
15	1	Lathe glass (Heathway)
16	1	Drilling machine (Table model)
17	2	Shelves
18	X	Raw materials (staff, tubes steel)
19	1	Press till 50.000 KG
20	2	Cupboard steel
21	X	Material from Fimeta for soccer system for gas, air, oxygen
22	1	Equipment for wooden department
23	X	Boxes plastic with glass items
24	1	Table
25	1	Big table
26	1	Small air conditioner
27	1	Mobile car for tools
28	1	Compressor (Atlas Copco)
29	4	Mattress
30	2	Wooden cupboard
31	2	Cupboard for A4
32	3	Diamond saw blades for glass
33	X	Diamond drills for glass

34	2	Boards
35	1	Cupboard (Lista)
36	X	Hand burners (for welding)
37	2	Table burners

Loading List Container 3:

Tools and equipment		
Nr	**Amount**	**Description**
1	1	Aciera STA drilling machine
2	1	Deckel FP3 milling machine
3	1	Deckel FP1 milling machine
4	1	Schaublin 102 VM lathe
5	1	Hembrug Ergonomic lathe
6	1	Eisele sawing machine
7	1	Welding equipment
8	2	Welding table
9	1	Spot welding machine
10	1	Table top drilling machine
11	1	Gerver shear machine
12	1	Milling machine for wood
13	1	Tools grinding machine (Clarckson) + 40 grindstones
14	20	Clamps
15	3	Hand Drilling machines
16	45	Small boxes with tools
17	40 m	Metal and plastic rods and staves
18	20	Metal Plates (messing, aluminium, steel)
19	5	Cupboard
20	4	Fume hoods
21	1	Wooden ladder
22	1	Plastic welding machine
23	2	Computers (Pentium III / monitor)
24	1	Hand press
25	10	Wooden shelves
26	2	Turning tables
27	3	Desk lamps
28	1	Safety blanket
29	2 x 3 m	Plastic tubing 30 cm Ø
30	2	Lista cupboard
31	2	Plaining machine
32	1	Oxygen generator OG 75
33	1	60 gallon air storage tank AirSep
34	2	Pully block (tackle)
35	20	Box hard glass raw material
36	8	Black boards
37	1	Box containing installation materials “Technische Unie”

38	150 m	Electrical cables (5x2,5) “Technische Unie”
39	25	Plastic tubes (0,75 inch Ø)

List Additional Equipment:

Tools and equipment		
Nr	**Amount**	**description**
1	2	Bicycles for local transport
2	2	Office desks
3	2	Computer table
4	2	Computer chair
5	8	Conference chair
6	1	Conference table
7	1	Cabinet wood & glass
8	1	Cabinet metal/ 4 drawers
9	1	BenQ laptop incl. software
10	1	Toshiba projector
11	26	Compaq computers
12	1	Compaq computer incomplete (missing CPU, only monitor)
13	9	Overalls
14	15	Welding safety glasses
15	15	Grinding safety glasses
16	25	Gloves
17	3	Containers
18	2	Diesel generators (80 kVA, 120 kVA)
19	1	VSAT system for Internet connection
20	2	Server computers for the Internet café
21	1	Project car Mitsubishi L200 Double Cab Pick-Up 4WD, including spare parts
22	1	Welding equipment
23	1	Spot welding machine

Loading List Container 4:

Equipment list:

General Support Mechanic	**Quantity**
Toolboard 225 x 110	4
Electric cable 5 x 2.5	200
Electric cable 5 x 1.5	200
Plug 220	20
Plug 380.5p	20
Plug box 380.5p	10
Plug box 220	10
Engine switch 35A	5

Lighting bar	30 m
Light (fluorescent tube)	10
Worklight	1
Electric tools (workshop)	
Hand tools (basic)	
Measuring - instrument V-A	
Little compressor (service)	1
Assortment helicol	1
Assortment toolboard material	1
Assortment electric installation material	1

Machine list:

Name of item	Quantity
Lathe with the following specification	4
Special suitable: education-training and professional-industrial.	
2 Speed engine, 380V 50HZ.	
Spindle speed 45 - 2000.	
Tread range WW and metric.	
Camlock nose D 1 - 4.	
Swing over cross slide 145.	
Swing over bed 270.	
Admits between centers 470.	
Base cast iron ± 800 kg.	
Easy operate.	
Easy maintenance.	
Chuck safety screen.	
Emergency brake.	
Tread.	
Chuck camlock.	
Tool post. Center.	
Drillcuck.	
Spare parts.	
Milling machine with the following specification	3
Suitable: education-training and professional-industrial.	
380V 50HZ.	

Chuck iso 40 m 16. ± 700 x 300 x 400.	
Base cast iron ± 800 kg.	
Easy operate.	
Easy maintenance.	
Emergency brake.	
Drilling machine with the following specification	1
Heavy machine (gears).	
MC 3.	
380V 50HZ.	
Base cast iron	

Shoe Set, RR BRA	1
Pad set for HRAK	1
Lamp Kit, Com	1
Gasket Rocker Cover	1
Seal, CYL Head	1
Switch Stop Lamp	1
Shaft AS FR AXL	1
Shaft AS FR AXL	1
Hub Ass Fr WHE	1

4. List of teaching materials provided

St.DON BOSCO EDUCATIONAL SOCIETY

Regd.No.1973/1997,Regd. under Ministry of Home Affairs FCRA No.010220187, Gandimaisamma 'X' Road, (Via) A
Force Academy, Hyderabad-500043, Andhra Pradesh, South Central India Ph: +91-08418-255222,+9
9440764343,Email:dbhs07@yahoo.co.in.

CASH MEMO

No: CO17203

Date: 24-Nov-2009

To,

The Chief Technical Advicer
UNIDO YED Malakal VTC
Malakal Upper Nile State
Suthern Sudan
The Republic of Sudan

SL.NO	PRODUCT NAME	QTY
01	Carpenters Practical -English	2
02	Carpenter Theory - English	2
03	Carpenter Assignment/Test - English	2
04	COPA Practical - English	2
05	COPA Theory - English	2
06	COPA Assignment/Test - English	2
07	Cutting & Sewing Practical – English	2
08	Cutting & Sewing Theory – English	2
09	Cutting & Sewing Assignment/Test – English	2
10	Draughtsman (Mech) 1st Year Practical - English	2
11	Draughtsman (Mech) 1st Year Theory - English	2
12	Draughtsman (Mech) 1st Year Assignment - English	2
13	Electrician 1st Year Practical - English	2

14	Electrician 1st Year Theory – English	2
15	Electrician 1st Year Assignment/Test - English	2
16	Electrician 2nd Year Practical - English	2
17	Electrician 2nd Year Theory - English	2
18	Electrician 2nd Year Assignment/Test - English	2
19	Electrician Mechanic / RTV 1st Year Practical - English	2
20	Electrician Mechanic / RTV 1st Year Theory – English	2
21	Electrician Mechanic / RTV 1st Year Assignment - English	2
22	Electrician Mechanic 2nd Year Practical - English	2
23	Electrician Mechanic 2nd Year Theory - English	2
24	Electrician Mechanic 2nd Year Assignment/Test - English	2
25	Fitter 1st Year Practical - English	2
26	Fitter 1st Year Practical - English	2
27	Fitter 1st Year Assignment/Test – English-Revised	2
28	Fitter 2nd Year Practical - English	2
29	Fitter 2nd Year Theory - English	2
30	Fitter 2nd Year Assignment/Test - English	2
31	ITESM 1st Year Practical - English	2
32	ITESM 1st Year Practical - English	2
33	ITESM 1st Year Assignment/Test – English	2
34	ITESM 2nd Year Practical - English	2
35	ITESM 2nd Year Theory - English	2
36	ITESM 2nd Year Assignment/Test - English	2
37	Machinist 1st Year Practical - English	2

38	Machinist 1st Year Theory - English	2
39	Machinist 1st Year Assignment/Test - English	2
40	Machinist 2nd Year Practical - English	2
41	Machinist 2nd Year Theory - English	2
42	Machinist 2nd Year Assignment/Test - English	2
43	Mechanic Diesel Practical - English	2
44	Mechanic Diesel Theory - English	2
45	Mechanic Diesel Assignment/Test - English	2
46	Instrument Mechanic 1st Year Practical - English	2
47	Instrument Mechanic 1st Year Theory - English	2
48	Instrument Mechanic 1st Year Assignment/Test - English	2
49	Mechanic –R &AC 1st Year Practical - English	2
50	Mechanic –R &AC 1st Year Theory – English	2
51	Mechanic –R &AC 1st Year Assignment/Test - English	2
52	Mechanic –R &AC 2nd Year Practical - English	2
53	Mechanic Mechanic 2nd Year Theory - English	2
54	Mechanic –R &AC 2nd Year Assignment/Test - English	2
55	Mechanic Tractor Practical - English	2
56	Mechanic Tractor Theory - English	2
57	Mechanic Tractor Assignment/Test - English	2
58	MMV 2nd Year Practical - English	2
59	MMV 2nd Year Theory - English	2
60	MMV 2nd Year Assignment/Test - English	2
61	Mechanic Radio & TV 2nd Year Practical - English	2

62	Mechanic Radio & TV 2nd Year Theory - English	2
63	Mechanic Radio & TV 2nd Year Assignment/Test - English	2
64	Plumber Practical - English	2
65	Plumber Theory - English	2
66	Plumber Assignment/Test - English	2
67	Sheet Metal Worker Practical - English	2
68	Sheet Metal Worker Theory - English	2
69	Sheet Metal Worker Assignment/Test - English	2
70	TDM 1st Year Practical - English	2
71	TDM 1st Year Theory - English	2
72	TDM 1st Year Assignment/Test - English	2
73	TDM 2nd Year jig/Fix /Press Practical - English	2
74	TDM 2nd Year jig/Fix/Press Theory - English	2
75	TDM 2nd Year jig/Fix/Press Assignment/Test - English	2
76	TDM 3rd Year Press Tool Practical - English	2
77	TDM 3rd Year Press Tool Theory - English	2
78	TDM 3rd Year Press Tool Assignment/Test – English	2
79	TDM 2nd Year Dies & Moulds - Practical - English	2
80	TDM 2nd Year Dies & Moulds - Theory - English	2
81	TDM 2nd Year Dies & Moulds - Press Assi./Test – English	2
82	TDM 3rd Year Dies & Moulds - Practical - English	2
83	TDM3rd Year Dies & Moulds - Theory - English	2
84	TDM 3rd Year Dies & Moulds - Assignment/Test – English	2
85	Turner 1st Year Practical - English	2

86	Turner 1st Year Theory - English	2
87	Turner 1st Year Assignment/Test – English	2
88	Turner 2nd Year Practical - English	2
89	Turner 2nd Year Theory - English	2
90	Turner 2nd Year Assignment/Test – English	2
91	Welder Practical – English - Revised	2
92	Welder Theory – English - Revised	2
93	Welder Assignment/Test –English - Revised	2
94	Wireman 1st Year Theory - English	2
95	Wireman 1st Year Theory - English	2
96	Wireman 1st Year Assignment/Test – English	2
97	Wireman 2nd Year Practical - English	2
98	Wireman 2nd Year Theory - English	2
99	Wireman 2nd Year Assignment/Test – English	2
100	Carpenter Instructor Guide – English	2
101	COPA Instructor Guide – English	2
102	Cutting & Sewing Instructor Guide – English	2
103	Draughtsman (Mech) 1st Year Inst – Guide - English	2
104	Electrician 1st Year Inst – Guide – English -Revi	2
105	Electrician 2nd Year Inst – Guide – English -Revi	2
106	Electrician Mechanic / RTV 1st Year Inst – Guide - English	2
107	Electrician Mechanic 2ND Year Inst – Guide - English	2
108	Fitter 1st Year Inst – Guide - English	2
109	Fitter 2ND Year Inst – Guide - English	2
110	ITESM 1st Year Inst – Guide - English	2
111	ITESM 2nd Year Inst – Guide - English	2
112	Machinist 1st Year Inst – Guide - English	2

113	Machinist 2nd Year Inst – Guide - English	2
114	Mechanic Diesel Inst – Guide - English	2
115	Instrument Mechanic 1st Year Inst – Guide - English	2
116	Mechanic –R &AC 1st Year Inst – Guide - English	2
117	Mechanic –R &AC 2nd Year Inst – Guide - English	2
118	MMV 2nd Year Inst – Guide - English	2
119	Mechanic Radio & TV 2nd Year Inst – Guide - English	2
120	Plumber Instructor Guide - English	2
121	Sheet Metal Worker Instructor Guide - English	2
122	TDM 1st Year Inst – Guide - English	2
123	TDM 2nd Year jig/Fix/Press Instructor Guide - English	2
124	TDM 3rd Year Press Tools Instructor Guide - English	2
125	TDM 2nd Year Dies &Moulds Instructor Guide - English	2
126	TDM 3rd Year Dies &Moulds Instructor Guide - English	2
127	Turner 1st Year Instructor Guide - English	2
128	Turner 2nd Year Instructor Guide - English	2
129	Welder Instructor Guide - English	2
130	Wireman 1st Year Instructor Guide - English	2
131	Wireman 2nd Year Instructor Guide - English	2
132	Apprenticeship Training Manual – English	2
133	Engineering Dwg –Electrical Group – Theory/Procedure	2
134	Engineering Dwg –Electrical Group –Work book	2
135	Electrical Safety – English	2

136	Engg. Dwg – Mech.Group Theory/Proc. 1 Year Trade	2	
137	Engg. Dwg – Mech.Group Theory/Proc 1-2 Years	2	
138	Engg. Dwg – Mech.Group Work book for 1-2 Years	2	
139	Workshop Calculation & Science-Heat Engine – English	2	
140	Industrial Welding Technology – English	2	
141	Workshop Calculation & Science – Electrical Group	2	
142	Workshop Calculation & Science – Metal - English	2	
143	Cutting & Sewing Transparencies -English	1	
144	Cutting & Sewing Wall Charts –English	1	
145	Electrician 1st Year Transparencies –English	1	
146	Electrician 1st Year Wall Charts –English	1	
147	Electrician 2nd Year Transparencies -English	1	
148	Electrician 2nd Year Transparencies -English	1	
149	Electronic Mechanic /RTV 1st Year Transparencies –English	1	
150	Electronic Mechanic /RTV 1st Year Wall Charts –English	1	
151	Electronic Mechanic 2nd Year Transparencies -English	1	
152	Electronic Mechanic 2nd Year Wall Charts –English	1	
153	Fitter 1st Year Transparencies –English	1	
154	Fitter 1st Year Wall Charts –English	1	
155	Fitter 2nd Year Transparencies -English	1	
156	Fitter 2nd Year Wall Charts –English	1	
157	ITESM 1st Year Transparencies –English	1	
158	ITESM 1st Year Transparencies –English	1	

159	ITESM 2nd Year Transparencies -English	1
160	ITESM 2nd Year Wall Charts –English	1
161	Machinist 1st Year Transparencies –English	1
162	Machinist 1st Year Wall Charts –English	1
163	Machinist 2nd Year Transparencies -English	1
164	Machinist 2nd Year Wall Charts –English	1
165	Mechanic Diesel Transparencies –English	1
166	Mechanic Diesel Wall Charts –English	1
167	Traffic Signal Wall Charts –English	1
168	MMV 2nd Year Transparencies -English	1
169	MM V 2nd Year Wall Charts –English	1
170	Sheet Metal Worker Transparencies -English	1
171	Sheet Metal Worker Wall Charts –English	1
172	TDM 1st Year Transparencies –English	1
173	TDM 1st Year Wall Charts –English	1
174	TDM 2nd Year Dies & Moulds - Transparencies	1
175	TD M 2nd Year Dies & Moulds - Wall Charts –English	1
176	Turner 1st Year Transparencies –English	1
177	Turner 1st Year Wall Charts –English	1
178	Turner 2nd Year Transparencies -English	1
179	Turner 2nd Year Wall Charts –English	1
180	Welder Transparencies -English	1
181	Welder Wall Charts –English	1

182	Wireman 1st Year Transparencies –English	1
183	Wireman 1st Year Wall Charts –English	1
184	Wireman 2nd Year Transparencies -English	1
185	Wireman 2nd Year Wall Charts –English	1
186	Model Question Paper for AITT - Electrician	2
187	Model Question Paper for AITT - Fitter	2
188	Model Question Paper for AITT – Machinist	2
189	Model Question Paper for AITT – Mechanic Diesel	2
190	Model Question Paper for AITT – Turner	2
191	Model Question Paper for AITT – Welder	2
192	MES – Automobile – Repair& Overhauling of 3 Wheelers	2
193	MES – Automobile – Repair& Overhauling of Engine Syst	2
194	MES –Electrical – Basic Electrical Training – Revised	2
195	MES –Electrical – House Wiring – Revised	2
196	MES –Electrical – Repair of Home Appliances	2
197	MES –Electrical – Electronics Choke & CFL Assembling-Re	2
198	MES –Electrical – Maintenance of Batteries	2
199	MES –Electrical – Transformer Windings	2
200	MES –Electrical – Rewinding of AC/DC Motors	2
201	MES –Electrical – Armature Winding	2
202	MES –Electrical – Repair of Electrical Power Tool	2
203	MES –Electrical – Digital Videography	2
204	MES –Electrical – Repair & Maintenance of Washing Mach	2

205	MES –Electrical – Repair & Maintenance of TV Receiver	2
206	MES –Electrical – Repair & Maintenance of Electronic Test	2
207	MES –Electrical – Repair & Maintenance of Cellular phone	2
208	MES –Electrical – Repair & Maintenance of Intercom Syste	2
209	MES –Electrical – Repair & Maintenance of PA &Audio sy	2
210	MES –Electrical – Repair & Maintenance of Photocopier&	2
211	MES –Electrical – Operation of Clinical Equipment	2
212	MES –Electrical – Operation of ECG&ICCU Instrument	2
213	MES –Electrical – Maintenance of ECG & ICCU Equipment	2
214	MES –Electrical – Operation of X Ray Machine Dark Room	2
215	MES – Electronics – Maintenance of physiotherapy Equip	2

5. List of enrolment over the last 5 years

Table:- Total Apprenticeship programme Graduates over the last five years, i.e. 2004-2009
Target Group: - primary (8th)
Age:-14 years – 20 years
Duration: - three years

Year	Auto-Diesel	Auto-Petrol	Farm-Mach	Auto-Elect	General-Elect	Carpentry	Building	Mech-Fitting	Tailori	Fem	Male	Total
04/05	10	7	6	6	9	-	-	7	3	-	48	48
05/06	14	8	5	9	9	-	-	5	3	1	52	53
06/07	9	6	4	5	10	2	-	3	-	-	39	39
07/08	10	7	4	11	12	2	1	-	-	-	47	47
08/09	13	12	2	3	20	1	2	-	-	3	50	53
Total	56	40	21	34	60	5	3	15	6	4	236	240

The total number of students graduated during the last five years as indicated by table was 240 graduates in various disciplines of auto-mechanics both diesel and petrol , farm-machinery, General Electricity, Carpentry, Building and construction , Mechanical Fitting and Tailoring and Sewing.

6. Number of Trainees/ Graduates

Total increase during the period 2003-2009 for short courses with male and female trainees. Short courses which were spread over 6 to 12 weeks at the MVTC.

The food processing courses organized by the project showed a relatively large increase.

Year	G.Electricity	Carpentary	Auto-Elect	Auto-Mech	Tailor & Sew	Food Processing	Welding	Building	G mechanic	IT	Farm Machinary	Male	Female	Total
2003	15	-	-	33	-	-	24	-	-	-	-			72
2004	-	-	-	-	-	-	-	-	-	29	-	20	9	29
2005	-	-	2	16	-	18	-	-	-	20	-	41	5	56
2006	16	10	16	50	-	18	-	-	-	25	-	120	15	135
2007	4	6	6	25	4	-	11	8	-	10	16	90		90
2008	-	4	-	60	7	72	-	1	-	8	-	75	77	152
Total	35	20	24	184	11	108	35	9	-	92	16	318	106	534

7. Comments on report by Monitoring and Evaluation agent (March 2010)

Renovation/ Civil works at the VTC

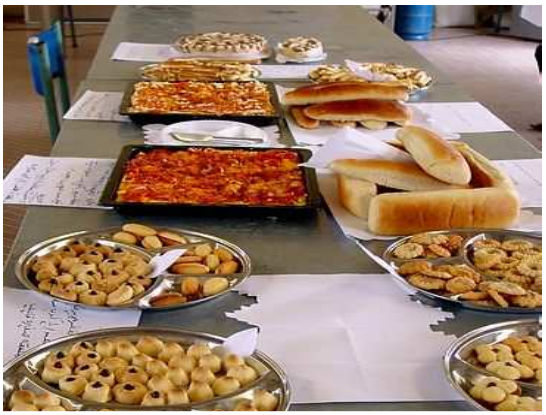
			Comments
Administration Building/offices	Status	Remarks	
	I. Baseline assessments done II. No been renovation upgrades of the block housing the director, controller of accounts and the UNIDO office	Floor remains cracked with openings of wall separation of about 3" see picture. Need to be worked before end of contract	These blocks have been completed as per BoQ
Food Processing Section and Extended Food shop or Dining	I. Renovated floor newly cast, laid ceramic tiles fitted with fans, tiled floor with canopy for preparing food outside the kitchen II. Food shop or dining/cafeteria no floor has been cast	Main food section finished However the floor of the dining/food shop extended by UNIDO needs to be done as its not touched at all see pictures	Food section completed, the floor of the food shop was not in the BoQ
Utilities **Toilets for the students**	I. Not substantively finished though some work has been done on the 2 toilet blocks.	Need to finish up toilets to allow use the an improve hygiene otherwise VTC management improvised a temporary shelter for the long term students 31st March 2010	The toilets have been completed as per BoQ
Dispensary	Tiled floor with partitions with light materials s, painted and lighting	At finishing level however only undercoat painted.	Dispensary completed
Classrooms	4 class room blocks for the VTC are yet to be completed with only 3 partitioned with light walls. Insulation has also been done in the 4 class rooms	1 other classroom is still not yet done but plans are under way to get it done Only primer & one coating has been painted on the walls	Class rooms completed and partitioned with insulated walls
Workshops			Workshops completed as per BoQ
Carpentry Section	Insulated with both plywood and metal at the top & bottom respectively	Substantively done though no fans &walls not painted	
General Automotive Mechanical Section	Houses sections of auto electricity, farm machinery, auto mechanics diesel and patrol sections. Pr ogress registered entails painting of the walls.	Need to repair fans and /or install new ones	New fans installed, completed per BoQ
General Electricity Section	No work done i.e. insulation, painting, lighting and partitioning / cracks remain very visible.	Urgent need to upgrade the electricity section	No casting as per BoQ, workshop upgraded
Tailoring Section	Insulation done and painted , floor tiled , fitted with fans lighting and an extension for display of trainee or instructor products/items has been built	Extension floor for the tailoring section not cast though walls are finished	No floor casting as per BoQ
ICT Section	No work done in this section however it was insulated by VTC out of the MDTF project	The partition wall is still cracked. However its planned to be worked on.	Walls are fixed
Building Section	Insulation done however not painted	Need to paint insulation	Insulation complete
Basic Section	Insulation done however not painted	Need to be completed	
Wielding Section	Insulated well with both metal at the bottom and plywood at the top of the workshop.	However it has not been painted and fans are not installed	Fans and light installed and partly painted as per BoQ
Refrigeration Section	not insulated and the		
Machines Shop	Insulated with metal bottom and plywood top. Not painted and no fans	Urgent need to finish up the facility	Machine shop cleaned and finished with

Equipping of the VTC facility

Department/Block/Section of the Facility	Equipment &Furniture procurement & installation	Remark	Comments
Administration Building/offices	1 unit of Toyota helix procured registered & at the VTC	Delivered and handed over to MVC management	The VTC in Malakal has two project cars
	No furniture as per original FPP submitted to the ministry and the World Bank.	no documentation for furniture in any of the UNIDO reports or plans however it was intended to be procured in the initial budget.	In consultation with the management it was found to provide having equipment rather than furniture
Food Processing Section and Dining	o Not equipped as FPP and Budget of the Malakal Project o No furniture delivered as per FPP & Budget submitted	Not furnished & equipped However there old carry on equipment in the	Funds for furniture insufficient as training equipment was prioritized
Utilities Water	submersible water pump installed water tank and pipes distributed in the VTC compound	Excellently done	Completed as per BoQ
a) Toilets for the students	Fitted with squatting toilets	substantively fitted needs to be finished out side and open them to students	Completed as per BOQ
Workshops			
Carpentry Section	No equipment under the MDTF Furnished with desks	No equipment under MDTF	Equipment provided for mechanical workshops and welding
General Mechanic Section	1 set of Art & crafts bending &design machine No furniture	Well finished and habitable , floor is good Not furnished	
Electrical Section	Fitted with one set of electric penal comprising a table and penal	It's functional however ill- equipped with only one penal to handle more than 4 students at ago. Need for further equipment i.e. circuit breaker, and materials etc	Equipment for this workshop provided
ICT Section	5 batteries delivered to the VTC however there are new computers Computers not delivered to the VTC	UPS lack computers, unlike before when UNIDO reported it had delivered computers.	3 computers for internet café
Basic Section	one set of art and design machine for decorations, designs of finishes of all kinds	Instructor made the stand table	
Wielding Section	one set of handy dual heavy duty wielding machine	Its new and functional	Tools for welding section Equipped with additional training tools and welding machines

8. Photo Gallery

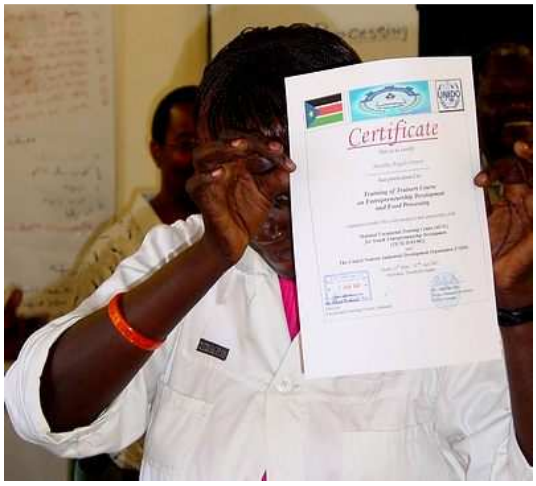
Students at the Mechanical Engineering Section, MVTC



A selection of items made during the Food Processing Workshop

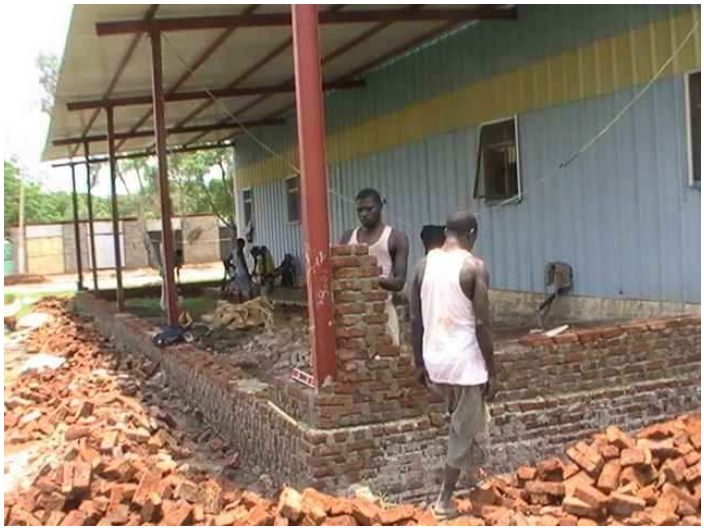
The logistical support of the UN Mission in the Sudan was key to implementation and addressing the needs of the MVTC Management

A student from the Glassblowing Section



A trainer receives a certificate upon the successful completion of the Food Processing Workshop

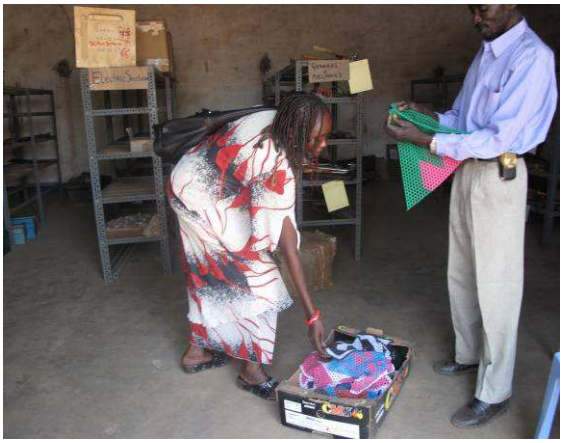
MVTC student in action



Renovation Works were crucial for project implementation and management

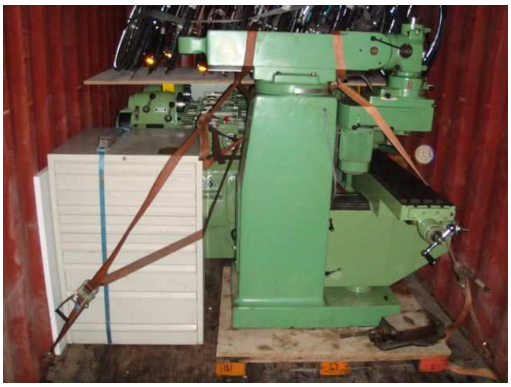
Students at the General Electricity Section MVTC

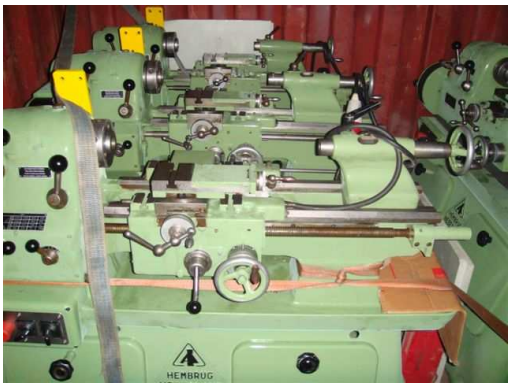
During CBT and Entrepreneurship Workshop – Wau 15th-21st February the H.o.S. from Wau and Malakal had an opportunity to know each other

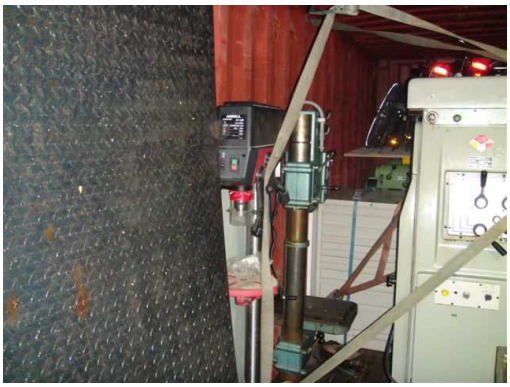


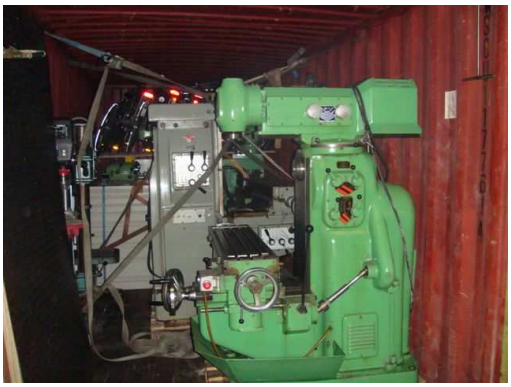
During the CBT workshop, the female instructors display interest and pro-activity to fully profit from the sessions

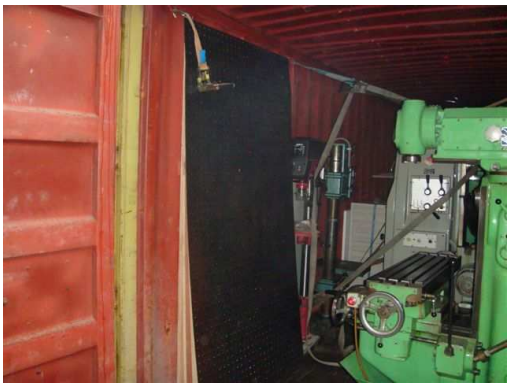
Photo Gallery – Malakal Container

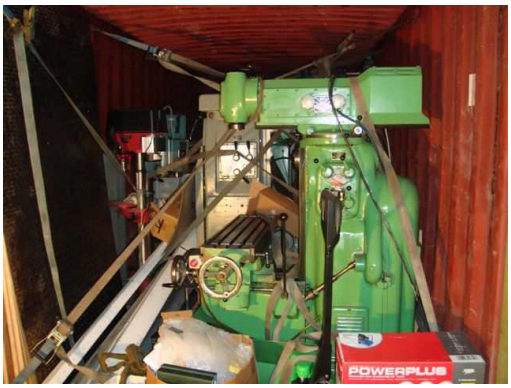








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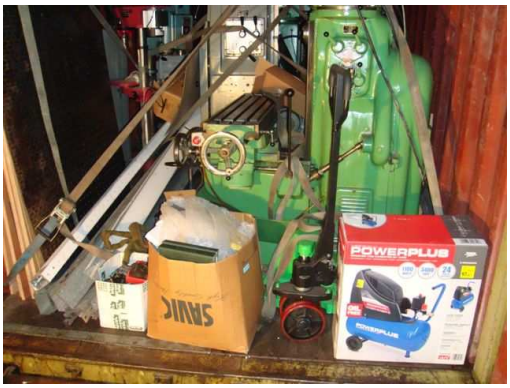
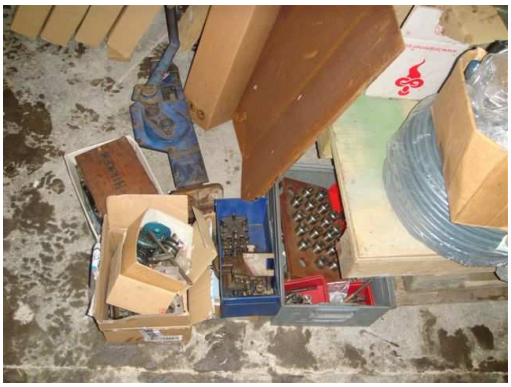
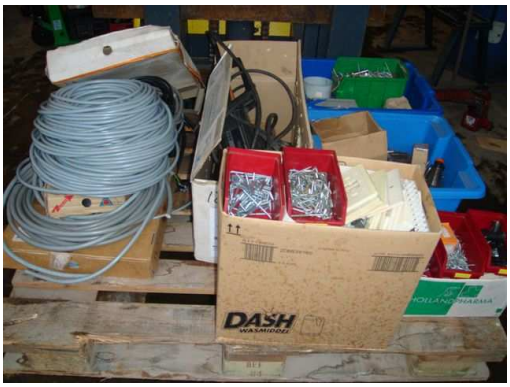
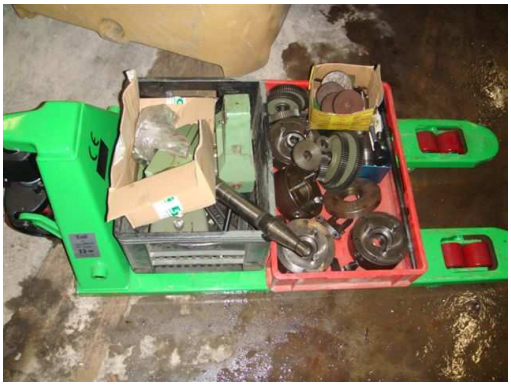
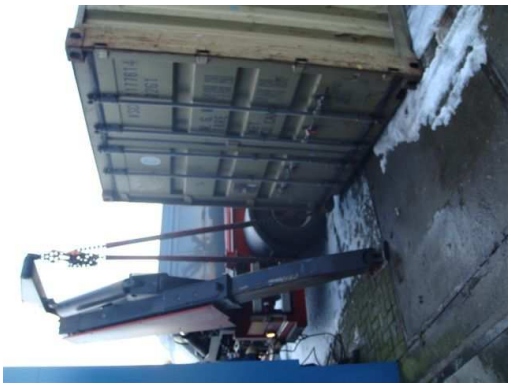
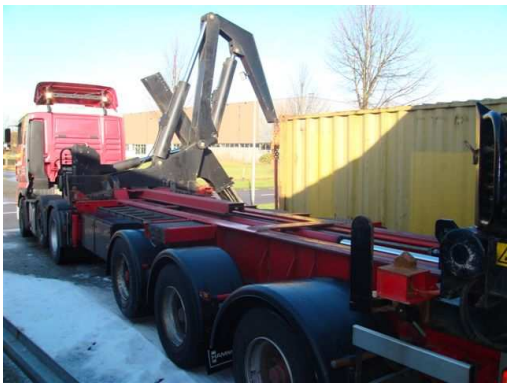

POWERPLUS
SPARE




DASH





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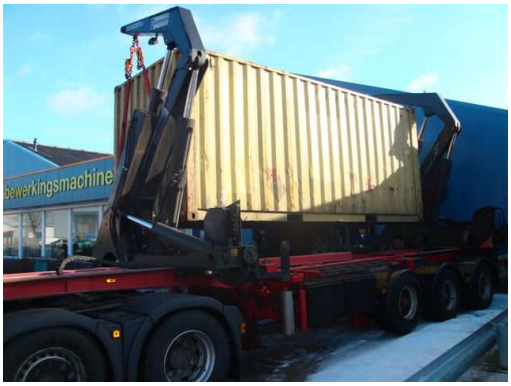
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