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## PLANNING CLUSTER

*The New Japanese Ambassador Mr. Ryoichi Horie visited Kassala  
as the first field visit !!*



*Ambassador Mr. Ryoichi Horie encouraged village midwives during the in-service training, by saying that their roles to protect children's life are very important.*

From 6<sup>th</sup> to 7<sup>th</sup> November, 2012, His Excellency Mr. Ryoichi Horie, the new Ambassador of Japan to the Republic of the Sudan, visited Kassala as the first visit outside Khartoum State.

On the first day, Ambassador Mr. Horie visited Wad El Helew Locality, which is the southernmost part of Kassala State. He began with observing the meeting of agricultural machinery groups in the JICA-constructed Multi-purpose Community Hall attached to the Agricultural Extension Center. Then, he visited the rural water facilities which were rehabilitated by JICA, and Setit River where the local population used to get the drinking water before the rehabilitation. He could observe there the difference of the water quality between the water from the water facilities and from the river. As the last visiting place in Wad El Helew, he went to Wad El Helw Hospital whose rehabilitation is now under discussion.

On the second day, Ambassador Mr. Horie had a meeting with Kassala State Governor and Minister for Finance. In the meeting, he emphasized that Japanese assistance is not a charity, but aims at supporting self-initiatives by Kassala State Government. After that, he continued the vigorous visits to: some training courses supported by JICA Experts in Kassala Vocational Training Center (KVTC), Midwifery School and Saudi Hospital; the construction site of the Students Dormitory (Japanese Embassy's Grant Assistance for Grassroots and Human Security Projects); and the water purification plants in the east Kassala and in the west Kassala and the proposed site for the new Khatmiya water purification plant (Japanese Grant Aid Program).

In the night, Kassala State Government organized a welcome dinner for Ambassador Mr. Horie, and he enjoyed lively conversations with the State Minister for Finance and Director General (DG) of Directorate of Development and Planning (DPD), and JICA expert team.

Ambassador Mr. Horie returned to Khartoum on 8<sup>th</sup> November 2012. It is said that he talked to his colleague, "Although it was a physically tough visit, I really enjoyed knowing that Kassala people are seriously working for their own development". The people in Kassala remember him as a friendly person to everyone, and wishing his next visit to Kassala in the near future.

*(By Mr. Kiyofumi Tanaka, K-TOP Team Leader)*



K-TOP is a Technical Cooperation Project between Japan International Cooperation Agency (JICA) and Kassala State Government from May 2012 to April 2014.

## PLANNING CLUSTER

### *Kassala meets Kaizen in India*



*Trainees and lecturers of Kaizen Institute*

K-TOP supports State Government's capacity development. One of the focus activities is the operational improvement of daily government business through *Kaizen*.

K-TOP conducted the training on Kaizen offered by Kaizen Institute in Pune, India, as a succeeding program of the training in Japan in the first year. Kaizen Institute, which has a branch in Japan, is an international Kaizen consultant with its headquarter in Switzerland. Especially, Indian branch has a rich experience of technical assistance of the public sector in African countries. The Kassala Kaizen TOT (Training of Trainers) Team led by Director General of State Ministry of Finance and Director General of Directorate of Planning and Development (DPD) received the training for two weeks in the Institute, from 14th to 28th June, 2012.

Kaizen is originally developed in the manufacturing sector where Kaizen activities are used to improve operations and remove waste. Kaizen is also applied in the service sector including government, but applying Kaizen training for the government sector requires some invention since many training on Kaizen is based on learning from private manufacturing sector. The facilitators of Kaizen Institute began its training with emphasizing 'change of the way of thinking'. The change includes introducing customer orientation in the government service by stressing 'the next process is a customer'. This means the officer should recognize the next desk where the documents is going to be circulated should be considered as a customer, and he/she needs to improve their business operation by removing waste and stress of 'customers'. Also the facilitators taught "No Problem is the Problem" to the government staffs which are

usually satisfied with the status quo, to teach how to find and analyze problems.

The final highlight of the training was a training of process mapping. The process mapping literally maps each process of one task by disentangling the task by visualizing who do what and how long. By doing that, the participants could collectively discuss and analyze *Muda* (waste), *Muri* (strain) and *Mura* (inconsistency) which have to be improved in the process. The exercise took the example of an actual payment procedure of DPD to reduce the process time. After coming back to Kassala, DPD implemented some of the easy-to-implement activities by changing order of the procedure and layout of the office to reduce the payment process.

The training in Kaizen Institute includes many games during the course. The trainees enjoyed playing with a loop rope to make star-shape and plastic blocks. When I saw this first, I felt uneasy because I could not understand the meaning of the high ranked officers of Kassala to come over to India to play games. However, the loop rope game teaches the importance of team building and planning, and the block game gave lessons on process and 5S, especially sorting. These games are real learning experiences. The effect of leaning experiences has strengthened the extent of understanding dramatically and the satisfaction of trainees is very high. After they come back from India, the state government led by the trainees initiated the continuous Kaizen activities. Actually, I found out that I, who felt uneasy to playing games in the course, was the one who needs real 'change of the way of thinking'.

*(By Mr. Retsu Hagiwara, K-TOP Japanese Expert)*

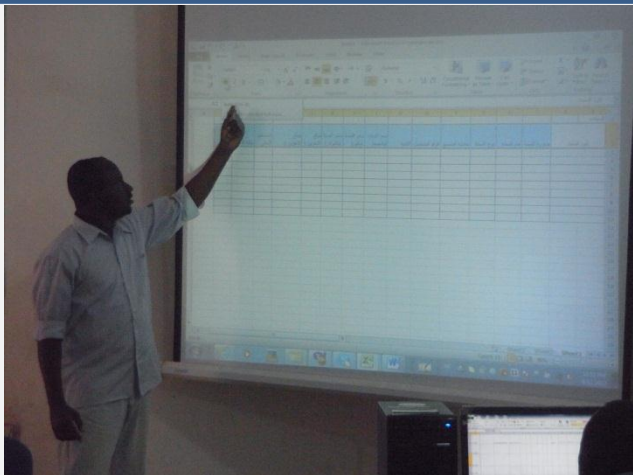


*Process Mapping: It is a method which visualizes the workflow by putting the person in charge along the vertical line and the time along the horizontal line. Indicate the process by yellow and emphasize Muda (strain) by red tags.*

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## WATER CLUSTER

### Training on Equipment Management



*Mr. Anis, the lecturer, explains how to use the format for equipment management (in the East office of Kassala SWC).*

Based on the request from the State Water Corporation (SWC), K-TOP conducted an equipment management training so that they could keep their equipment properly.

The total numbers of equipment procured by K-TOP and stored in SWC is around 400 kinds of equipment, about 2,000 units. They are necessary to carry out the operation and maintenance in the workshop and laboratory, and to implement the other water works activities in SWC.

The staffs who are in charge of the equipment management must manage all equipment properly in order to operate the equipment effectively and safely. Furthermore, the proper equipment management system works as a backup system for SWC's operation and maintenance works, and makes them smoother.

At first, the staff has to make a database of equipment to understand the recent situation of equipment (its condition and location). By this database, the staff can order repair of the equipment and replace the spare parts. It's a very important job for the staff to keep all equipment in good operating condition at any time, being ready for any problems.

Until December 2012, about 50 SWC staffs in Kassala and in New Halfa have already taken the equipment management course. In the coming year, there is a plan to cover about 60 SWC staffs in Aroma and in Girba to have the same course.










*(by Mr. Anis Ismael Adem, K-TOP National Staff)*

### Trainee's Voice:

As a Manager of the equipment section in SWC, I thought this equipment management course was the most essential and fundamental course to keep the equipment safe. Not only SWC, but also every equipment managers in all institution have to learn this course.

In SWC, the equipment management staff lacked a data base for managing equipment and it was so difficult for us to keep the equipment safely. However, after taking the equipment management course, we gained the skills for how to keep the equipment in a good condition. Now, we are capable of getting reports by the equipment database that we established, which indicates the register number, date of purchase, photo of equipment, name of equipment, model, brand/maker, serial number, quantity, unit price (\$, SDG, Yen), actual location, actual user, status/condition and budget category.

*(By Mr. Tarig Mohamed Omer)*

Equipment Sticker No.	Photo of Equipment	Name of Equipments	Model	Maker/Brand	Serial No. (if any)	Quantity	Unit Price (SDG)	Unit Price (Yen)	Installed Location 1	Installed Location 2 (if any)	Actual user	Status/Condition	Budget Category
W-177		Fixed Drilling Machine	1/2" Square Drill "Sawedone"			1			SWC	East Office	Workshop	Good	東部フェーズ、JICA外 第1年度 (I-Phase) JICA Budget
W-178		Hand Drill Machine	1/2 to 1/8"			1			SWC	East Office	Workshop	Good	東部フェーズ、JICA外 第1年度 (I-Phase) JICA Budget
W-180		Welding Machine	30-225 amperes			1			SWC	East Office	Workshop	Good	東部フェーズ、JICA外 第1年度 (I-Phase) JICA Budget
W-181		Pipe Threading Machine	0.5"-4" galvanized, ANSI, API pipes 1/2"-4", 220V, 150W			1			SWC	East Office	Workshop	Good	東部フェーズ、JICA外 第1年度 (I-Phase) JICA Budget
W-182		Pipe Cutter Machine	0.5"-4"			1			SWC	East Office	Workshop	Good	東部フェーズ、JICA外 第1年度 (I-Phase) JICA Budget
W-183		Oxygenator Equipment				1			SWC	East Office	Workshop	Good	東部フェーズ、JICA外 第1年度 (I-Phase) JICA Budget
W-184		Oxygenator Equipment				1			SWC	East Office	Workshop	Good	東部フェーズ、JICA外 第1年度 (I-Phase) JICA Budget
W-185		Beach	1m x 2m High-Top Bannister			1			SWC	East Office	Workshop	Good	東部フェーズ、JICA外 第1年度 (I-Phase) JICA Budget
W-186		Beach				1			SWC	East Office	Workshop	Good	東部フェーズ、JICA外 第1年度 (I-Phase) JICA Budget

*The equipment management list. After the explanation in the lecture, trainees practiced how to fill in the format.*



*Equipment Management Training in New Halfa*



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## WATER CLUSTER

*Impact Analysis Survey of the Pilot Project  
-Has the well rehabilitation project improved  
the quality of life for residents?-*



*The C/P and JICA Team (Mr. Kuroda, JICA Expert, left of the center) discuss management of the rehabilitated wells with the Wad El Helew Commissioner, Deputy Commissioner and Water Committee members.*

The Counterparts (C/P) and JICA Team conducted an impact analysis survey for one of the Pilot Projects, the well rehabilitation project at Wad El Helew, a community with around 15,000 residents. K-TOP includes “pilot activities” to provide tangible benefits of the peace to local communities. As such project activity, the C/P, the State Water Corporation (SWC), conducted the well rehabilitation work in Wad El Helew with the technical and financial support from JICA, and began supplying well water on March 21st, 2012.

Before March 2012, all residents of Wad El Helew drank river water. Since the well rehabilitation completed in March, a portion of the residents (between 2,000 and 3,000 people) have begun drinking the well water.

The C/P and JICA Team conducted an impact analysis survey on August 27<sup>th</sup> and September 2<sup>nd</sup>, 2013, to determine how the completion of the well rehabilitation has affected the amount of time the residents use for getting water, how much they spend on water, and how often they go to the hospital. In other words, has the well rehabilitation project improved the quality of life for the final beneficiaries?

First of all, the C/P and JICA Team selected 62 residents who drink the well water and, on the other hand, 33 people who continue to drink river water. The survey found that those who drink the well water spend 13 minutes on average for a round trip to get water, compared to 70 minutes previously,

thereby having achieved a reduction of 57 minutes.

The average cost spent on water is 68 SDG a month, compared to 137 SDG prior to March. Hospital visits decreased from an average of 3.2 times per month to 2.1 times. Those who drink the river water reported no changes in time spent getting water, monthly water expenses or the frequency of hospital visits.

The differences observed among those residents who began drinking the well water from March 2012 can be considered as an effect of the Pilot Project. The JICA Team conducted a paired t-test, used in statistics, to examine whether these differences could happen accidentally in daily life (e.g. children become feverish, more often go to the hospital, and need more water for sustaining fever), or these differences rarely occur in daily life.

The result of the paired t-test was that the differences in water carrying time, monthly water expenses and frequency of hospital visits are “statistically significant”. For example, the reduction in water carrying time, 57 minutes, is represented as  $t=14.74$ ,  $p<0.001$ . The probability of 57 minutes reduction (less than 0.1%) would be extremely rare. The result shows that the well rehabilitation work is effective in substantially reducing the water carrying time. The result is applicable to some extent to the all residents of Wad El Helew.

The C/P and JICA Team presented the survey results to the Wad El Helew Commissioner, Deputy Commissioner, and Water Committee members. The Commissioner pointed out an additional benefit, “Every rainy season, three boys on average used to be drowned in the river swollen with rain, but no children had died this year”. It seems that the well rehabilitation project has improved the quality of life for residents.



*Many children come to the well to get water.  
The water carrying time has been substantially reduced.*



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## HEALTH CLUSTER

*Training on Medical Equipment Users  
-We Want to Save Mothers and Babies  
More & More!-*



Infant Warmer



Infant Incubator



Phototherapy Unit



Oxygen Inhalation Set



Pulse Oximeter

*Five kinds of equipment dealt in the training*

K-TOP has been supporting the improvement of village midwives' ability and the emergency obstetrics care. K-TOP provided several kinds of medical equipment to four pilot hospitals and the 1<sup>st</sup> training for medical equipment users was conducted for three days, from 5th to 7th November 2012, in order to strengthen effective use of the equipment.

Twenty three trainees (hospital nurses, medical equipment engineers and village midwives) participated in this training, and five kinds of equipment to save baby's life, such as infant incubators, oxygen inhalation set, phototherapy unit and others, were selected as the target equipment in the training.

On the first day, pre-assessment test and two lectures as the theme of "Standard Precaution for Sanitary" and "Medical Waste Management" were carried out before the equipment training. A lecture and demonstration on hand hygiene was very exciting and it became a good opportunity for all participants to think deeply about the sanitation and the actual issue of medical wastes. Moreover, the nurses who participated JICA training in Egypt reported a training feedback about "Women's Health and Lifespan".

On the second and third days, five kinds of equipment training and post-assessment test were performed. Each training went through the standard procedures as follows:

1) Lecture → 2) Demonstration → 3) Group discussion and making "Quick Reference Card" → 4) "Quick Reference Card" presentation → 5) Summarizing the important points and Q & A.



*Demonstration (Infant Incubator)*

In the group discussion and making Quick Reference Card, trainees were divided in two groups and discussed about what they learned in the lectures and demonstrations and tried to fill in the one-page format (Quick Reference Card) which describes the key points of operation procedure, presetting, post using, periodical maintenance and the other advices. Then, each group presented each Quick Reference Card and, together with the lecturers, made the final version of Quick Reference Card. These Cards will be posted near the existing equipment in their workplace by the nurses. Also, they can be utilized for routine works and the other nurses can also utilize them. In near future, I hope that Quick Reference Card will spread and be standardized in a whole hospital.

Training will continue next year as well. I hope that we assist further the nurses who are fighting for saving mothers' and babies' lives.

*(By Mr. Naoki Mimuro, K-TOP Japanese Expert)*



*Group Discussion*

### Trainee's Voice:

Fortunately, I could attend this workshop which was conducted in Kuwaiti Hospital in collaboration with Kassala Ministry of Health and K-TOP. One of the characteristics of this workshop was the introduction of new training methods and tools. Here, I can say frankly we are now able to use the equipment (five kinds of equipment dealt in the training) properly.

*(By Ms. Hadil Saeed Osman Nasir)*



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## VOCATIONAL TRAINING CLUSTER

### *KVTC Trainees Visited Sudan Sugar Company in New Halfa*

On November 27th and 28th, 2012, Kassala Vocational Training Center (KVTC) made the Trainee's Company Visit to Sudan Sugar Company (SSC) in New Halfa with support from the company and K-TOP.

The purpose of the visit was to facilitate trainees to understand the link between what they have learnt and the skills necessary in a real work place. Moreover, it aims to offer an opportunity for trainees to observe a big company and to improve their future employment plan. In total, 132 trainees participated in the visit.

For most of the trainees, it was the first time for them to see such a large company. They were excited to see many big machines and, at the same time, were surprised and motivated to see how SSC technicians maintain those machines. After the visit, more than 90% of trainees answered in the questionnaire that they think SSC visit is helpful for their job-seeking after the graduation.



1



2



3

1) Moving to SSC by bus

2) Taking a look how SSC technicians maintain the agricultural machine which is much bigger than them

3) SSC technician is explaining how to use the turning machine

### Trainee's Voice:



*KVTC second year Trainees answered several questions about their exciting visit to SSC.*

1) *What was your first impression toward SSC?*

**Osman:** It was so big company, using many large machines including big generators. The technicians look nice with their uniform.

2) *What was the most interesting part for you in the Company Visit?*

**Ibrahim:** The whole routine of making sugar. All electricity has a connection with each other and, step by step, making all process of the production. It was amazing.

**Mohmoud:** The workshop of the agricultural machine. The technician fixed the motors so quickly. I thought I want to work in the same place in the future.

3) *In your opinion, what is the good point of Company Visit?*

**Mohmoud:** I could see the real job and could imagine how the work will be in the future.

4) *What is your dream?*

**Osman:** I want to be an electricity technician who can fix the electricity both in a high building and also in a small shop.

**Ibrahim:** I want to be like a technician in SSC. As a mechanic, I will maintain the big trucks.

*(By Mr. Osman, Mr. Ibrahim and Mr. Mohmoud)*



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## VOCATIONAL TRAINING CLUSTER

*Share the Vocational Training Experiences of  
Japan with Sudan*



*Mr. Hassan (Director of KVTC, left) is presenting what he learned in the lecture of Process Management.*

In August 2012, Directors and equivalently responsible persons from vocational training institutions from Sudan went to Japan for receiving a 3-week training titled “Training Management in Vocational Training Institutions” at JICA Yokohama Center. In total, there were 16 trainees including Directors, Deputy Directors, Heads of section. From K-TOP, Director of Kassala Vocational Training Center (KVTC) participated in the training. The trainees are those who daily manage the vocational training institutions and, at the same time, have a responsibility in the future development of Sudanese vocational training system as a whole.

The training was structured to make the trainees learn about the features and effectiveness of the vocational training in Japan. In the vocational training institutions in Sudan, it is hard to see “a systematic management”, and KVTC is also not an exception. There are various issues, such as concentration of decision-making power, no effective reporting system and so on.

In order to find the solution for the issue, the training took the following steps: first, the participants looked back on their daily tasks at their vocational training institutions, secondly they wrote down the issues they identified through the first activity, and thirdly they tried to find the solutions to these issues through lectures and exercises.

The participants learned useful topics such as how to manage the institutions efficiently and how to improve the quality of training, through various key words: PDCA (Plan-Do-Check-Action) cycle, Kaizen, and 5S.

The lecturer provided the training in connection to the participants’ daily working experience. Throughout the lectures, it was observed that the trainees raised many questions to the lecturers and there were active exchanges of opinion between them.

In addition to the lectures, the participants enjoyed an opportunity to visit a vocational training institution in Hamamatsu and a factory of Yamaha Motor Company. Through the visit, the trainees could see how the lessons they learned in the lectures are applied in the actual field, and realized that many small bits of ideas make the whole system better.

After the trainees’ return to Sudan, through K-TOP vocational training cluster activities, we will support KVTC’s continuous development effort to make KVTC as the best practice in the whole Sudan.

*(By Ms. Mariko Ikawa & Mr. Atsunori Kume,  
K-TOP Japanese Experts)*



*Visiting a factory of Yamaha Motor Company*



*The first Shinkansen (Bullet train) experience.*



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## AGRICULTURE & LIVELIHOOD CLUSTER

### *The Popular Sudanese Food Restaurant in Agriculture and Livelihood Cluster*

On 14<sup>th</sup> November 2012, “Popular Sudanese Food Restaurant (*Almatem Alshabi* in Arabic)” has opened in TTEA (Technology Transfer and Extension Administration). In Kassala, you can find many restaurant to eat *ful* (fava bean), chicken or *Salat* (sheep meat), however, there is few restaurant offering traditional Sudanese food. In *Almetem Alshabi*, you can enjoy traditional Sudanese food with a reasonable price as you can see in the following menu.

The idea of the restaurant was initiated by K-TOP Agriculture and Livelihood cluster as one of the livelihood activities, mainly to support the women for making their own business. Now, under close supervision of the Rural Development Section by female agricultural engineer, the restaurant is managed by Ms. Hanan as a cooker and Ms. Suaad as an assistant.

The restaurant opens from 9:30 to 13:00, from Sunday to Thursday. It locates inside TTEA, at the end of Shabab Club Road. Please come and enjoy your meal with the relaxing phenomenon. (Contact for Delivery: 0912333123, 0122488784)

*(By Ms. Khadiga Mohammed Abbakar, K-TOP National Staff)*











*Customers enjoying the breakfast in the restaurant*

### Manager's Voice:

My dream comes true by managing this restaurant. Because, I was working as an assistant cooker for a famous restaurant manager, and now I became a manager of this restaurant. Through generating the income from this restaurant, my family living condition will be better and, at the same time, this work will satisfy my personal interest on cooking food. Finally, I would like to encourage all women to work on this field in order to improve their family live condition.

*(By Ms. Hanan AllaGabo)*

### Sample of the Restaurant Menu

Breakfast							
Gurassa with Damaa (Sudanese pancake with tomato beef stew) 6 SDG		Lentils 3 SDG		Falafel 3 SDG		Madida (FennGreek bean soup) 2 SDG	
Gurassa with Tagalia (Sudanese Pancake with Okra) 5 SDG		Sweet Noodle 1 SDG		Fruit Salad 3 SDG		Sharbot (Dates Juice) 1.5 SDG	

For more information:

Project Office

General Directorate for Economic Planning and Development,  
Kassala State, P.O.Box 119, Sudan

Tel: +249-411-824-570 Fax: +249-411-827-414

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