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## Building Responsibility for the Delivery of Government Services (BRIDGE) Program

### Annual Progress Report Fiscal Year 2010



*Students learn masonry techniques at Wau Vocational Training Center, Western Bahr el Ghazal*

**October 31, 2010**

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## Acronyms and Abbreviations<sup>1</sup>

AED	Academy for Educational Development
AMURT	Ananda Marga Universal Relief Team
ANRT	Aweil North Reconstruction Team
AOTR	Agreement Officer's Technical Representative
AWRT	Aweil West Reconstruction Team
BRIDGE	Building Responsibility for the Delivery of Government Services Program
CAG	Community Action Group
CBO	Community Based Organization
CBTF	Capacity Building Trust Fund
COP	Chief of Party
CPA	Comprehensive Peace Agreement
DCOP	Deputy Chief of Party
DG	Director General
ELT	English Language Training
EMMP	Environmental Mitigation and Monitoring Plan
ERF	Environmental Review Form
ERR	Environmental Review Report
FaaB	Farming as a Business
GATC	Government Accountancy and Training Center
GOSS	Government of Southern Sudan
HR	Human Resources
HRIS	Human Resource Information System
ICA	Institutional Capacity Assessment
IAS	International Accounting Standards
LG	Local Government
LGDF	Local Government Development Fund
LGRP	Local Government Recovery Program
MAF	Ministry of Agriculture and Forestry
MARF	Ministry of Animal Resources and Fisheries
MOEST	Ministry of Education, Science and Technology
MOF	Ministry of Finance
MOLG	Ministry of Local Government
MLPSHRD	Ministry of Labor, Public Service, and Human Resources Development
MOPI	Ministry of Physical Infrastructure
MWRI	Ministry of Water Resources and Irrigation
MVTC	Mabil Vocational Training Center
NBG	Northern Bahr el Ghazal
NGO	Non-Governmental Organization
NTFP	Non-timber Forest Product
PFM	Public Financial Management
PTA	Parent-Teacher Association
RWD	Rural Water Department
SAF	Sudan Armed Forces
SMOE	State Ministry of Education
SPLA	Sudanese People's Liberation Army
STTA	Short-term Technical Assistance

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<sup>1</sup> Readers of this document should be familiar with USAID Cooperative Agreement 650-A-00-09-00003-00, the Winrock/BRIDGE FY10 Work Plan, FY09 Annual Report, and FY10 Quarterly Reports.

TAP	Technical Assistance Program
TOT	Training-of-Trainers
UNDP	United Nations Development Program
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development
USG	United States Government
WASH	Water, Sanitation, and Hygiene
WSG	Women's Support Group
WMC	Water Management Committee
WVTC	Wau Vocational Training Center
YATC	Yei Agricultural Training Center

## I. EXECUTIVE SUMMARY

### Qualitative Impact

FY10 activities marked a shift in responsibility and leadership from BRIDGE to government counterparts, especially at the state level. Government responsibility and leadership was demonstrated by GOSS leading orientation workshops on the Public Financial Management Strategy and the Public Service Reform Framework, supported with technical and material assistance from BRIDGE, and by the commitment of GOSS officials to ensure that their state-level counterparts fully implement reforms. State and local authorities requested additional, tailored programs and face-to-face mentoring to establish Financial Management and Human Resource Management rules, procedures, and systems within the BRIDGE-supported ministries, which will be reflected in the FY11 work plan.

County Plans and budgets were developed in BRIDGE-supported counties, in some cases for the first time. The planning and budgeting process built upon town hall meetings and other BRIDGE-facilitated events that enabled state and local governments to engage with communities. Officials in BRIDGE-supported counties held a series of consultative meetings with communities at the boma and payam levels, which culminated in County Planning and Budget Conferences that included the participation of Payam and Boma Administrators, youth and women representatives, executive chiefs and sub-chiefs, head teachers, and county planners.

BRIDGE-supported Community Action Groups, Women's Support Groups, Parent Teacher Associations (PTAs), Agriculture Producer Groups, and Water Management Committees (WMCs), provide county officials a point of contact with communities and, at the same time, help communities identify and more effectively express their needs. In addition to improving the quality of interaction between government and communities, community organizations also facilitate the efficient and effective delivery of services. Illustratively, county extension agents were able to train over 2,337 maize and sorghum producers this year by working through BRIDGE-supported producer organizations. BRIDGE anticipates that the trainings, combined with additional instruction on post-harvest handling to reduce losses, will increase average productivity per feddan by 25% during the 2010 harvest season, resulting in an extra meal per family member for 300 days of the year.<sup>2</sup>

The BRIDGE Local Government Development Fund (LGDF) has incentivized communities to organize and state and local government to plan and execute collaboratively, transforming what would otherwise be abstract exercises in planning and implementation into experiential learning exercises with tangible results. At the close of FY10 BRIDGE had

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<sup>2</sup> Current average sorghum yield per feddan is 400kg (882 lbs) and the average family of 5 has 3 feddans under cultivation. A 25% increase will result in an additional 300kg (611lbs) per family. The average meal consists of a 0.2kg (0.44 lbs) portion.

initiated 234 LGDF Projects worth \$3,533,931, funded with a 15% in-kind match from government and communities. Projects include the renovation or construction of 62 school classrooms that will improve the learning environment for 2,480<sup>3</sup> students and motorcycles that will allow school supervision officials and county education inspectors to better manage school systems. Working with State and County WASH Officials, BRIDGE installed and rehabilitated 269 water points that will provide safe, clean drinking water to 134,500 beneficiaries, nearly 30%<sup>4</sup> of the residents of BRIDGE-supported areas.

BRIDGE continues to leverage the activities of development partners such as Deloitte<sup>5</sup>, the United Nations Development Programmed (UNDP)<sup>6</sup>, Booz and Co., the Academy for Educational Development (AED)<sup>7</sup>, and the Capacity Building Trust Fund (CBTF), through joint and/or complementary program implementation.

### **Quantitative Impact**

- 701 Government officials received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization
- 162 Local mechanisms for citizens to engage their sub-national government (town hall meetings) supported with USG assistance
- 234 LGDF Projects initiated worth \$3,533,931 and funded with a 15% in-kind match from government and communities
- 154 Community Action Groups and 154 Women's Support Groups formed to support community engagement with government officials
- 50% of Agricultural Extension Workers in BRIDGE target areas received formal training in extension methodologies and can deliver improved service to the communities
- 3,618 Individuals received agricultural training to increase productivity and improve food security
- 1,887 Agricultural micro-grants distributed to facilitate improved farming practices
- 16,384 Rural households benefited from BRIDGE interventions

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<sup>3</sup> Based on GOSS MOE standard of 40 students per classroom.

<sup>4</sup> Based on 2009 census data.

<sup>5</sup> USAID's Core Institutions Project

<sup>6</sup> Local Government Recovery Project (LGRP)

<sup>7</sup> Since both AED Technical Assistance Program (TAP) and BRIDGE Winrock are addressing same key governance functional issues, namely Human Resources, Financial Management, and Planning and Budgeting, Program Managers agreed that AED TAP will be the sole program providing technical assistance and mentoring to state Ministries of Education (SMOE). SMOE officials will attend BRIDGE Winrock supported workshops and trainings, and BRIDGE Management will share relevant technical materials with AED TAP Management when and if applicable.

- 311 Producer groups, water management committees, and community action groups received BRIDGE assistance
- 27,661 People trained in improved hygiene & sanitation methods to reduce the spread of water-borne diseases
- 195 Water Management Committees formed and trained to monitor borehole use and report maintenance issues
- 269 Boreholes repaired or rehabilitated, providing improved water to 134,500<sup>8</sup> people in BRIDGE-supported communities
- 4,575 Students have access to improved sanitation facilities that will improve hygiene conditions
- 62 School classrooms constructed or in progress, providing learning space for 2,480<sup>9</sup> students
- 85 Teachers completed in-service training, improving their ability to deliver lessons to students

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<sup>8</sup> Based on Sphere Standards for Sudan and community surveys where available.

<sup>9</sup> Based on GOSS MOE standard of 40 students per classroom.

## **Project Administration**

The program was in full operation across all three states during FY10. BRIDGE fielded 37 STTA consultants as outlined below to support program implementation.

<b>Name</b>	<b>STTA Project or Position</b>	<b>Start</b>	<b>Finish</b>	<b>Days</b>
Annette Uhlenberg	Program Management Support (RTI)	09/12/09	10/28/09	46
Therese Forshaw	Financial Management and Tax Administration Support	09/12/09	10/28/09	46
Ferdi Konig	HR Management Support	09/12/09	10/20/09	38
Demetria Arvanitis	Program Management Support	09/27/09	10/07/09	10
McGrew DeAnn	Program Management Support	09/27/09	10/07/09	10
Jennifer Grems	Communications Support	10/4/09	10/17/09	13
Philip Schwehm	Program Management Support (RTI)	10/16/09	10/28/09	12
Jackie Manche	Planning and Budgeting Support	10/17/09	04/11/09	18
Adam Wesley	Farming as a Business Training (ACDI/VOCA)	10/31/09	11/21/09	21
Kathryn Roman	Program Management Support (ACDI/VOCA)	10/31/09	12/15/09	45
Deborah Hanley	Agriculture micro-grant round II planning support (ACDI/VOCA)	12/11/09	12/15/09	5
Nico van Wageningen	Democracy and Governance Consultant – UNITY State	11/18/09	12/14/09	26
James Adrian	Operations Support	02/04/10	02/26/10	23
Nicole Zimmerman	Internship	02/07/10	08/01/10	174
Demetria Arvanitis	Program Management Support	02/18/10	02/26/10	9
DeAnn McGrew	Program Management Support	02/18/10	02/27/10	10
Kevin Warr	M&E Assessment	02/23/10	03/27/10	33
Nona Fisher	M&E Assessment	03/03/10	03/19/10	17
Nathan Emory	Gum Acacia & Beekeeping Training Volunteer (ACDI/VOCA)	03/07/10	04/04/09	33
Charles Hamilton	Security Consultant	03/20/10	04/06/10	18
Iyani Raymond	In-Service Teacher Training ToT	05/10/10	05/21/10	11
George Wani	In-Service Teacher Training ToT	05/10/10	05/21/10	11
Therese Forshaw	Governance Consultant	05/30/10	06/12/10	12
Douglas Grube	HR Expert	06/09/10	07/16/10	38
Kevin Warr	Governance Consultant	06/10/10	07/01/10	22

Ritumbra Manuvie	Internship	06/14/10	11/14/10	153
Edmund Ayonga	Planning & Budgeting Training	05/24/10	06/24/10	30
Abwao Pamphiley	Grants Data Entry	06/02/10	06/15/10	14
Emmanuel Lejukole Samuel	Ox Plow Training	05/26/10	06/11/10	17
Cecilia Fantastico	State P&B – Gender Budgeting	07/17/10	08/14/10	29
Edmund Ayonga	P&B - Consultant	07/22/10	08/12/10	22
Diana Swain	P&B - Consultant	07/23/10	08/11/10	20
Douglas Grube	HR - Expert - Unity	08/16/10	09/04/10	20
Jane Williams Grube	HR – Expert - NBG	08/16/10	09/04/10	20
Ferdi Konig	HR – Consultant - Warrap	08/16/10	09/04/10	20
Angela Gallogly	HR – Consultant - Unity	08/14/10	08/30/10	17
David Solomon	Taxation Workshop	08/14/10	08/30/10	17
Kevin Warr	FYII Work Planning	09/16/10	10/09/10	24

## II. PROGRAM PROGRESS AND KEY ACHIEVEMENTS

### Areas of Operation

#### **NBG**

##### *Aweil North*

- Malual North
- Malual West
- Malual Centre
- Ariath

##### *Aweil West*

- Ayat East
- Ayat West
- Gomjuer West
- Gomjuer East
- Gomjuer Centre
- Mariem West

##### *Aweil East*

- Mangok
- Baach
- Maluabai
- Wunlang
- Mangartong

#### **Warrap**

##### *Gogrial West*

- Gogrial
- Kuac North
- Kuac South
- Akon South
- Akon North
- Alek West
- Alek North
- Riau

##### *Twic*

- Turalei
- Wunrock
- Aweng
- Ajak-Kuac
- Akoc

##### *Tonj North*

- Man-Loor
- Awuul
- Pagol
- Warrap
- Kirik
- Aliek

#### **Unity**

##### *Mayom*

- Bieh
- Kuerboune
- Kuaryiek
- Mankien
- Ngop
- Pup
- Riak
- Ruathnyibuol
- Wangbuor
- Wangkei

##### *Rubkona*

- Bentiu Town
- Budaang
- Dhorbor
- Nhialdiu
- Norlamwel
- Rubkotne
- Wathjaak
- Kaljaak
- Ngop
- Panhiyai
- Wathjaak

##### *Guit*

- Kuerguini
- Wathyona
- Kedad
- Kuach
- Nyathoar

## **Component I: Strengthen the Capacity of Local Government to Deliver Social Services and Promote Economic Growth**

Working from the gap analysis<sup>10</sup> conducted in November 2009 in Unity, NBG, and Warrap, BRIDGE delivered trainings and workshops to some 700 state and local government officials, imparting knowledge and skills on human resource and public financial management, and tax administration. Additionally, BRIDGE educated local government officials in the GOSS planning and budgeting process and organized town hall meetings where state and local government officials met with BRIDGE-supported Community Action Groups to discuss community needs and priorities. As a result of the government training and the town hall meetings, there has been a significant increase in interaction between and within levels of government and their constituents, gradually leading to an increase in government officials' ability to perform their jobs efficiently and to plan and manage service delivery.

### **Task 1.1: Improve State and Local Government Capacity in Selected Functional Areas**

#### **Dissemination of Local Government Act**

BRIDGE delivered a workshop to disseminate the Local Government Act of 2009 to the Ministry of Local Government and County Officials in Tonj North, Tonj East, and Tonj South counties, Warrap State. Attendees included Executive Chiefs, Payam Administrators, Boma Administrators, Executive Directors, Accountants, Administrative officers and Planners, as well as civil society representatives such as youth and women representatives. Afterwards, at the request of the Local Government Board (LGB), BRIDGE printed 5,000 copies of the LGA for distribution to the ten states of Southern Sudan. BRIDGE-supported states received 1,000 copies. While orientation workshops will take place in FY 11, these activities set the groundwork for the formation of Local Government Councils and provided government officials with a better understanding of roles and responsibilities of Local Government Councils.

#### **English Language Training for State and Local Government Officials**

BRIDGE resumed English Language Training (ELT) for State and County Officials.<sup>11</sup> Government institutions provided facilities/classrooms to conduct the courses, which re-started in April - May 2010 across the three BRIDGE states. Though the April Elections caused delays and turnover in trainees as new government officials took office, the program was still able to complete training on schedule.

In September, BRIDGE concluded ELT courses for 147 State and County officials from Northern Bahr el Ghazal and Warrap. The intensive program strengthened participating

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<sup>10</sup> The analysis identified the state and local government capacities and resources gaps in planning and budgeting processes, HR, financial management systems, and tax administration, as well as development activities to improve service management.

<sup>11</sup> Training built upon previous sessions offered during FY09.

government officials' English language abilities, enabling them to more effectively communicate in Southern Sudan's official language and improving their ability to articulate community needs and advocate for the necessary resources to address them. Courses were offered at beginner, intermediate, and advanced levels, based on initial aptitude tests. Sixty-six percent of the participants passed a final exam and will advance to the next curriculum level when courses resume in FY11. Those who did not pass may be considered for re-enrollment at the same level, based on an evaluation of their attendance and participation throughout the course.

### Management and Human Resources Systems Improvements

BRIDGE sponsored a GOSS-level and state-level workshops for the State Directorates of Labor, Public Service and Human Resource Development, and BRIDGE technical ministries<sup>12</sup> to develop State Officials' awareness of the Human Resource Development component of the GOSS Public Service Reform and to design and implement state-specific Human Resource development action plans to implement the reforms.

In June 2010, BRIDGE conducted a two-day workshop in partnership with the GOSS Ministry of Labor, Public Service, and Human Resource Development (MOLPSHRD), to disseminate the GOSS Public Service Reform Implementation Framework,<sup>13</sup> to 86<sup>14</sup> government officials. The event targeted all three Winrock/BRIDGE states, as well as 25 participants from Upper Nile State<sup>15</sup>. Each of the states had high-level representatives from: the Office of the Governor, State Directorate of Labour, Public Service and Human Resource Development (DLPSHRD); and State Ministries of Agriculture, Education, Health, Physical Infrastructure and Finance and Local Government. The purpose of the workshop was to:

- Develop State Officials' awareness of the Human Resource Development (HRD) component of the GOSS Public Service Reform to enable them to discuss and explain the reform agenda to their colleagues in their respective states.
- Develop draft action plans that state institutions will utilize within their respective states to:
  - Create awareness of the Human Resource Dimension of the Public Service Reform Implementation Framework;
  - Facilitate and support the development of an agreement on state-specific approaches and work plans for the implementation of Human Resource reform with selected ministries.
- Clarify HR development reform implementation roles, responsibilities and authority.

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<sup>12</sup> Including Ministries of Local Government and Law Enforcement, Health, Agriculture, Education, Physical Infrastructure, and Finance.

<sup>13</sup> The workshop and subsequent trainings and mentoring are/will mainly address specific sections of Chapters Three and Five of the Public Service Reform Implementation Framework manual.

<sup>14</sup> This number includes 61 participants from Winrock/BRIDGE states and 25 from Upper Nile state.

<sup>15</sup> The result of a coordinated effort with Mercy Corps/BRIDGE

GOSS MLPSHRD and the Head of the Reform Secretariat provided on their expectations for the implementation of public service reform to State-level officials. Nearly 70% of the participants scored higher on post-workshop assessments than pre-workshop assessments and participants left the workshop with a better understanding of the reform framework, the creation of organizational charts, and job descriptions for ministry employees.

BRIDGE subsequently delivered a series of state-specific workshops and trainings, using the GOSS Public Service Reforms Implementation Framework, and supporting draft documents developed with Deloitte: Public Service Provisional Order, Public Service Regulation, Organizational Reference Manual, and Human Resource Information System (HRIS). The purpose of the state-level workshops was to:

- Review and develop familiarity with the Public Service Reform Framework and specifically the HR Development component.
- Establish five HR Development teams composed of officials from DLPSHRD, state management trainers, and establishment or payroll officers from BRIDGE-supported ministries to champion the implementation of the reforms. The State Ministries of Education will not have a dedicated team, but will instead be directly assisted by AED TAP Advisors.
- Develop line-ministry-specific human resource development action plans to implement the reforms.

BRIDGE delivered workshops in Bentiu, Aweil, and Kuajok to a total of 71 participants. The workshops detailed expectations for GOSS public service reforms and created action plans to facilitate their rollout. Other topics included human resource management techniques and organizational development strategies. Participants left the session with a better understanding of the reform framework and concrete plans to begin key processes, including the creation of organizational charts and job descriptions for ministry employees. At completion of the session, all attendees signed a declaration and committed their full support to the implementation of public service reforms in the state.

#### **MLPSHRD Ownership**

BRIDGE collaboration with the newly formed State Ministries of Labor, Public Service and Human Resource Development (MLPSHRD), is grounded in a working partnership with the ministry taking the lead. Human Resource Development Committees, appointed by ministry leadership, set the agenda, developed action plans with clear benchmarks, and implemented the program. BRIDGE staff and consultants provide logistical and technical assistance through a continuing process of collaborative problem solving. Achieving the HRD objectives builds the capacity of the MLP SHRD to carry out its essential service delivery functions across state ministries.

BRIDGE designed a tailored assistance program in each of its states, prioritizing the newly created State MLP SHRD, who will in turn lead the HRD reforms at state level. As result, the State MLP SHRDs, particularly in NBG and Warrap States, created HRD reform committees. These committees are leading the drafting or updating of organizational structures, functional statements, and job descriptions.

### Financial Management Capacity Building

To allow the State Ministries of Finance as well as BRIDGE technical ministries to better manage, control, and report budget execution, BRIDGE conducted a series of trainings, drafted key manuals to support the implementation of State Public Financial Management (PFM) reform, and sponsored a central workshop further described below.

Utilizing the Government Accountancy Training Center (GATC) curriculum, BRIDGE conducted a series of introductory and intermediary accounting and bookkeeping trainings, which provided state government officials with basic skills and knowledge. Trainings focused on the following illustrative principles and concepts:

- Basic principles of finance and bookkeeping as applied to the Government of Southern Sudan
- The difference between principles and concepts applying to the public sector accounting systems and those applying to the private sector
- The need for public sector accountability and the role of the Public Accounts Committee
- The concept of an audit trail
- The need for and method for maintaining books using the double entry bookkeeping techniques

In May 2010, 58 state officials were trained in introductory accounting and bookkeeping. Participants included accountants, cashiers, payroll officers and bookkeepers from State Ministries of Agriculture, Education, Health, Physical Infrastructure and Finance and Local Government. In May and June 2010, 63<sup>16</sup> officials were trained in intermediate accounting and financial management training. As one of the first steps to provide on-job-training and mentoring, these trainings were delivered in the respective state headquarters (Kuajok, Aweil, and Bentiu), with classes of about 20 officials in each of the states.

BRIDGE consolidated its financial management assistance to state ministries, aligning its approach with MOFEP State PFM Strategy and reforms<sup>17</sup>. These reforms are designed to improve fiscal discipline and to promote effective, accountable, and transparent use of public resources through the creation of a standardized PFM system for all levels of government in Southern Sudan. BRIDGE conducted a series of trainings, drafted key manuals to support the implementation of State PFM reform, and sponsored a central workshop further described below.

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<sup>16</sup> This number includes trainees from FY09.

<sup>17</sup> The result of a coordinated effort with Deloitte and UNDP consultants sitting at the GOSS Ministry of Finance and Economic Planning (MOFEP), an expert seconded to MOFEP and financed by the African Development Bank, and Deloitte's Financial Management Information System (FMIS) team.

In collaboration with MOFEP officials and drawing upon PFM rules, regulations, and legislation, including any draft copies<sup>18</sup> existing in Southern Sudan, and international best practices, rules, and procedures, BRIDGE developed a Framework on State PFM Reform, as well as PFM Operational and Internal Audit Manuals.<sup>19</sup> The Framework complements the existing guidelines by MOFEP for Integrated State Planning and Budgeting, and therefore deals with the remaining steps in the PFM cycle: Budget Execution, Accounting and Reporting, and Internal Audit. This Framework was adopted by GOSS MOFEP to be used across the 10 states of Southern Sudan.

In June 2010, BRIDGE and MOFEP delivered a workshop to introduce the Framework to 45 senior state government officials from NBG, Warrap, and Unity States, including Director Generals, Directors of Finance and Administration, Directors of Revenue, Deputy Directors of Accounts, Controllers of Accounts, and Directors of Planning and Budgeting from the State Ministries of Agriculture, Education, Health, Physical Infrastructure, Finance and Local Government. Facilitators provided practical insight on the requirements and features of the following steps of the Annual PFM cycle, providing a practical explanation, allowing officials from the states and GOSS to discuss their existing operating environment, capacities and expectations with regard to:

- Planning & Budget formulation
- Budget execution
- Accounting and reporting
- Internal audit and evaluation

The process provided a unique opportunity for MOFEP to interact with State line ministries to mutually discuss and understand the challenges and limitations of implementing the PFM reform.

In July and August 2010, using above mentioned manuals, BRIDGE delivered Financial Management and Auditing Training to 50 officials from Ministries of Agriculture, Finance, Health, Local Government, Physical Infrastructure, and the newly created State Ministry of Labor, Public Service, and Human Resource Development in each state. The sessions covered more practical aspects of public sector finance and government accounting, and clarified the details of new financial management procedures introduced by GOSS for the 2010 fiscal year.

This assistance provided during FY10 set the groundwork for a more tailored programs and face-to-face support to the State Ministries of Finance, which will be described in the FY11 workplan.

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<sup>18</sup> BRIDGE consultant used the following existing rules, regulations and procedures: the 2010 Model for State Appropriation Bill, GOSS payment and petty cash procedures, and NBG's existing payment and cash management procedures.

<sup>19</sup> The two manuals will be used in Q4 to provide residential training in each headquarter of BRIDGE states, and serve as reference documents for BRIDGE state officials.

## Tax Administration



*Gordon Soro Yisaya, LGB Undersecretary, Aggrey Tissa, GOSS MOFEP Undersecretary, and Susan Fine, USAID Deputy Mission Director, at BRIDGE Tax Workshop*

In August 2010, 51 government officials from Unity, Warrap, and NBG participated in a two-day workshop on improving institutional systems for taxation and revenue generation. BRIDGE facilitated the workshop<sup>20</sup> putting the GOSS Ministry of Finance up front as the organizing government agency. The event incorporated classroom instruction on principals of public finance and taxation with practical planning sessions that resulted in a 12-month action plan for

improvements in tax administration in each state. Participating officials, including State Directors General for Finance, State Directors of Revenue, County Executive Directors, Tax Collectors, and County Commissioners, returned to their states with a clearer understanding of Southern Sudan's taxation system and the necessary skills to improve and harmonize existing State and County systems with GOSS-approved policies.

## Computer Literacy Training

As means to complement existing initiatives to establish computerized payroll and build government skills, BRIDGE provided computer training for 12 officials from the Warrap Ministry of Agriculture and NBG Ministry of Agriculture and Forestry. In addition, a series of three training courses – in Aweil, Bentiu and Kaujok – on basic computer skills were delivered for a total of 51 government officials from the BRIDGE-supported State Ministries from June to July 2010. The training covered basic concepts such as computer hardware, operating systems, use of word processing, and spreadsheet applications. Participants, some of whom had never used a computer before, left the training able to navigate Microsoft Windows™, draft basic Word™ documents, and perform simple calculations using Excel™ tables.

The skills gained will enable the transition to digital information storage and record keeping, helping to improve government efficiency in drafting plans and budgets, tracking expenditures, and collecting and analyzing data for the Planning and Budgeting process, and for WASH and education databases.

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<sup>20</sup> In coordination with development partners including UNDP, Deloitte, and the Joint Donor Team

## Task 1.2: Improve Cross-Sectoral Planning and Budgeting

### Planning and Budgeting Training at the State and County Levels

At the start of FY10, BRIDGE conducted several meetings with both LGB and UNDP LGRP to discuss, among other aspects, the geographic coverage for each of the programs and the alignment of the County Planning and Budgeting calendar with existing GOSS MOFEP guidelines. In addition, BRIDGE assisted the LGB to draft a circular that provides guidance on the budgeting process and calendar for local government. This circular helped clarify the financial calendar for county authorities for the submission of draft plans and budgets, and the link between the County and State Planning and Budgeting processes.



*Forty-four government officials from Aweil East County attended a Planning Validation Workshop on September 9, 2010*

In response to the Ministry of Local Government in Warrap State, BRIDGE facilitated a planning and budgeting training for 23 local government administrative officers. The training brought together Payam Administrators, Deputy Administrators, County Executive Directors and sector Directors representing six counties. Participants increased their understanding and skills related to participatory planning and budgeting, good governance practices, and facilitation skills. Participants also learned new approaches to increase their efficiency and effectiveness in the budgeting process.

In Q4, BRIDGE provided training on Gender Inclusion in Planning & Budgeting to 44 State and County Officials from Unity, NBG, and Warrap. Participants learned basic planning and budgeting principals and then concentrated on specific strategies to improve the responsiveness of planning process to incorporate gender and minority issues. The skills gained through the training will help the government promote greater gender equality in a tangible way. In NBG, the State Minister of Finance opened the workshop by emphasizing the importance of women and marginalized groups in the planning and budgeting process, and advocating for programs to support their development. Officials left the session with new ideas for inclusiveness in public planning and also praised the benefits of the exchange of ideas made possible by the interstate forum.

In August, as a result of BRIDGE trainings and technical support, County Commissioners and Executive Directors in multiple counties within Unity State finalized their 2011 Budgets. The completed budgets are the end result of a series of consultative conferences that solicited input from community members and Payam and Boma Officials for the first time. The consultation process provided an opportunity for County Officials to put lessons

learned during BRIDGE Planning and Budgeting workshops and trainings into practice and provided a forum for citizens to voice their needs. The completed county plans will now be shared and discussed with State officials for inclusion in the 2011 State Budget.

### Interagency Cooperation at State and County Level

BRIDGE hosted a briefing on County Planning and Budgeting in preparation for the 2011 budget cycle in May 2010, following the workshop on State and County-level Planning and Budgeting for 2011, hosted by the LGB and MOFEP. This one-day event brought together government officials – DGs and Directors for Planning and Budgeting from State Ministries of Local Government, and County Executive Directors from the nine BRIDGE-supported counties. During this session, the LGB presented the new county planning and budgeting framework, and BRIDGE collaboratively developed a work plan to support the implementation of this process. The event clarified the roles, responsibilities, and authorities provided by the Local Government Act. The participants endorsed BRIDGE-planned activities.

In addition, BRIDGE conducted a series of County Planning and Budgeting trainings in each of the BRIDGE state headquarters, as well as planning sessions in each of the nine BRIDGE-supported counties.<sup>21</sup> At the end of these sessions, government officials developed action plans for the boma-payam-county participatory planning process for the nine BRIDGE-supported counties. The sessions focused on strengthening the ability and skills of above-mentioned government officials and UNDP trained master trainers to initiate the financial year 2011 Planning and Budgeting process, with an emphasis on the integration of County and State budgets. This process culminated with Planning and Budgeting Conferences in each of the BRIDGE counties, which included County, Payam, and Boma Authorities and community representatives. This process was further complemented by a review of draft Plans and budgets and validation meetings.

### Task 1.3: Deepen the Culture of Democracy

#### Town Hall Meetings

In preparation for the 2011 County Planning and Budgeting Process, BRIDGE mobilized communities through its network of Community Action Groups (CAGs), Women Support Groups (WSGs), Parent Teacher Associations (PTAs), and agriculture producer groups. The community mobilization exercises helped communities to identify and agree on their development needs, rank them into priorities, and communicate them to county officials through a series of Planning and Budgeting Conferences, which were attended by County Directors, Executive Directors, Payam and Boma Administrators, Planners, Sub-chiefs and Executive Chiefs, CAG members, women and youth representatives, PTA members, CBOs

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<sup>21</sup> Participants included County Directors of Education, Water and Sanitation, Agriculture, Health, members of County Planning Units, and representatives from the State Ministries of Local Government (MOLG).

and NGOs, community elders and other representatives from the community. These activities offered an opportunity for government officials to put into practice the skills and capacities gained during BRIDGE Planning and Budgeting trainings and allowed many communities to interact directly with county government officials for the first time. Through this process, BRIDGE-supported CAGs have been able to advocate to county government on behalf their communities with the hope of incorporating community-identified needs into the 2011 budget cycle.

In addition to the budget meetings, BRIDGE facilitated 162<sup>22</sup> Town Hall meetings across the three states. In Warrap State, BRIDGE government officials held ten payam-level Town Hall Meetings with support from BRIDGE. In total, the meetings brought together over 250 people to discuss community concerns and share priorities with their Boma and Payam Officials, who will advocate for resources from County and State budgets to address the community-identified needs. Likewise, in Unity, BRIDGE facilitated four Town Hall meetings, which were attended by a total of 307 citizens. The communities discussed the importance of peaceful coexistence, especially as the referendum approaches; community needs, such as the completion of schools, food security, water access, and sanitation; and the roles and responsibilities of the BRIDGE-supported CAGs and WSGs. Encouraged by the success of these sessions, County Officials, especially from the education sector, have begun holding regular community consultations on a quarterly basis.

#### Local Government Development Fund

The BRIDGE Local Government Development Fund has been essential in incentivizing: (a) communities to organize, and (b) government and community organizations to engage constructively. In resource-constrained Southern Sudan, where government has limited funding to respond to public demand for infrastructure and other support, the LGDF transforms what would otherwise be abstract exercises in planning and implementation into experiential learning exercises with tangible results.

### **Component 2: Strengthen the Capacity of Communities and Government to Jointly Address Community Needs**

#### *Task 2.1: Facilitate the Development of Community Organizations That Are Democratic and Effective in Promoting Community Well-Being*

##### **2.1.1 Community Action Group and Women's Support Group Formation**

BRIDGE formed 308 new Community Action Groups and Women's Support Groups. Through the CAGs and WSGs, BRIDGE enabled community members to collectively

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<sup>22</sup> Number includes CAG formation meetings, sector coordination meetings, as well as planning and budgeting consultations.

examine resources, needs, and priorities, and helped communities in developing action plans to address those needs through training, technical assistance to government officials, and support through LGDF grants.

CAG Summary							
	NBG		Warrap		Unity		Total
	FY09	FY10	FY09	FY10	FY09	FY10	
CAGs Formed	11	51	12	50	13	53	190
WSGs Formed	11	51	12	50	13	53	190
Membership Female	178	303	131	129	378	256	1,375
Female Leadership	26	116	25	95	45	138	445
Total Membership	338	889	321	714	527	752	3,895

The CAG formation process begins with traditional community leaders and quickly expands to involve the entire community in electing leadership. Typical CAG structures include a chairperson, deputy chair, secretary, treasurer(s), and information officer(s). Elected information officers are tasked with facilitating the dissemination of training materials throughout the community and alerting community members of upcoming events. BRIDGE encourages women to run for CAG leadership positions and, currently, women hold 44%<sup>23</sup> of the elected leadership roles.

**ELT Provides Job Opportunities**

CAG members Marko Madol Puot and Joseph Ajou Ajou attended BRIDGE-supported English Language Training in Warrap State in 2010. The training has opened doors to job opportunities that otherwise would have been unavailable to them. For example, Marko was able to apply his improved English skills to get a job with an international NGO as a WATSAN Assistant, proudly stating, “Now I am able to feed and provide basic needs to my parents. I am able to buy some cattle for my future marriage and provide assistance to my extended family.” One hundred thirty-four other CAG members from Warrap, Unity, and Northern Bahr el Ghazal States also benefitted from English Language Training this year.

Through CAGs and in cooperation with various partner governmental offices, BRIDGE trained 5,000 community members on community empowerment, agricultural practices, sanitation and hygiene, gender equity, literacy, and numeracy. Additionally, community members participated in ELT, which improves their ability to interact with government in the region’s official language and enables access to new employment opportunities. BRIDGE also helped CAGs to inventory community strengths and resources; identify, prioritize, and rank community needs<sup>24</sup>; and establish a plan of action for the community. As a result, CAGs are working independently and with BRIDGE to identify, initiate, and implement community development activities in all three states. These activities are supported by BRIDGE training<sup>25</sup> and/or funding from the LGDF.<sup>26</sup>

to interact with government in the region’s official language and enables access to new employment opportunities. BRIDGE also helped CAGs to inventory community strengths and resources; identify, prioritize, and rank community needs<sup>24</sup>; and establish a plan of action for the community. As a result, CAGs are working independently and with BRIDGE to identify, initiate, and implement community development activities in all three states. These activities are supported by BRIDGE training<sup>25</sup> and/or funding from the LGDF.<sup>26</sup>

<sup>23</sup> Based on approximately 1,000 total CAG members in leadership positions.

<sup>24</sup> The most commonly identified needs have included school rehabilitation, agricultural training, and increased access to water and/or health services.

<sup>25</sup> Trainings include various agriculture and livelihoods activities (Component 3), hygiene and sanitation training (Component 4), PTA organization and training, ELT, and Mother Tongue Language (Component 5).

<sup>26</sup> See Component I.

BRIDGE gave specific focus to initiating CAGs in conflict-prone areas between Northern Bahr el Ghazal and Southern Kordofan, and northern Warrap and Abyei, to address insecurity and tribal conflicts over water access, grazing rights, and cattle raiding activity. Tensions are likely to increase in these areas as the January 2011 referendum approaches and, already, there are reports of occasional skirmishes between SPLA units and Reziegat tribal militias in remote border outposts. With a network of CAGs closer to these areas, BRIDGE is positioned to support government-initiated conflict mitigation efforts with community mobilization and logistic efforts, similar to its support of the Dinka-Rezeigat Peace Conference in January 2010.

Task 2.2: Strengthen the Quality of Interaction between Communities and Local Government

BRIDGE continued to facilitate stronger interactions between State and local governments and communities. State Officials, County Commissioners, Payam Administrators and County-level Officials regularly accompany BRIDGE staff to meetings with CAGs and community groups. Additionally, BRIDGE worked with CAGs and WSGs to facilitate their participation in BRIDGE-sponsored Town Hall meetings and the consultative Planning and Budgeting process. These activities are described in further detail under Component I.

Task 2.3: Improve Community Wellbeing Through Support for Micro-Projects

Working in collaboration with local government, CAGs have generated 74 LGDF grant proposals that incorporate local government contributions and reflect State and local government plans. Such linkages between communities and local government help sustain the CAGs and make both parties more accountable and responsive. For more information on specific projects, see Annex III.

**Component 3: Increase Food Security and Promote Rapid, Broad-Based, and Self-Sustaining Economic Growth through Development of the Agriculture, Fisheries, Livestock, and Non-timber Forest Product Sectors**

During FY10, BRIDGE piloted various activities by building local capacity at government and community levels as a means to improve food security and establish viable agricultural value chains. However, BRIDGE's targeted states show a fragmented environment in terms of security, accessibility, and limited numbers of extension workers, which will lead to a shift in approach during FY11. For next year, activities will focus on building government capacity to support staple crop production and proper post-harvest handling and storage techniques, with the goal improving food security in BRIDGE-supported areas. Details of the revised approach will be included in the FY11 Annual Workplan.

Task 3.1: Strengthen Government Capacity to Support the Agriculture, Livestock, and NTFP Sectors

3.1.1 Assistance to State and Local Government on Key Governance Issues

See Component I: Strengthen the Capacity of Local Government to Deliver Social Services for further information.

### 3.1.2 Extension Workers Training

BRIDGE provided training in extension methodologies to 47 government extension workers at the Yei Agricultural Training Center (YATC). The intensive course covered topics including participatory agricultural extension, vegetable and cereal production, post-harvest handling, and identification of agribusiness linkages for farmers. Encouraged by the extension workers' desire to continue learning about various agricultural activities, the BRIDGE agriculture team negotiated with YATC staff to include additional trainings on basic fruit tree nursery production and to expand on topics such as production techniques for the government agents. YATC provided these additional trainings at no additional charge, as well as hourly discounts on their trainings. The newly trained officers returned to their states to deliver trainings, disseminate best practices, and offer technical advisory services to farmers.

To support the extension workers in the field, BRIDGE offered additional hands-on learning opportunities and transportation that enabled extension officers to gain experience and interact with local farmers. Throughout the process BRIDGE provided mentorship and feedback to the extension workers and liaised with farmers to ensure that government services were received. Extension officers worked with the BRIDGE staff to deliver trainings on Farming as a Business, maize and sorghum production, bee keeping, fishing, and vegetable production that helped farmers to improve their agricultural practices.

### 3.1.3 Training-of-Trainers on Farming as a Business for Extension Workers

BRIDGE trained 51 Farming-as-a-Business (FaaB)<sup>27</sup> trainers during the first quarter. These trainers consisted of 31 Agriculture Extension Officers and 20 model farmers. FaaB training encourages the transition from subsistence farming to the production of farm surplus and marketing by introducing basic agriculture accounting concepts. To make the training applicable for illiterate populations, concepts such as cost, revenue, and profit are introduced using a traditional *tokuro* board, enabling illiterate and innumerate farmers to track income by moving beans or seeds on the game board. During the year, FaaB ToT graduates delivered training to over 1,500 community members and farmers, enabling them to start thinking about farming as a profit-generating activity.

### 3.1.4 Training of Female Extension Workers

There are no female extension workers currently employed in the three BRIDGE-supported states, and the State Ministries of Agriculture (SMOA) lack funds to hire additional employees. As an alternative strategy, BRIDGE identified six female model farmers who have been actively involved in program activities and trainings and will provide them with a tailored extension methodology course during FY11. Upon completion of the training, the female farmers will be able to assist BRIDGE staff and seek additional consultative work with other regional NGOs.

### 3.1.5 Transportation for Extension Workers

Through LGDF, BRIDGE procured and granted 58 bicycles and three motorbikes to agriculture extension workers and MOA supervisors in Warrap and ordered four motorbikes for distribution in Unity. In NBG, BRIDGE worked with the SMOA to prepare procurement for bicycles and motorbikes to be delivered during FY11. As a condition of the grant, each County Agriculture Office developed a system to catalog and distribute the bikes based on transport needs and arranged for regular preventative maintenance. The new transportation allows extension workers to cover greater distances and expand follow-up visits with rural farmers, resulting in more time to mentor and provide hands-on instruction.

## Task 3.2: Build Civil Society Capacity that Underpins Vibrant Agriculture, Livestock, and NTFP Sectors

### 3.2.1 Build Capacity of Producer Groups

BRIDGE formed 34 producer groups and provided technical training to 660 group members to increase production and reduce losses. In addition, BRIDGE provided refresher trainings to 231 producer group members across the three states with support from Ministry of

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<sup>27</sup> The trainers included government extension workers and model farmers selected from BRIDGE-supported communities.

Agriculture Extension Workers. This approach helped to develop the skills of government officials and increased community confidence in the extension workers, while sharing information on best agricultural practices and techniques with rural farmers. Training topics included improved cultivation methods, nursery bed preparation, seed sowing, shading, pest control, irrigation, and use of liquid manure to replenish soil moisture and nutrients lost through heavy rains.

**Producer Group Follow-Up Visits**

BRIDGE has found that regular follow-up and engagement is essential to the continued success of producer groups and demonstration gardens. During FY10, government extension workers, with support from BRIDGE staff, incorporated regular visits to all existing producer groups into their training plans. As producer group skills are reinforced, group members are able to perfect agricultural techniques, ultimately allowing them to become teachers and mentors for other farmers. Most importantly, encouraging regular visits from extension workers helps to develop capacity and ensures that government agriculture employees will be prepared to take over after BRIDGE ultimately departs.

In addition to training, BRIDGE distributed 1,327 vegetable production micro-grant kits<sup>28</sup> to producer group members. The kits, which contain a watering can, seeds, and hand tools, were distributed to active producer group members through BRIDGE’s network of CAGs. Likewise, BRIDGE provided 100 micro-grant kits, consisting of nets, hooks, and twine to fisheries groups, and distributed 370 packets<sup>29</sup> of improved organic maize and sorghum seed to farmers. As a result of these trainings and micro-grants, farmers and fishermen are likely to be more productive and group members and trainees are starting to share lessons learned with surrounding communities, expanding the impact of BRIDGE trainings<sup>30</sup>.

A summary of producer groups formed by BRIDGE in FY10 is included in the table below:

	<b>NBG</b>		<b>Warrap</b>		<b>Unity</b>		<b>Total</b>	
	Groups	Trainees	Groups	Trainees	Groups	Trainees	Groups	Trainees
<b>Vegetable Production</b>	10	324	10	235	12	360	32	919
<b>Staple Crops</b>	5	40	8	216	7	83	20	339
<b>Fishing</b>					5	98	5	98
<b>TOTAL</b>	15	364	18	451	24	541	57	1,356

<sup>28</sup> The kits include 100 to 250 grams of okra, regilla, tomato, onion, pumpkin, juice mellon, cabbage, and eggplant seeds and tools including a hoe, spade, shovel, rake, and water can.

<sup>29</sup> Each packet contains 10kg of seed.

<sup>30</sup> BRIDGE has identified a number of factors that contribute to the success of producer groups including access to water and accessible local markets.

### 3.2.2 Demonstration Plots

BRIDGE established demonstration plots in 44 communities as a means of disseminating new technologies and practices while encouraging sustainable agricultural practices and increased community stewardship. Demonstration plots are largely centered within CAGs, and CAG members mobilized the community for trainings and to work in the field. BRIDGE continues to support CAGs with technical support to establish community demonstration plots and provide ongoing technical support.

BRIDGE also provided 61 treadle-pumps for vegetable demonstration plots, to help farmers put in practice new techniques learned at BRIDGE trainings, including improved irrigation systems and the use of cow manure as a natural fertilizer to improve soil fertility and increase yields.

### 3.2.3 Gum Africa Producer Groups

BRIDGE formed six gum acacia producer groups (two groups per state), with an average of 30 members each. A volunteer technical consultant trained three groups (one gum acacia group per state) on proper tapping techniques, identification of gum acacia trees, harvest and post-harvest handling techniques, and marketing and collective bargaining. In addition to producer group members, government extension workers, lead farmers, and BRIDGE agriculture team members also participated in the training to ensure that the remaining producer groups and any other interested farmers can be trained without the volunteer consultant's assistance, helping to ensure project sustainability. Each producer group member received a gum acacia-tapping knife through a grant from BRIDGE. In order to support local procurement, BRIDGE trained local blacksmiths to make the knives for the gum acacia groups.

Gum Acacia is widely used in the food and pharmaceutical industry as an emulsifier, stabilizer, and binder and is an important alternative source of livelihood, especially during the drier months when no income can be expected from agricultural produce. During the trainings, BRIDGE staff identified potential market linkages by connecting training participants with local gum traders and, in Northern Bahr el Ghazal, an international buyer from Forest Products Company Limited, India. The prospect of local and international market potential for their product raised participant's awareness of the economic potential of gum acacia and will hopefully encourage them to increase production while utilizing newly learned techniques to ensure quality control.

### 3.2.4 Beekeeping Groups

BRIDGE fielded a volunteer consultant who facilitated the creation of six beekeeping groups<sup>31</sup> with an average of 30 members each. One group per state received training that included instruction on proper honey collection techniques, apiary placement, beehive

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<sup>31</sup> Two groups were created in each of the three BRIDGE-assisted states.

construction, and guidance in marketing and collective bargaining. At the conclusion of training, each group received an in-kind grant in the form of a beehive constructed as a hands-on demonstration during the training. This hive will serve as the beginning of their apiary. In addition to providing an alternative income source for group members, the group's apiary will serve as a demonstration tool for area farmers, encouraging others to become involved in beekeeping and honey production. Honey production offers farmers an alternative source of income during the dry season, with one liter of honey currently selling for approximately 12 SDG in local markets. To further encourage production, BRIDGE is working to identify additional market opportunities that will enable local beekeepers to reach outside markets with their products.

### Task 3.3: Increase Crop Production

#### 3.3.1 Sorghum Production

BRIDGE distributed 387 micro-grant kits to increase the sorghum and maize<sup>32</sup> production of smallholder farmers. The activity supports BRIDGE production groups and provides the tools necessary to utilize lessons learned from BRIDGE trainings and improve livelihoods. BRIDGE staff worked with extension workers to procure and distribute seed grants in conjunction with training on tilling, sowing, plant spacing, weeding and the use of natural fertilizers<sup>33</sup>. BRIDGE anticipates that the sorghum kits and training, combined with additional instruction on post-harvest handling to reduce losses,<sup>34</sup> will increase average productivity per feddan by 25% during the 2010 harvest season, resulting in an extra meal per family member for 300 days of the year.<sup>35</sup> A survey to determine final production estimates will be completed in FY11.

#### 3.3.2 Sorghum Post-Harvest Handling Training

Post-harvest handling training will be delivered during the harvest season in October and November. BRIDGE anticipates training over 350 farmers and will provide the final numbers in FY11.

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<sup>32</sup> Assessments conducted during FY09 determined that maize was a more suitable staple crop for soil conditions in Unity State.

<sup>33</sup> All seeds were approved by the Ministry of Agriculture and procured in South Sudan.

<sup>34</sup> Scheduled for FY11 Q1 when the harvest season begins.

<sup>35</sup> Current average sorghum yield per feddan is 400kg (882 lbs) and the average family of 5 has 3 feddans under cultivation. A 25% increase will result in an additional 300kg (611 lbs) per family. The average meal consists of a 0.2kg (0.44 lbs) portion.

### 3.3.3 Animal Traction

BRIDGE distributed 95 ox plows and trained 179 farmers and their oxen, helping to increase the acreage of land under cultivation. The month-long training session included the fundamentals of voice commands, ox plow maintenance, basic animal health practices, tillage techniques, yoke creation, and nose punching (piercing). Many of the 179 farmers trained are now making their ox plows available to other area farmers at a small fee and will share lessons learned from the training with their neighbors, further facilitating adoption of the technology. Additionally, not only does this leverage the FaaB trainings and provide additional income for the farmers, it vastly increases the amount of land under cultivation. In some areas, cultivated land has quadrupled. Farmers who received the training and plows will be included in the seminars on post-harvest handling techniques described earlier in this report.

In order to fully develop the value chains, BRIDGE understands that both the merchants and blacksmiths need to take part in these trainings to fully grasp what is needed by the farmers and how they can best support the industry. For this reason, BRIDGE invited local merchants and blacksmiths who received training during FY09 to participate in animal traction trainings in FY10. This approach is expected to help develop a viable market for new ox plows and spare parts.

### 3.3.4 Farming as a Business Training for Farmers

Over 1,500 BRIDGE beneficiaries across all three states, a majority of them women, took their first steps away from dependency and subsistence farming by attending FaaB trainings. Farmers gained basic knowledge about revenue and profits and learned how to track harvest incomes using a traditional game board, called a *tokuru* board. While most farmers are illiterate and innumerate, the *tokuru* board enables them to calculate revenues and profits by moving beans or seeds from one space to another. The training helps farmers to start thinking about their production as an income generating activity, allowing them to move toward small-scale commercial farming. Extension workers, model farmers, and BRIDGE staff who received FaaB ToT during the first quarter delivered the trainings.<sup>36</sup>

## Task 3.4: Improve the Profitability of Livestock and Fishing in Unity State

### 3.4.1 Formation and Training of Fishing Groups

BRIDGE formed five new fisheries producer groups of 20 members each in Unity State. In addition, BRIDGE provided continuing training and technical assistance to fisheries producer groups established in FY09. New groups were provided with training on fish harvesting, processing, and handling techniques. In Unity State, the agriculture team and MAF extension workers conducted trainings on fish harvesting and processing techniques for two fisher

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<sup>36</sup> Described in section 3.1.3.

groups of 20 fishermen each. In Warrap, nine existing fisheries groups with a total of 62 members received training on fish harvesting, processing, and preservation. The trainings, facilitated by BRIDGE staff and officials from the State Directorates of Fisheries, introduced best practices for harvesting, handling, and processing fish and identified marketing strategies to connect fisherman with both local and Khartoum-based merchants, thereby enabling fishermen to increase their profits while reducing wasted inventory. In addition, BRIDGE developed a micro-grant strategy to support fishermen. One hundred training participants received micro-grants of appropriately sized nets that allow smaller fish to pass while capturing larger fish suitable for sale. This will help preserve stocks and improve the long-term viability of the industry.

### 3.4.2 Introduction of Appropriate Fish Drying Technologies

BRIDGE attempted to introduce training and materials to support more hygienic drying of fish in Unity State, but found the population to be unreceptive. In Unity, the private involvement of government officials in the fishing industry has prevented BRIDGE from introducing new techniques that could build market share for individual fisherman. As a result, BRIDGE intends to discontinue this activity during FYI I.

## Task 3.5: Strengthen the Commercial Viability of Enterprises along the Agriculture and Livestock Value Chains

### 3.5.1 Animal Traction Grants

BRIDGE is working to build a private-sector value chain for animal traction by building the capacity of merchants to sell the plows, training blacksmiths to repair the plows and fabricate spare parts, and by creating demand for market-priced ox plows. It is important that farmers pay a reasonable portion of the cost of the plows to elicit commitment to use and maintain the plows, and to support the private-sector sustainability.

As mentioned above, BRIDGE provided 95 ox plows to farmers this year. The plows were sold at a subsidized price to local merchants in Kuajok, Bentiu, and Aweil through a grant agreement. Farmers who successfully completed ox plow training were issued a voucher that allowed them to purchase a plow from the BRIDGE-assisted vendors at a 25% discount. As an added incentive, two farmers could combine their vouchers for a 50% discount, further lowering the price. As part of the grant agreement with the merchants, the money reimbursed by BRIDGE through the vouchers will be used to purchase new plows and replenish inventories. This initial funding will help the merchant to expand his business to include ox plows, provide an opportunity for those who could not afford ox plows during the training to purchase them at a later time and, develop linkages with local blacksmiths to develop a sustainable spare parts industry.

### 3.5.3 Blacksmith Training

BRIDGE is currently conducting training for blacksmiths on the manufacturing of ox plow parts and hybrid plows. For the first training in Warrap State, BRIDGE trained 16 blacksmiths who are now producing spare parts for ox plows. Additional trainings for blacksmiths in NBG and Unity will occur in FY11. Most of the parts of the plows are made of local materials, reducing the cost and enabling blacksmiths to make a modest profit and farmers to have an affordable and effective tool.

Blacksmiths trained during FY09 were invited to participate in ox plow training to further their understanding of how they can support the animal traction industry. To support the blacksmiths' efforts, BRIDGE provided funding to purchase raw materials in support of the ox plow grant program. This will allow blacksmiths to purchase raw materials and sell parts directly to farmers and/or collaborate with merchants to distribute to other organizations and NGOs.

In an additional effort to expand capacity, BRIDGE also identified blacksmiths to help produce Gum Acacia tapping knives for distribution to farmers and producer group members who participated in Gum Acacia training.



Using an improved fire-blower technology introduced through BRIDGE training, the Sirika Abuduga Blacksmith Group based in Wau is now able to make an average of 6,000 SDG per month. The group also manufactured and sold three fire blowers to local blacksmith groups, and trained two other groups in Lonyaker and Warrap Town, Tonj North County to produce farming implements. The trainees in Lonyaker and Warrap are now producing ox-plough spare parts, expanding the availability of parts to local farmers.

### 3.5.4 Vocational Training

BRIDGE funded 160 trainees who are currently enrolled in six-month vocational training on carpentry, welding, masonry, electrical repair, and tailoring. Trainings are being held at two local centers: Wau Vocational Training Center (WVTC) in Western Bahr el Ghazal and Mabil Vocational Training Center (MVTC) in Northern Bahr el Ghazal. BRIDGE covers all tuition fees for the students.

With support from BRIDGE, the WVTC was able to re-open its residential training program, which had been closed for over two decades. BRIDGE renovated and furnished the dormitories, and UNIDO implemented various improvements to the classrooms and workshops. The center now has sufficient capacity to train up to 2,000 students a year. Payam Administrators from Warrap and Unity States nominated the new students for training after consultation with BRIDGE-supported CAGs. Student will receive intensive

instruction on a practical trade including masonry, carpentry, welding, and electrical installation.

#### **Workforce Development**



With assistance from BRIDGE, state and local governments are providing rural residents with new employment opportunities and developing the local workforce. BRIDGE-supported CAGs, in coordination with Payam and Boma Officials, selected community members for vocational training. To ensure that trainees, such as the carpentry apprentices above, have a proper learning environment, the government of Northern Bahr el Ghazal donated additional training space. Although the training only recently began, vocational trainees are already gaining valuable trade experience.

At the MVTC, BRIDGE provided enrollment fees for the course, which will be delivered by AMURT International. The Government of Northern Bahr el Ghazal State helped to assemble the list of students, who were identified by Payam and Boma Administrators from Aweil West, North, and East Counties. The government also donated use of a training facility, which is adjacent to the AMURT center in Mabil to provide space for the students. Each student will receive six months of intensive instruction on a practical trade in one of four areas: tailoring, masonry, carpentry, or welding.

Upon successful completion of the course, BRIDGE will provide students from both programs with an appropriate toolkit and work with them to identify apprenticeship opportunities in their selected trades. BRIDGE will introduce graduates to local contractors and construction companies and will short list companies that hire vocational graduates during the tendering and procurement process for construction.

### **3.5.5 Business Management Skills Training**

BRIDGE identified 226 existing small business owners to participate in business skills training. The trainings introduced basic business concepts including simple record keeping, accounting, and inventory management. The skills gained will help owners think strategically about their business models and make adjustments to improve profitability and exploit new market opportunities. To follow up on the training and further support small business development, BRIDGE will offer micro-grants to owners with proposals for expansion or improvement of their businesses.

### **3.5.6 Small/Micro Business Grants**

BRIDGE received and approved grant proposals worth \$178,625 for 47 small businesses. An additional 132 proposals are now under review. Typical businesses include small bread ovens, carpentry businesses, restaurants, and bicycle repair shops. Providing grants to Southern Sudanese business owners is crucial as large numbers of northern traders and other service providers are leaving ahead of the January 2011 Referendum. By supporting locally-owned business and southern-based supply routes, BRIDGE hopes to fill short term

service-delivery gaps, while promoting long term economic development that can support a robust private sector should the departure of northern merchants become permanent.

## **Component 4: Increase Access to Safe Water and Sanitation in a Sustainable Manner**

### *Task 4.1: Build Government Capacity to Deliver Improved Water and Sanitation Services*

BRIDGE provides administrative capacity building, technical training, and resources that enable State Ministries of Physical Infrastructure (MOPIs) and their underlying Rural Water Departments (RWD) to provide improved and visible services to key communities identified by State and local government.

#### 4.1.1 Assistance to State and Local Government of Key Governance Issues

See Component 1: Strengthen the Capacity of Local Government to Deliver Social Services for further information.

#### 4.1.2 Building Government Capacity to Monitor and Maintain Rural Water Points

To improve the management of water points, BRIDGE provided ledger books and computer training to County Water Officials in NBG, Warrap, and Unity. The technical support and supplies assisted officials in cataloging and tracking water points and their operational status. These tools will result in more informed planning and coordination with state-level government and NGOs in the maintenance, repair, and construction of water points.

BRIDGE provided training to nine RWD officers on hand pump maintenance and repair. The officials then led or participated in the selection, repair, and installation of 160 BRIDGE-funded water points during FY10. These activities provide on-the-job training while raising the visibility of government services.

### *Task 4.2: Build Community and Government Capacity to Collaborate in the Planning, Building, Operation, and Maintenance of Water and Sanitation Systems*

BRIDGE organized 36 county and state-level WASH Coordination Meetings that brought together implementers, government officials, and NGOs to exchange information and discuss best practices. By linking communities with their government officials, BRIDGE completed a feedback loop resulting in improved operation and maintenance of community water points. The newly established lines of communication ensure that officials are aware of any issues and are able to respond quickly to resolve them, resulting in improved access to safe drinking water.

#### 4.2.1 Formation of Water Management Committees

This year, BRIDGE formed 144 Water Management Committees (WMCs) to support new or rehabilitated boreholes and hand-augured wells. WMCs are comprised of community members and hand pump technicians, selected by CAGs through a voting process with

assembled community members. Each WMC is trained on the roles and responsibilities of the WMC; operation and maintenance of the water point; hygiene and sanitation; problem solving and action planning; conducting and facilitating community meetings; gender issues; and revenue collection and financial management. Women currently make up 35% of WMC membership. Trainings are delivered by a combination of MWRI officials, BRIDGE staff, and/or CAG members who participated in TOT sessions at the start of the year.

For locations where water points are adjacent to schools, BRIDGE trained three PTAs to serve as WMCs. The PTA training sessions are similar to the trainings offered for WMCs and cover topics including the roles and responsibilities of partners and stakeholders, gender sensitivity, problem solving and action planning, conducting effective meetings, conflict management, water point management, operation and maintenance of latrines and water sources, as well as basic hygiene and sanitation practices.

Water Management Committees							
	NBG		Warrap		Unity		Total
	FY09	FY10	FY09	FY10	FY09	FY10	
WMCs Formed	18	35	25	92	8	17	195
Membership Female	54	139	51	145	17	85	441
Total Membership	144	562	126	290	56	163	1,255

#### 4.2.2 Connecting CAGs and WMCs to County and Payam Water Officials

MOPI officials, County Commissioners, Payam Administrators, and RWD officers attended more than 100 CAG meetings where they engaged with community members to better understand local priorities and assess water points in need of rehabilitation or repair.

BRIDGE organized six county-level WASH Coordination Meetings (two per state). The meetings brought together government officials, NGOs, and BRIDGE-supported CAGs to discuss WASH activities and provide a forum for the coordination of activities for the upcoming dry season. BRIDGE supported the Rural Water Departments in taking the lead in organizing and facilitating the meetings. As a result of the BRIDGE initiative, monthly government-led coordination meetings are now taking place to discuss pertinent sector issues.

#### 4.2.3 – 4.2.4 Construction of New Water Points and Rehabilitation of Existing Water Points

Working with State and County WASH Officials, BRIDGE installed 53 new water points and rehabilitated an additional 184. The new water points included boreholes built by drilling contractors and hand-augured wells (where geologic conditions permitted). Each borehole has a corresponding WMC that monitors its operation and use and collects fees to pay for any needed repairs.

The chart below provides additional details on borehole construction and repair.

Boreholes Completed							
	Borehole Constructed		Borehole Rehabilitated		Hand-Augured Well		TOTAL
	FY09	FY10	FY09	FY10	FY09	FY10	
NBG	19	21	34	70	0	32	176
Warrap	20	20	59	79			178
Unity	20	12	23	35			90

This year, BRIDGE worked with two hand auger teams in NBG: the Aweil North Rehabilitation Team (ANRT), and the Aweil West Rehabilitation Team (AWRT).<sup>37</sup> The two teams received training on the repair and construction of hand augured wells, including instruction on manual drilling technologies, basic ground water and site selection for hand auguring, mobilization and assembly of drilling equipment, safety, environmental compliance, and documentation. The training was augmented with basic business skills training and hands-on instruction in well site management.

BRIDGE contracted each team to drill three boreholes and subsequently expanded the number based on the two teams' early success. At the close of FY10, the two teams had completed 32 wells, providing improved access to clean water to an estimated 16,000 people. Both teams have also received private drilling contracts as communities seek low-cost solutions to ongoing water shortages and are expanding their businesses respond to private sector demand. Further information on private sector drilling will be available next quarter.

#### 4.2.5 Hygiene Education Sessions

BRIDGE delivered 251 health and hygiene promotion sessions benefiting a total of 27,661 community members. The sessions provided community members with an understanding of the benefits of hygienic WASH practices, and the practices/methodologies themselves. These trainings were centered on water point and latrine installations and/or repair activities.

#### 4.2.6 Household Latrine Construction

Household latrine construction was severely delayed by the April elections and an early and severe rainy season. Contractor and staff movements were limited for security reasons during the elections, resulted in a delayed start of activities. As fabrication began, heavy rains prevented the transportation of cement latrine capstones to CAGs and caused extraordinarily high water tables that prevented the digging of latrine pits. BRIDGE is

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<sup>37</sup> Within the BRIDGE areas of operation, only Aweil North and West are suitable for this activity, as hand auguring requires year-round depth of water tables to be no greater than six meters.

revising its approach to household latrine activities, and this will be reflected in the FY11 Work Plan.

#### 4.2.7 School Latrine Construction

BRIDGE completed latrines at nine schools that will serve an estimated 4,575<sup>38</sup> students. PTAs and students at these schools participated in instructional sessions on health and hygiene promotion. At each school, BRIDGE conducted a hand-over ceremony that also served as hygiene and sanitation awareness event for students and the surrounding community. The events were attended by Payam Administrators, PTA members, Payam WASH Officers, teachers, and students, who participated in dramas and songs that conveyed messages about the importance of hand washing and the use of proper sanitation facilities. Each event ended with a Question and Answer Session, during which BRIDGE staff answered WASH-related questions from the community.



*Hand-over Ceremony at Marial Baai Primary School, Aweil  
West County, NBG*

### Task 4.3: Strengthen Private Sector Involvement

#### 4.3.1 Training for Pump Mechanics

BRIDGE trained 22 super technicians on operation and maintenance of hand pumps. Super technicians are volunteers from BRIDGE-supported communities who receive technical training and become stewards of community hand pumps. The technicians are able to perform basic maintenance tasks and small repairs to keep boreholes functioning. BRIDGE also trained 40 government-employed hand pump mechanics in NBG, Warrap, and Unity.

To support the technicians, BRIDGE positioned six Indian Mark II toolkits in Wunrock, Toralei, Maper, Ajong, Aweng, and Molbang Payams, Twic County, Warrap State. Technicians are able to access the toolkits to make repairs to area boreholes. Positioning was done in coordination with the RWD for Twic County, and an MOU was signed with the department, outlining the mechanism of work for the super technicians. The availability of trained technicians, combined with access to the necessary tools and parts, will increase the sustainability and life span of pumps in BRIDGE-supported areas.

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<sup>38</sup> Based on school enrollment numbers provided by SMOEs.

#### 4.3.2 Revolving Supply of Spare Parts

BRIDGE is working with UNICEF to build the capability of the MOPIs to manage the storage and distribution of hand pump spare parts, enabling RWD officers and pump mechanics to provide needed pump repairs and rehabilitations. BRIDGE will construct warehouses/storage facilities<sup>39</sup> for the NBG and Warrap MOPIs, and UNICEF has agreed to provide the spare parts inventory directly to the MOPIs. BRIDGE provided bicycles and motorbikes to RWD officers, and will continue to provide access to a BRIDGE-managed motor pool. This approach will provide a sustainable supply of spare parts, combined with a qualified workforce with transportation to reach disabled pumps.

#### 4.3.3 Market Cleanup

BRIDGE completed Market Cleanups in Gogrial Town, Gogrial West County, Warrap State and Mankien, Mayom County, Unity State. In each location, BRIDGE WASH staff provided training and tools<sup>40</sup> to local Trader's Unions, who initiated clean up efforts with support from County and Payam Officials. Solid waste was collected and transported to government-approved dumping areas, and trash bins were distributed at regular distances throughout the two markets. To ensure sustainability of the initiative, each Traders Union has organized a weekly collection of one Sudanese Pound from each member to finance the continued collection of refuse and transport to the dumping site.

### **Component 5: Expand Access to Quality Education**

#### *Task 5.1: Strengthen Government Capacity to Improve Access to Quality Education*

##### 5.1.1 Assistance to State and Local Government of Key Governance Issues

Please see Component 1: Strengthen the Capacity of Local Government to Deliver Social Services for further information.

##### 5.1.2 Management Training for Government Education Officials

BRIDGE delivered School Management Training to 39 County Education Directors, Payam Education Supervisors and Deputies, and Head Teachers in Warrap and Unity States. The two-week training focused on education data collection and analysis, record keeping, and the planning and organization of basic education services, which will improve the administration and management of public school facilities in BRIDGE-assisted areas. Training

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<sup>39</sup> Pending USAID approval.

<sup>40</sup> Toolkits included wheelbarrows, shovels, gloves, and trash bins. Following the cleanup permanent collection bins were installed, along with signs indicating the proper procedure for refuse disposal.

for 21 NBG officials was delayed due to government commitments with other donor-funded training programs but is scheduled to take place during FY11.

### 5.1.3 Education Coordination Meetings

BRIDGE facilitated 27 County Education Coordination Meetings, three in each of the nine BRIDGE-supported counties. The meetings brought together local government, school inspectors, Payam Administrators, and CAG representatives from each county and were organized to help improve communications at the county level and help County Education Directors to be better informed when attending state-level planning and budgeting meetings. The meetings provided a forum for community members, government officials, and education professionals to discuss achievements, challenges, and opportunities for future improvement in education.

### 5.1.4 English Training for Teachers

BRIDGE provided English Language training to 134 teachers from NBG, Warrap, and Unity. Courses were offered at beginner, intermediate, and advanced levels, based on initial aptitude tests. The intensive five-month program strengthened participating teacher's English language abilities, enabling them to more effectively communicate in Southern Sudan's official language. The training will allow rural teachers, many of whom currently teach in Arabic or native languages, to shift to instruction based on a unified curriculum.

### 5.1.5 Teacher In-Service Training

BRIDGE conducted a Training-of-Trainers (ToT) workshop for In-Service Teacher Education at Pandit County Education Center in Aweil West County, Northern Bahr el Ghazal. Topics included teaching methodologies, leadership, training techniques, and technical information of core functional areas. The training prepared 62 trainers to provide in-service training to primary school teachers. The trainers were nominated by the NBG, Warrap, and Unity State Ministries of Education to participate in the course.

As of Q4, 184 teachers from BRIDGE-supported areas are participating in ongoing in-service training delivered by State Ministries of Education. The training will increase the number of qualified teachers by providing local training opportunities, allowing teachers to continue in the classroom while completing the



### 5.1.6 **Scholarships for Female Teachers**

BRIDGE worked with the Northern Bahr el Ghazal, Warrap, and Unity State Ministries of Education to select four female teachers who are receiving support to attend a two-year teacher-training program at Yei Teacher Training College (YTTC). After completion of the two-year course, the women will return to their home states as professionally certified teachers and will engage in classroom instruction and become mentors for fellow teachers. The program is designed to promote gender equality and increase the number of qualified female teachers in each of the states.

necessary courses for certification. The training will help to improve the quality of education in Southern Sudan by disseminating a common curriculum and ensuring that teachers have necessary competencies to provide effective classroom instruction.

#### 5.1.7 Material Support to SMOE, Education Professionals, and Schools

BRIDGE initiated 52 LGDF projects worth \$1,289,097 to support the education sector, including: procurement of bicycles and motorcycles for school supervision officials and county education officers in NBG, Warrap, and Unity; transportation for the distribution of science lab equipment provided by MOEST to several secondary schools; and the repair and renovation of school classrooms. The newly supplied transportation has resulted in a two-to-three-fold increase in the number of inspection visits made by school inspectors.<sup>41</sup> BRIDGE supported the construction of 62 school classrooms that will improve the learning environment for 2,480<sup>42</sup> students. In each case, State Ministries of Education will take over responsibility for maintenance, classroom supplies and furniture, and any future repairs. BRIDGE also supported the Warrap and Unity State Ministries of Education with ten motorbikes each for distribution to County Education Departments. In addition, 108 bicycles were distributed to Education Supervisors and Inspectors across the three states. The improved access to transportation will allow officials to visit schools and administrative offices more regular and will help inspectors to reach more remote areas.

#### *Teacher Testing*

In Unity, the State Minister of Education requested BRIDGE to assist in administering a written proficiency test for all teachers in the state. BRIDGE arranged for the printing of the exams and provided logistics support for the exam. Nearly 1,400 teachers took the test, which was a first step in the Ministry's strategy to identify qualified teachers and screen those in need of additional instruction. Teachers who do not pass the examination will be referred to training courses or in-service instruction as necessary. Ultimately, this will improve the quality and capacity of government employed teachers, creating a more effective education system in Unity State.

#### *Pastoralist Education Initiative*

BRIDGE supported the State Ministries of Education in NBG, Warrap, and Unity to launch pastoralist education initiatives through their respective Departments for Alternative Education Systems. Pre-deployment training was completed for 18 cattle camp educators and six education inspectors, who will deploy to the field at the beginning of FY11.<sup>43</sup> The

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<sup>41</sup> Based on follow-up interviews with recipients.

<sup>42</sup> Based on GOSS MOE standard of 40 students per classroom.

<sup>43</sup> The teachers will initially be supplied and paid by BRIDGE and will transition to the government payroll per guidelines outlined in a Memorandum of Understanding.

orientation session familiarized the teachers with GOSS Ministry of Education-approved Pastoralist Education Curriculum, which combines traditional classroom subjects with messages on hygiene, conflict resolution, and civic education. The activity is a priority for the Ministry of Education and supports public perceptions of government effectiveness by delivering education services to some of the most remote and underserved populations in Southern Sudan.

Task 5.2: Strengthen Community Governance Mechanisms and Their Ability to Work in Constructive Ways with Local Officials

5.2.1 Training for PTAs

BRIDGE delivered training to 48 PTAs on topics including GOSS government education policies, the importance of education for all children, roles and responsibilities of PTA members, planning and budgeting, and PTA management. The trained PTAs meet regularly to help identify school needs and priorities, share community concerns with school administrators, and to inform other area parents of school activities. Additionally, PTAs played a key role in county-level planning and budgeting exercises, providing input about school needs to County Education Directors and actively participating in the County Education Coordination Meetings described above.

Task 5.3: Increase Literacy

5.3.1 Adult Literacy Training

Fifteen teachers<sup>44</sup> completed a BRIDGE-sponsored a ToT session on mother tongue (Dinka/Neur) language instruction. The training was conducted in coordination with the Ministry of Education's Department of Alternative Education Systems and is designed to provide an understanding of methodologies and techniques for teaching adults to read in their native language. The 15 teachers will now serve as master trainers, instructing additional teachers and training community members to improve adult literacy levels.

In addition, BRIDGE is procuring 510 mother tongue textbooks that will be delivered to adult education centers in each of the BRIDGE-supported counties in the first quarter of FY11.

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<sup>44</sup> Five per state.

## **Cross Cutting Issues**

### *Promoting gender equity/addressing gender based constraints*

BRIDGE takes a mainstream approach to promoting gender equality, ensuring that gender issues are considered and incorporated into all program activities. This approach enables BRIDGE to work across gender barriers to provide equal access to services and program interventions, while helping to change traditional views of gender roles in society. Women participate actively in BRIDGE Agricultural Producer Groups, CAGs, Water Management Committees, and Parent-Teacher Associations. In an encouraging trend, BRIDGE has seen a 7% increase in the number of women in leadership roles within these organizations from FY09, with women currently holding 15% of elected leadership roles. Additionally, BRIDGE facilitates the creation of a Women's Support Group within each CAG, to provide a forum where women can discuss sensitive issues privately before advocating to the larger community.

Leading by example, Winrock/BRIDGE emphasizes hiring women for visible project positions where they can challenge traditional views about gender equity and women's capabilities. BRIDGE's Deputy Chief of Party and Senior Governance Advisor, who coordinate Governance activities between GOSS, State, and County Officials, and our Director of Community Development, who supports three state-level teams and interfaces regularly with community members, are all women. Women also fill other key positions, including Monitoring and Evaluation Director and Operations Manager, and are well represented at the state level as Component Advisors and Field Officers.

Recently, BRIDGE's gender efforts have been supported by an increased presence of women in GOSS and state-level government positions. The Southern Sudan Interim Constitution of 2005 required a 25% quota of women in government office, in support of CPA provisions regarding women's participation in public life. This policy helped open the door for women to enter public service, and a number of women were elected to higher office in the April elections, including Madam Nyadeng Malek Daliee, the new Governor of Warrap State and seven Senior Ministers in the GOSS. Rural women actively participated in the elections and were encouraged by the outcome, taking increasingly active roles in wide variety of civic activities. Women's participation in CAG formation and community planning exercises has increased from 27% to 42% across NBG, Warrap, and Unity States this year. In order to ensure the sustainability of this trend, a gender sensitivity component was integrated into trainings for BRIDGE CAGs and other groups, and gender sensitivity is reinforced at all follow-up field visits to communities.

### *Environmental Compliance*

BRIDGE submitted an environmental mitigation and monitoring plan (EMMP) which was reviewed by USAID and subsequently submitted Environment Review Forms (ERFs) and Environmental Review Reports (ERRs) for specified activities. All ERFs and ERRs were approved by USAID.

### III. PROGRESS ON INDICATOR TARGETS

#### Summary Indicator Table

Indicator	Y2Q1	Y2Q2	Y2Q3	Y2Q4	Year 2 Actual	Year 2 Target	Year 1 Actual	EOP Target
Institutional Capacity Assessment Score for Key Ministry/Office Structures				6.8	6.7	7.5	2.2	10
Number of Sub-National Government Entities Receiving USG Assistance to Improve their Performance	-	-	-	44	40	49	14	51
Number of Individuals who Received USG-Assisted Training, Including Management Skills and Fiscal Management, to Strengthen Local Government and/or Decentralization	267	53	166	212	701	673	379	823
Women	16	3	5	21	45	168	22	206
Men	253	51	161	191	656	505	357	617
Number of Local Mechanisms Supported with USG Assistance for Citizens to Engage their Sub-National Government	2	11	61	88	162	96	15	183
Number of Government Officials Receiving USG-Assisted USG-Supported Anti-Corruption Training				80	80	48	0	78
Women	-	-	-	1	1	24	0	39
Men	-	-	-	79	79	24	0	39
Number of Individuals who have Received USG Supported Short Term Agricultural Sector Productivity Training	1,001	831	967	806	3,605	2,415	839	5,186
Women	443	514	400	358	1,715	1,725	362	3,467
Men	558	330	567	448	1,903	690	477	1,719

Number of Farmers, Processors, and Others who have Adopted New Technologies or Management Practices as a Result of USG Assistance				1,515	1,515	1,449	336	2,944
Women				702	702	1,035	141	2,004
Men				813	813	414	195	940
Number of Producers Organizations, Water Users Associations, Trade and Business Associations, and Community-Based Organizations (CBOs) Receiving USG Assistance	63	69	100	72	304	282	104	612
Number of Women's Organizations/Associations Assisted as a Result of USG Supported Intervention	52	32	49	37	170	159	50	336
Percentage Change in Sorghum Productivity per Feddan						0		25%
Number of Rural Households Benefiting Directly from USG Interventions	7,525	3,370	1,871	3,618	16,384	13,203	693	24,458
Number of New and Expanded Businesses	-	-	-	184	184	180	8	332
Number of Firms receiving USG supported Assistance to improve their Management Practices				226	226	195	0	351
Number of Persons Participating in USG-funded Workforce Development Programs		15	262	160	437	330	18	612
Women		1	36	9	46	30	0	54
Men		14	226	151	391	300	10	558
Number of Individuals Trained in Good Health and Hygiene Practices	13,138	5,448	2,111	6,971	27,662	34,000	31,112	92,312
Women	7,721	2,050	977	2,773	13,521	21,000	18,106	55,906
Men	5,411	3,398	1,134	4,198	14,141	13,000	13,006	36,406
Number of People in Target Areas with Access to Improved Drinking Water Supply as a Result of USG Assistance	22,380	9,950	20,190	167,213	219,733	127,800	84,500	316,780

Women	13,169	5,668	11,046	90,704	120,587	81,000	50,100	195,900
Men	9,211	4,282	9,144	76,509	99,146	46,800	34,400	120,880
Number of People in Target Areas with Access to Improved Sanitation Facilities as a Result of USG Assistance		100	1,034	886	2,020	6,250		8,100
Women		38	363	309	710	3,125		4,860
Men		62	671	577	1,310	3,125		3,240
Number of Learners Enrolled in USG-Supported Primary Schools or Equivalent Non-School Based Settings				14,198	14,198		11,209	33,593
Women				4,765	4,765	2,798	3,702	12,096
Men				9,433	9,453	8,394	7,507	21,497
Number of Parent-Teacher Association or Similar 'School' Governance Structures Supported	11	6	7	24	48	57	29	143
Number of Teachers/Educators Trained With USG Support	188		73	211	483	523	187	938
Women	14		1	13	28	79	13	206
Men	174		72	198	455	444	174	732
Number of Classrooms Repaired with USG Assistance					62*	60		120
Number of Adult Learners enrolled in USG supported Primary Schools or equivalent non-school based settings					-	540		1,080
Women					-	135		405
Men					-	405		675

\*Reporting based on level of effort. This number includes those classroom rehabilitations completed and in progress.

## IV. MONITORING

Monitoring and evaluation systems and processes have been critical for BRIDGE to capture, analyze, and report program data. During FY09, an M&E Database was developed using a database consultant. The database is an integral part of BRIDGE's M&E system and is used as a project management tool to track progress of activities and identify areas in need of further strengthening. To populate the database, Winrock has developed tracking forms to document the outcomes of various trainings, including PTA training, training for extension agents, farmers, government officials, English language training, and water management committee training, as well as group formations (CAGs, committees, producer groups etc.), baseline data collection for farmers, and changes in behavior, management techniques, and farming practices. These forms are regularly updated based on field experience to ensure that data is collected accurately and consistently. Additionally, BRIDGE maintains an Excel-based tracking system to ensure that trainees and households are not double counted and a robust system exists to ensure data quality. After an activity is completed, forms are reviewed by the appropriate field-level Component Advisor and then by the Team Leader to ensure that all information is correctly recorded. The Team Leader signs off on all the forms before these are sent to Juba. Once in Juba, the documents receive a final review by the M&E Director before data is entered in the database and hard copies filed.

The team has conducted M&E trainings for partner organizations, including PACT, ACDI/VOCA, and Windle Trust. Trainings focused on a review of USAID standard indicators, data collection procedures including data collection tools and data quality issues commonly identified through means of verifications, as well as communications between partners at Juba and field level. The trainings resulted in improved data quality and helped to streamline the data collection process.

BRIDGE staff members conduct weekly spot checks of activities to provide feedback on quality of activities. Spot checks have been a critical part of program M&E and have helped to inform the team about necessary readjustments to program approaches. In addition to internal spot checks, Management Systems International (MSI) also conducted M&E spot checks in Warrap, Unity, and NBG States in April, July, and August 2010. BRIDGE has received positive feedback from MSI's Warrap visit report and is awaiting the reports for NBG and Unity. MSI has also conducted ongoing data quality assessments of selected indicators in Q4.

Recognizing the limitations of USAID's standard indicators and results framework, which mainly capture outputs, BRIDGE has developed additional impact indicators. In March 2010, a BRIDGE M&E team designed and implemented a survey on citizens' perceptions of local government's ability to deliver essential services.<sup>45</sup> The survey was specifically designed to

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<sup>45</sup> Included in the list of deliverables accompanying this document.

measure community perceptions in BRIDGE-targeted areas. The survey serves as a proxy to rove.

In August 2010, BRIDGE conducted a total of six Institutional Capacity Assessments (ICAs) for State Ministries of Agriculture and Physical Infrastructure, with particular focus on the water departments. The FY10 aggregated score is 6.8, showing an increase of 68% compared to the 2.2<sup>46</sup> baseline score collected in FY09. This increase cannot be directly attributed to BRIDGE, as the ICA's features do not match with functional areas addressed through BRIDGE program interventions. In response to this gap, BRIDGE developed a Governance Effectiveness Index to measure changes in specific tasks and/or functions of BRIDGE assisted ministries. For each targeted institution, BRIDGE will measure changes in relevant functions<sup>47</sup>, and develop an integrated, overall governance effectiveness index. The index will allow USAID and BRIDGE to easily track each institution's ability to deliver essential services by providing a snapshot of the institutions' internal structure, organization, and management.



BRIDGE compiled baseline data from the ICAs of the target institutions conducted during Year I and the governance gap analysis conducted in September/November 2009.

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<sup>46</sup> This score covers only 6 ministries. It is a shift from FY 09 approach, which assessed 20 government institutions at the State and County level, identifying key strengths and challenges to determine BRIDGE program entry points.

<sup>47</sup> BRIDGE Governance component addresses the following functional areas: financial management, planning and budgeting, HR and tax administration.

## V. PROJECT ADMINISTRATION

### Constraints and Critical Issues

**Elections:** The national elections and associated campaign activities slowed the pace of implementation. BRIDGE staff and community members found it difficult to reach many government officials and observed that it was increasingly harder to secure a commitment of their time to discuss development activities. This resulted in delays in several program areas, such as the tendering and award process for approved LGDF projects and the implementation of household latrines. Attendance at training activities and Town Hall meetings also suffered during the campaign period, with turnout significantly below anticipated numbers. During the election period itself, program operations were put on hold and the majority of staff recalled to Juba. This period lasted longer than initially expected due to the extension of the voting period and subsequent delays in announcing results.

**Geography/Logistics:** While movement capabilities improved during Q3 with the addition of motorcycles for field officers and two new Land Cruisers per state, the challenges of poor roads, long distances, and adverse weather conditions persisted. In Warrap State, Tonj North County was completely cut off from the BRIDGE office in Kuajok during the rainy season, due to high water. This



*BRIDGE staff member commutes to field sites in NBG*

necessitated a two-hour detour to Wau, where the only functional bridge across the Jur River is located. Similarly, in NBG, extensive flooding blocked access to many rural areas, particularly in Aweil North and West Counties. In Unity, Mayom County and the area around Guit, Rubkona County were particularly difficult; even with 4WD vehicles equipped with winches and mud tires, many communities remained out of reach. One drilling rig in Unity was stuck in the mud, and due to a lack of heavy equipment to extricate it, will likely remain out of commission until the arrival of the dry season. All of these logistical issues are compounded by poor mobile phone coverage and communications difficulties. In response, BRIDGE is concentrated its rainy season activities in areas that remained accessible, accomplishing as much as possible in those areas, so that focus can shift to more remote communities with the arrival of the dry season. In spite of the challenges, BRIDGE was able to meet 28 out of 35 PMP targets for FY10.

**Relief to Development Context:** BRIDGE staff face continual challenges with partners/beneficiaries due the large number of NGOs and aid programs operating simultaneously in most of the areas where BRIDGE is working. Many of these programs are operating within a relief framework, providing services, grants, and donations with little or no expectation for community or government contribution or input. For example, in Warrap, the BRIDGE Agriculture Team observed a significantly high turnover rate of participants in the ox plow training course, with many farmers leaving the training without explanation or notification. After researching the problem, BRIDGE was advised that two other NGOs in the area were supplying ox plows at less than half the cost expected by BRIDGE. While the BRIDGE approach was designed to create a viable supply chain for plows and spare parts, the approach of the two other organizations was to collect goats for payment and then redistribute them to vulnerable communities. Unable to compete with the lower cost and still preserve the activity's intent, BRIDGE opted to work with local merchants and identify farmers in outlying counties (not covered by the two NGOs) who had previously received ox plow training from UNICEF and expressed an interest in purchasing subsidized ox plows at cost.

**Community and Government In-Kind Contributions:** BRIDGE staff members consistently encounter resistance when attempting to discuss and secure viable contributions to projects from targeted communities and government ministries. The target to encourage community and government self-reliance through in-kind contributions helps to ensure that project proposals nominated for the LGDF have support and buy-in from local communities; nevertheless, this approach takes time. Though BRIDGE is making inroads with this approach, and will leave a more sustainable legacy as a result, the abundance of other NGOs and donor organizations that do not have such a requirement, often makes the concept a difficult sell. The reality of this divergence on the ground is that recipient communities and their government officials have at times opted to work with another organization if they feel a similar result can be achieved with less effort on their part than required under the BRIDGE approach.

**Recruiting and Retaining Qualified Field Staff:** Southern Sudan remains a difficult and challenging environment, and therefore, recruitment and retention of qualified field staff is a constant challenge. Conditions at BRIDGE's state-level compounds are often basic, and health concerns, separation from families, and limited communications have all contributed to high rate of attrition for field staff. During the rainy season, illnesses including Malaria and Typhoid took a toll on staff health, particularly in Unity State. These conditions, combined with a small pool of qualified local national personnel and high volume of NGOs, create a competitive hiring environment and makes recruitment for many field-based positions challenging. Unity and Warrap State in particular have suffered from a high turnover rate, which effected program implementation as new staff members learned to operate within BRIDGE systems and policies. In spite of these challenges, BRIDGE has been able to rotate experienced staff from other locations to ensure consistant support and management.

## **Security**

The April elections presented the largest security challenge for BRIDGE this year. Although the elections marked a major milestone towards the fulfillment of the Comprehensive Peace Agreement (CPA), they were accompanied by political violence and accusations of voter intimidation in all three states. In Unity, post-election violence unfolded between GOSS/SPLA forces and militia elements under the command of Gawak Gai over Gai's discontent with election results that favored incumbent Gen. Taban Deng, despite rumors of widespread irregularities. In Aweil, NBG, a protest by poll workers over pay issues led to clashes with police forces and resulted in the UN declaring Aweil Town out-of-bounds for several days. In a proactive measure, BRIDGE recalled field staff to Juba during the election period. Following the announcement of results, staff members were able to return to NBG and Warrap and resume operations, though deployment to Unity was delayed, given tensions between Taban Deng and Gawak Gai. Though the Unity team returned to post by early May, tensions in the state remained high for the remainder of the fiscal year. BRIDGE staff members in Unity noted increased reports of cattle raiding and militia activity in the areas outside Bentiu and more frequent requests from SPLA and security forces to restrict movement in rural areas of the state. The effect of these restrictions on program activities was limited, however the security situation is expected to be of increasing concern in the run-up to the January 2011 Referendum. As a result, BRIDGE is preparing contingency plans to deal with any potential issues.

## **Personnel**

<b>Position Name</b>	<b>Actual</b>	<b>Location</b>
Accountant	1	Juba
Agribusiness Advisor	1	Juba
Chief of Party	1	Juba
Communications Director	1	Juba
Compound Assistant	1	Juba
Compound Manager	1	Juba
Cook	1	Juba
Deputy Chief of Party - Programs	1	Juba
Deputy Chief of Party - Operations	1	Juba
Director of Community Development	1	Juba
Driver	4	Juba
Education Advisor	1	Juba
Grants Manager (ACDI)	1	Juba
Human Resource Director	1	Juba
IT Officer	1	Juba
Janitor	6	Juba
Junior Accountant	1	Juba

Position Name	Actual	Location
Logistics Officer	2	Juba
M&E Director	1	Juba
M&E Project Officer	1	Juba
Operations Manager	1	Juba
Program Officer	1	Juba
Senior Accountant/Trainer	1	Juba
Senior Governance Advisor	1	Juba
Senior Program Officer	1	Juba
Procurement Officer	1	Juba
Tendering & Procurement Director	1	Juba
Water and Sanitation Advisor	1	Juba
Intern	1	Juba
Senior Program Coordinator (ACDI)	1	Juba
Accountant	1	NBG
Agriculture Liaison Officer	3	NBG
Agriculture Project Officer	1	NBG
Agriculture Team Leader (ACDI)	1	NBG
Community Development Liaison Officer	4	NBG
Community Development Project Officer	2	NBG
Community Development Project Specialist	1	NBG
Compound Assistant	1	NBG
Deputy Team Leader	1	NBG
Driver	7	NBG
Education Liaison Officer	3	NBG
Education Project Officer	1	NBG
Education Project Specialist	1	NBG
Governance Advisor	1	NBG
Governance Liaison Officer	0	NBG
Governance Project Officer	1	NBG
Governance Project Specialist	1	NBG
Local Governance Project Specialist	1	NBG
Janitor	4	NBG
Logistics Officer	1	NBG
M&E Project Officer	1	NBG
Office Manager	1	NBG
Team Leader	1	NBG
Training Coordinator (ACDI)	1	NBG
Water and Sanitation Liaison Officer	1	NBG

Position Name	Actual	Location
Water and Sanitation Project Specialist	1	NBG
Compound Assistant	1	NBG
Compound Manager	1	NBG
Accountant	1	Warrap
Agriculture Project Officer	3	Warrap
Agriculture Team Leader (ACDI)	1	Warrap
Artisan Trainer	1	Warrap
Community Development Liaison Officer	3	Warrap
Community Development Project Officer	3	Warrap
Community Development Project Specialist	1	Warrap
Compound Assistant	1	Warrap
Compound Manager	1	Warrap
Cook	1	Warrap
Deputy Team Leader	1	Warrap
Driver	6	Warrap
Education Liaison Officer	1	Warrap
Education Project Officer	1	Warrap
Education Project Specialist	1	Warrap
Governance Advisor	1	Warrap
Governance Liaison Officer	1	Warrap
Governance Project Officer	1	Warrap
Governance Project Specialist	1	Warrap
Janitor	3	Warrap
Logistics Officer	1	Warrap
M&E Project Officer	1	Warrap
Office Manager	1	Warrap
Ox Plow Trainer	1	Warrap
Team Leader	1	Warrap
Training Coordinator (ACDI)	0	Warrap
Water and Sanitation Liaison Officer	1	Warrap
Water and Sanitation Project Specialist	1	Warrap
Accountant	1	Unity
Agriculture Liaison Officer	3	Unity
Agriculture Project Officer	1	Unity
Agriculture Team Leader (ACDI)	1	Unity
Training Coordinator (ACDI)	1	Unity
Community Development Advisor	1	Unity
Community Development Liaison Officer	4	Unity

Position Name	Actual	Location
Community Development Project Officer	2	Unity
Community Development Project Specialist	0	Unity
Compound Assistant	5	Unity
Compound Manager	1	Unity
Cook	2	Unity
Team Leader	1	Unity
Deputy Team Leader	1	Unity
Driver	6	Unity
Education Liaison Officer	1	Unity
Education Project Officer	2	Unity
Education Project Specialist	1	Unity
Governance Liaison Officer	1	Unity
Governance Project Officer	0	Unity
Governance Project Specialist	1	Unity
Logistics Officer	1	Unity
M&E Project Officer	1	Unity
Water and Sanitation Project Specialist	1	Unity
Finance Officer	1	Nairobi
Logistics Officer	1	Nairobi
Office Manager	1	Nairobi
Security and Logistics Manager Nairobi	1	Nairobi
Managing Director VTA	1	USA
TOTAL STAFF	167	

### **Changes in the Project**

Some governance activities have been shifted to FY11. These shifts were determined by the need to provide tailored, one-on-one training to individuals and individual government offices rather than conducting broad-based workshops, and by delays caused by the election period and the resulting unavailability of Local Government officials. These activities include:

- Updating organizational charts and documenting staffing patterns
- Data collection in support of the Human Resource Information System (HRIS).
- Design of Financial Management training curriculum for Local Government entities
- Implementation of cash management systems
- Computerized payroll system

Under the WASH component, the majority of household latrines were delayed due to election delays and early rains. BRIDGE is revising its approach to household latrine activities, and this will be reflected in the FY11 Work Plan.

## **Contract Modifications and Amendments**

No changes to report.

### **D. Key Issue narratives**

#### **Anti-Corruption**

Anti-corruption covers a wide spectrum of activities, including increasing accountability and transparency in government functions, developing a culture and expectation of both personal and governmental responsibility, and reducing opportunities for rent-seeking activities.

BRIDGE increases transparency by linking communities to local governments. During FY10, BRIDGE fostered 162 Town Hall meetings and established 308 CAGs/WSGs. CAGs serve as a mechanism for people at the grassroots level to aggregate and articulate their concerns to their local government officials. As such, the Community Action Groups are instilling democratic habits by bringing people together to build consensus on issues of importance to the community, to vote on those issues, and to choose their own leaders. This is democracy in action.

While activities that demonstrate democracy in action are essential, fostering a culture and expectation of responsibility, accountability and transparency is also important. In addition to the Community Action Groups, BRIDGE has also provided training to 54 Parent-Teacher Associations. Like the CAGS, the PTAs provide an opportunity for parents to have a voice in the educational decisions that affect their children's lives and build a culture and expectation of responsibility, accountability, and transparency.

BRIDGE is also building transparency and accountability by strengthening state and local government capacity to plan for service delivery, and to design and implement coherent service delivery policies. In one notable example, BRIDGE brought together state and local water and sanitation officials for a three-day working session to introduce and explain the national government's new water and sanitation policy, to start building consensus on how the new policy would be implemented at the state and local level, and to determine practical next steps for implementation and dissemination of the policy. This activity was particularly important because devolution of power and responsibility is new to Southern Sudan. This workshop marked the first time that many of these state and local officials have met their national government counterparts. BRIDGE has planned a similar multi-day working session for the new agriculture policy.

One of the most important tools against corruption is the establishment of accounting practices that meet International Accounting Standards (IAS) and ensure that financial records are well documented, open to the public, and comprehensible to anyone familiar with international accounting standards.

#### **Civil Society and Community Mobilization**

A vibrant civil society is a hallmark of a sustainable and healthy democracy. Increasing the level and quality of interaction and decision-making between State and local governments and the communities they serve is a crucial element of democratic improvements. BRIDGE focuses its approach in facilitating the creation of, or strengthening existing, community groups, whereby people come together for a common purpose, and where they can articulate the group's needs and concerns to the government. Civil society organizations are both formal and informal, but the common thread is that they all build societal trust, without which a democracy cannot function. All of BRIDGE's work is, in the larger sense, geared toward building community participation at the grassroots level—toward connecting people and governments in constructive ways, both formally and informally.

Community Action Groups (CAGs) are perhaps the most obvious example of BRIDGE's community mobilization activities. The purpose of CAGs are to help communities identify, prioritize, and address communal needs; to provide communities with a voice to government; and to present communities with a forum in which to consider community development and governmental responsibilities. To date, BRIDGE has established 190 Community Action Groups in the three states in which the program works. BRIDGE provides small grants to Community Action Groups for projects that the CAGs collectively agree to support, and for which local governments agree to a minimum 10% cost share.

During FY10, BRIDGE-supported Community Action Groups and government institutions identified and developed 234 proposals worth \$3,533,931. One CAG is building the foundation and walls for a school, with BRIDGE providing the roofing materials. Another CAG has asked for sanitation training due to an outbreak of cholera. Even more promising, local government officials have asked to attend CAG meetings with BRIDGE staff. This link between communities and local government will help sustain the Community Action Groups and make local government more accountable and responsive. Perhaps more importantly, these early developments constitute the kinds of peace dividends that encourage hope and empowerment.

Additionally, where boreholes have been drilled, BRIDGE has established Water Management Committees (WMCs) to manage these water points and ensure borehole maintenance and cleanliness. This is another example of bringing people together with a common interest to meet their collective needs, thereby fostering social trust as well as personal and collective responsibility.

### Conflict Management and Mitigation

By strengthening the capacity of local government to respond to citizen needs and by organizing formal opportunities for communities to engage with government officials, BRIDGE contributes to Conflict Mitigation and Conflict Management. Such interactions help create informed communities and increased legitimacy of local government in the eyes of its constituency. Improving mechanisms for citizen participation and increasing the responsiveness of government institutions helps to reduce the potential for conflict in program areas.

Additionally, BRIDGE provides support for peace-building opportunities whenever possible, for example, the Dinka - Rezeigat peace conference that took place in January 2010. The conference was jointly organized by the Governors of Northern Bar El Ghazal and Darfur in a effort to put an end to the history of violence and conflict between the two tribes. The five-day conference ended with the signing of a joint agreement outlining each tribe's commitment to peace and formalizing a process for peaceful dispute resolution. BRIDGE contributed logistic and organizational support to the event.

### Gender Equity

BRIDGE takes a mainstream approach to promoting gender equality, ensuring that gender issues are considered and incorporated into all program activities. This approach enables BRIDGE to work across gender barriers to provide equal access to services and program interventions, while helping to change traditional views of gender roles in society. Women participate actively in BRIDGE Agricultural Producer Groups, CAGs, Water Management Committees, and Parent-Teacher Associations. In an encouraging trend, BRIDGE has seen a 7% increase in the number of women in leadership roles within these organizations from FY09 to FY10. Additionally, BRIDGE facilitates the creation of a Women's Support Group within each CAG, to provide a forum where women can discuss sensitive issues privately before advocating to the larger community.

Leading by example, BRIDGE emphasizes hiring women for visible project positions where they can challenge traditional views about gender equity and women's capabilities. BRIDGE's Deputy Chief of Party and Senior Governance Advisor, who coordinate Governance activities between GOSS, State, and County Officials, and our Director of Community Development, who supports three state-level teams and interfaces regularly with community members, are all women. Women also fill other key positions, including Monitoring and Evaluation Director and Operations Manager, and are well represented at the State level as Component Advisors and Field Officers.

Recently, BRIDGE's gender efforts have been supported by an increased presence of women in GOSS and state-level government positions. The Southern Sudan Interim Constitution of 2005 required a 25% quota of women in government office, in support of CPA provisions regarding women's participation in public life. This policy helped open the door for women to enter public service, and a number of women were elected to higher office in the April elections, including Madam Nyadeng Malek Daliee, the new Governor of Warrap State and seven Senior Ministers in the GOSS. Rural women actively participated in the elections and were encouraged by the outcome, taking increasingly active roles in wide variety of civic activities. Women's participation in CAG formation and community planning exercises has increased from 27% to 42% across NBG, Warrap, and Unity States this quarter. In order to ensure the sustainability of this trend, a gender sensitivity component has been integrated into trainings for BRIDGE CAGs and other groups, and gender sensitivity is reinforced at all follow-up field visits to communities.

### Inclusive Development: Participation of People with Disabilities

BRIDGE utilizes an inclusive approach and invites all community members to participate in program activities. Though there are no interventions to directly target this population, every effort is made to ensure that anyone interested is accommodated. For example, BRIDGE offered training to blacksmiths in the manufacture, maintenance, and repair of ox plows. One of the participating blacksmiths was deaf, but was able to learn the repair techniques through hands-on training and demonstration.

#### Local Institutional Capacity Development

A hallmark of the BRIDGE program is linking communities with local governments and building the capacity of local governments to effectively deliver services. At the grassroots level, BRIDGE established 308 Community Action Groups and Women's Action Groups during FY10, both of which link communities to local governments. BRIDGE has established and built the capacity of water users associations, and has developed 54 PTAs.

At the government level, BRIDGE conducted state and local level governance assessments to determine levels of competence, gaps, and targeted next steps. BRIDGE is developing its programs to fill these gaps in a sustainable and practical manner. The results of these assessments were used to inform BRIDGE program interventions during FY10 and identified areas to focus resources in order to improve government capacity. These activities are discussed in detail in previous sections of this report.

#### **E. List of Deliverables**

1. Citizen's Perception Survey (April 2010)
2. Guidelines for Integrated State and County Planning and Budgeting (May 2010)
3. Planning and Budgeting Training Guide for Counties in Southern Sudan (May 2010)
4. Public Service Reform Resource Guide (June 2010)
5. GOSS/MOFEP Framework on State Public Financial Management Reform (June 2010)
6. Public Financial Management Operational Procedures (July 2010)
7. Internal Audit Manual (July 2010)
8. Guide to Gender Planning & Budgeting (August 2010)
9. Institutional Capacity Assessments (August 2010)

## ANNEX I: Success Stories

### Grassroots Conference Opens Door for Peace



*Governor Paul Malong displays a joint communiqué between the Dinka Malual and Rezeigat to a crowd gathered in Aweil.*

When word arrived on the eve of a planned peace conference between the Dinka Malual of Northern Bahr el Ghazal and the Rezeigat of South Darfur that most political officials would not attend, it appeared that seven years of effort to bring the two communities together would never materialize. For decades, the disputed, oil-rich border regions between northern and southern Sudan have witnessed scenes of violence as disputes over water and access to grazing land erupt into brutal tribal conflicts. But early in 2010, leaders from the two tribes came together to lay out a joint plan to end the violence.

From January 22 to 25, senior leaders from the Dinka Malual and Rezeigat tribes met in Aweil for a grassroots peace conference aimed at fostering dialogue and reconciliation. The governors of Northern Bahr el Ghazal and South Darfur jointly organized the conference with USAID facilitation to provide a forum for mediation between the two groups, with the hope of reducing tension and increasing cross-border cooperation.

The Dinka Malual and Rezeigat have experienced a long history of conflict, which was exacerbated by Sudan's 20-year civil war. Driven by drought, desertification, and the demands of their large cattle herds, the Rezeigat allied with Sudanese Armed Forces (SAF) and fought against the Dinka Malual to secure control over seasonal migration routes in the south. These attacks provoked the Dinka Malual into attacking Rezeigat herders and villagers in an escalating cycle of conflict. Though the Comprehensive Peace Agreement (CPA), signed in 2005, officially put an end to fighting between the Government of Sudan and the Sudan People's Liberation Movement, regional clashes continued - driven largely by

a scarcity of water for cattle herds, fanned by easy access to small arms, and compounded by lack of state authority to mediate between the two sides.

Aware of the organizational challenges involved in such a gathering, Governor Paul Malong of Northern Bahr el Ghazal contacted the USAID-funded Sudan BRIDGE program and outlined areas of logistic and financial support necessary to make the conference a success. For BRIDGE, it was a unique opportunity to support a Sudanese-led initiative that not only yielded peace dividends, but also demonstrated a new capacity on the part of local government to be responsive to citizens' needs. USAID's Office of Transition Initiatives, Pact Sudan, and several other donor organizations also contributed to the conference preparation.

By late January, representatives from both tribes began to slowly arrive in Aweil. Despite some tense final moments when it was revealed that the Governor of South Darfur and several senior political figures would be unable to attend, the conference continued as planned. Dinka and Rezeigat members shared traditional songs and dances in between formal discussions and negotiations. In the end, the 175 conference participants issued a joint communiqué outlining the major community security priorities and asking for greater international assistance to achieve these goals. In particular, the communiqué called for better management of seasonal grazing routes, the creation of a jointly administered traditional court to resolve disputes, and a prohibition against either community carrying small arms onto the other's territory.

This spring, the State Director of Resolutions, an elected official from Northern Bahr el Ghazal, confirmed that his state's government and the Rezeigat of South Darfur adopted the resolutions from the Conference. Activities to implement the new peace accord will begin after the national elections in mid-April.

The success of the conference is a victory not only for the Dinka Malual and Rezeigat, who have a new opportunity for peaceful coexistence and cooperation, but for other tribes for whom this experience may serve as an example. It has showcased the capacity of local government leaders to mediate and resolve disputes, and in doing so, directly responding to the needs and concerns of their constituents. Perhaps the most significant achievement of the conference was that it occurred thanks to local initiatives. In overcoming an array of obstacles, the leaders of both communities showed that peace and politics are not mutually exclusive in Sudan.

## **Empowering Government Officials in Southern Sudan**

For years, government ministries in Southern Sudan have operated with antiquated systems and untrained staff, limiting their ability to deliver basic services to residents of the region. The USAID-funded Sudan BRIDGE program is working with State and County Officials in Northern Bahr el Ghazal, Warrap, and Unity States to change this reality by providing training opportunities and material assistance to improve government management capacity. With assistance from BRIDGE, a new generation of leaders is emerging and putting into practice lesson learned to improve government management and oversight.

Twenty-eight year-old Maliah Deng Tang is a dedicated Accounts Controller and Acting Director of Finance at the Ministry of Finance in Unity State, Southern Sudan. After completing a Bachelor of Economics at the University of Juba in 2004, Maliah was appointed to the ministry as a bookkeeper and worked his way up to his current position. Encouraged by recent trainings provided by Winrock International's Sudan BRIDGE Program, Maliah has high hopes for himself and his colleagues at the ministry.

In 2010, Maliah participated in several trainings organized by BRIDGE, on topics including basic finance, human resource management, computer literacy, and financial management. After participating in computer literacy training, Maliah had a new goal: to provide similar computer training to all of his staff, as a first step to transitioning the ministry to computerized systems. In the future, Maliah would like to establish a computer laboratory in all of the offices of the ministry and ensure that all ministry transactions are computerized, starting with the payroll system, which is currently ineffective.



*John Gatwech Kuol reflects on what he has learned from BRIDGE-supported financial management trainings*

Maliah's colleague, John Gatwech Kuol, the Chief Inspector of Administration at the Ministry of Finance, has also benefitted from BRIDGE trainings. This year, John has attended training on financial management and taxation, which improved his skills in financial reporting and account reconciliation and furthered his understanding of GOSS guidelines for revenue collection. John notes that, as a result of the training, he is more timely and effective in his own reporting. Like Maliah, John left the trainings with new goals and determination to provide similar training to his own staff.

With BRIDGE support, leaders like Maliah and John are empowered and equipped to make key improvements to increase efficiency and effectiveness. "When one gets training on new

skills, it is worth millions, because the trainings make someone improve his or her performance," Maliah notes.

BRIDGE will continue to support Maliah, John, and other government staff in Unity, Northern Bahr el Ghazal, and Warrap States, providing training and grants to build capacity and improve government service delivery.

## **Local Government Capacity Building in Southern Sudan**

### ***Helping Government Staff Perform More Effectively and Efficiently***

Local government staff in Southern Sudan do their jobs with little to no training and scarce resources. For a successful transition from relief to development, it is crucial to build the capacity of local government to perform more efficiently and to more effectively meet the needs of citizens.

USAID's Sudan BRIDGE program, led by Winrock International, is addressing this critical need, providing hands-on training, technical assistance, and grant resources to local government ministries in Warrap, Unity, and Northern Bahr el Ghazal States.

In October 2009, Sudan BRIDGE provided support to Planning & Budgeting Training for local government administrative officers in Warrap State, led by the State Ministry of Local Government (SMoLG).

Twenty-seven participants, including Payam Administrators, Deputy Administrators, and bookkeepers representing six counties, came together for six days to improve their skills. Working with the Democracy & Governance Advisor of the SMoLG, BRIDGE helped facilitate training on topics such as participatory planning and budgeting, good governance



*Payam Administrator Barac Atem Barac shares how BRIDGE training will help him perform his duties more effectively*

practices, facilitation skills, and gender mainstreaming. This was the first training of its kind to be offered to this group of local government staff.

Participants discussed common challenges and ways to improve accountability and transparency. Participants also learned new approaches to increase their efficiency and effectiveness. For example, the group learned how to use standard financial forms to guide them in preparing budgets for salaries, operational costs, capital expenditures, and incoming revenues.

Post-training, 82% of participants indicated that the training gave them new ideas on budgeting techniques, including the use of the financial forms, which are expected to improve the way officers organize, collect, and manage resources. Barac Atem Barac, the Payam Administrator in Tonj South County, states, “I was shocked to know that in my work there are some financial forms to be used. When I go back to my payam, I will start using these forms as I have been taught.” Barac and the other participants stressed the importance of this kind of training and have requested that Sudan BRIDGE continue to provide similar trainings across the state.

## **Inspiring Local Government Leaders**

### ***County Education Director Strengthens Resolve to Serve the Community***

Reflecting on his life and the struggles that he has endured, Jamesco Deng Deng knows he has come a long way.

Jamesco spent most of his school years learning in the bush as most schools in his area had



*County Education Director Jamesco Deng Deng at Marial Bai Primary School PTA Training*

been burned down. Without books, pens, or paper, Jamesco and the other students conducted their lessons by writing in the dirt. In 2001, he lost both his parents, left school and became a soldier in the SPLA. He was stationed in the garrison town of Nyamlel in Aweil West County, Northern Bahr el Ghazal for the remainder of the war. Following the CPA, he returned to school to finish his secondary education and continued on to receive his certificate in teacher training. In May 2008 he was appointed to the position of County Education Director for Aweil West.

As the County Education Director for Aweil West in Northern Bahr el Ghazal State, Southern Sudan, Jamesco works to improve the quality of education in his state. Like so many other government staff in Southern Sudan, Jamesco and his colleagues at the Ministry of Education do their jobs despite a severe lack of

resources and professional teaching capacity. Few of the teachers he supervises have any formal training in education, many classes are conducted outside under trees due to a lack of infrastructure, and books, blackboards and other materials are in short supply. Jamesco admits that it has been hard to achieve much in communities that still struggle with the aftermath of the long civil war. However, he is impressed with the way his teachers keep trying despite the numerous challenges.

Training from BRIDGE has helped Jamesco overcome these hurdles, giving him renewed hope and resolve to serve his community. “Some people and communities often get forgotten and disconnected during a war. They have lost hope. Re-connecting can be an extremely positive experience, and this exactly what the BRIDGE Program has done to my life,” Jamesco asserts.

BRIDGE has provided training to Jamesco and 58 other government education officers across three states of Southern Sudan, helping them learn to prioritize, plan for, and implement solutions to meet community needs. One such training is focused on Parent-Teacher Association (PTA) development. BRIDGE worked with Jamesco and other Ministry of Education staff to refine their PTA manual. BRIDGE also delivered Training of Trainers sessions to enable the group to more effectively reach out to PTAs within Aweil West.

The trainings and support provided by BRIDGE have strengthened the skills of Jamesco and his colleagues and empowered them to take initiative in the communities in which they serve. Their efforts have paid off, already demonstrating strong impacts across the county.

“At first it was not easy to persuade parents to accept the government initiatives. But after BRIDGE trained local government education officials in forming PTAs, we started realizing results. I am glad to know that my office is now connected to the community and parents,” he said. Aweil West has realized a remarkable increase in enrollment of female students of all ages from 1 girl for every 10 boys to 6 girls for every 10 boys and has experienced an increase of 2,000 students overall. Thanks to assistance from BRIDGE, the County Education Office in Aweil West is more connected to the community and parents and Jamesco finds it encouraging that over 70 trained PTA members are working together on a regular basis.

Jamesco’s success in Aweil West led the Northern Bahr el Ghazal State Ministry of Education to appoint him as Director for Planning Quality Education. He begins his new position in January and attributes his promotion to the training he received through BRIDGE’s program on education management and planning.

## **Transportation Solutions for Government Officials**

For many government officials in Southern Sudan, simply getting to work can be a challenge, long distances, dispersed communities, and poor road infrastructure make daily commutes a struggle. Walking is often the only viable option, resulting in much of the day being spent travelling with little time left to interact with communities and colleagues. However, with support from the USAID-funded Sudan BRIDGE Program, this is starting to change for County Education Officials in Unity State.



*County Education Inspector Joseph Majok Buoth*

Joseph Majok Buoth, a thirty-two year old Education Inspector for Mayom County, Unity State, dealt with these issues daily. Appointed in 2009, his duties include supervising school administration and inspecting classroom conditions at schools throughout the county, a vast rural area. Joseph lives in the village of Mankien, nearly 14 miles from the County Education Center in Mayom Town. Lacking

any other transport, Joseph would walk for five hours each way, usually only being able to reach the office two times a week. It was even harder for him to monitor and supervise schools in Mayom's ten payams due to poor roads and an inefficient public transportation system. "In fact," Joseph admits, "there are some payams I have never visited since my appointment one year ago."

Realizing the situation's impact on the efficient administration of area schools, the County Education Directors for Mayom and Rubkona Counties came to BRIDGE for assistance. Though they lacked the budget to purchase motorbikes, the Directors agreed to service, fuel, and maintain the vehicles if BRIDGE was able to support the initial procurement.

## **Building Skills and Creating Opportunities**

### ***English language training opens doors for Southern Sudanese government staff***

Despite the fact that English is the official language of Southern Sudan, many people are unable to effectively speak, read, or write in English. Language training opportunities are limited, particularly for adults and youth outside of the formal school system. USAID's BRIDGE program, led by Winrock International, addresses this gap by providing English Language training to government staff, teachers, community leaders, and Parent-Teacher Association members across three states of Southern Sudan. This is the first time that many of these people have had the opportunity to attend formal language training.

The training has provided opportunities for government participants in particular, paving the way for them to more effectively communicate internally and externally. This is critical as the Government of Southern Sudan continues to build its effectiveness and self-sufficiency.



*John Puot Keah shares his story with his tutor*

In Unity State, some learners were able to obtain senior positions in the state government after improving their English Language skills. For example, John Puot Keah was promoted to the position of Director General (DG) of the Ministry of Social Development (MoSD) in Unity State. He notes: "I thank Windle Trust and Winrock BRIDGE for the English language Training that I am receiving. Indeed, my skills have improved from the time I joined. It is a condition to have

some knowledge of English in order to hold the position of DG that I am holding now. Without the English language knowledge, I would not get the promotion."

Likewise, Isaac Majok was recently appointed as Office Manager in the Minister's Office of the Ministry of Animal Resources and Fisheries. This position requires English Language skills to interact with different people coming to the office. Issac asserts, "[The role of] Office Manager is not an easy job to perform if one does not have better language ability. The English Language training that I am receiving from Windle Trust and Winrock BRIDGE has really helped me to get my present position."

Since 2009, Winrock's partner, Windle Trust International (WTI), has provided participatory English Language Training to more than 450 people in Warrap, Unity, and

Northern Bahr el Ghazal States. Like John and Issac, this training has enabled numerous individuals to obtain jobs and improve their lives.

### **Community Action Groups Foster Local Ownership and Empower Leaders**

Alikhook Arieu Akec cares for her family of nine, tends her small farm, and serves her community in Anwei Boma, Warrap State as the Community Action Group (CAG) Chairperson. As Chairperson, she serves as a role model, not only within her own small community, but on a much greater scale. She is the first woman to be elected as a CAG Chairperson across the entire State.

“Before, women weren’t given a chance. I am thankful that the community elected me and I have had a chance to learn that the chance is possible,” she proudly states.

Alikhook knows that her role comes with big responsibilities. She is ready to take them on, alongside her fellow CAG members. “We need changes,” she asserts. And she is learning that the solutions can be found through collaboration, commitment, and determination within the community itself.



*Alikhook and her fellow CAG members*

The USAID-funded Sudan BRIDGE program is working with community members like Alikhook to form self-sustaining CAGs across three states of Southern Sudan –Northern Bahr el Ghazal, Warrap, and Unity. The CAGs are comprised of community representatives and elected leaders who work together to enhance community participation and ownership in development projects and to serve as a voice to local government. Alikhook and her fellow

CAG members are working together to prioritize and address community needs, starting with agricultural development. Taking advantage of agriculture training provided by BRIDGE, the CAG members are working hard in their newly established gardens. Alikhook notes, “If someone knows how to grow, the entire community benefits.”

Across the three states, Sudan BRIDGE has witnessed several impacts and accomplishments from the CAGs in a short period of time: More communities are embracing the role of women leaders. CAGs are initiating development projects –such as school rehabilitation and construction of community centers– on their own. Linkages between communities and local

government are strengthened, as local government increasingly participates in dialog and activities with the CAGs and wider community.

Perhaps most importantly, the CAGs are building hope and fostering a strong sense of ownership within the communities they serve. As Alikhook states, “Before BRIDGE, we didn’t know that we could do something to help ourselves. The program has shown us how to work hard. We now know that we can rebuild this town on our own.” She is proud that this sense of ownership is changing the community’s historical dependence on relief, moving from “what can you do for us?” to “we can do this together.”

### **Community Action Groups Provide Inroads to Remote Communities**



*Carter Center staff work  
with BRIDGE CAG*

Communities like Mayen-Loc in Tonj North County, Warrap State, Southern Sudan are remote and widespread, with pastoralist families living far apart and often moving from place to place. In this environment, it is often difficult to organize services for community members. Fortunately, the USAID-funded Sudan BRIDGE program has found a way to work around this constraint.

BRIDGE works with communities to form self-sustaining Community Action Groups (CAGs) across three states of Southern Sudan – Northern Bahr el Ghazal, Warrap, and Unity. The CAGs are comprised of community representatives and elected leaders who work together to enhance community participation and ownership in development projects. BRIDGE works with CAGs to help them link to services and serve as an intermediary between communities and their local government officials.

In Mayen-Loc, 148 women, men, and youth worked with BRIDGE to form their CAG. Community members participated in an appreciative planning and action process to identify needs and develop community action plans. These plans will be shared with government officials through town hall meetings and other forums, allowing communities to present a concrete list of needs and detailed plan of action to their elected officials.

In an effort to maximize impact, BRIDGE is connecting with other NGOs and aid organizations in program areas, helping them to utilize the CAG network to reach remote

communities. In a recent example, BRIDGE coordinated with the Carter Center, accompanying a team to Mayen Loc and utilizing the CAG formation process as an opportunity to distribute water filters and mosquito nets that will help combat Guinea Worm and Malaria. Through this joint effort, the Carter Center was able to reach a group of youth and mobile cattle herders who had been difficult to locate, enabling them to share health messages and receive life-saving resources.

## **Fostering Gender Equity in Southern Sudan**

### ***Inspired Community Members Challenge Traditional Gender Barriers***

As part of its overall goal to strengthen local governments and help rebuild the communities of Warrap, Unity, and Northern Bahr el Ghazal States of Southern Sudan, the USAID-funded Sudan BRIDGE program is working to increase gender sensitivity and foster gender equity within local government, communities, and the BRIDGE program itself. A key part of this strategy includes providing gender sensitivity training to community members and local government staff.

In October 2009, BRIDGE hosted a three-day gender sensitivity workshop in Unity State. This participatory workshop brought together 107 women and men, including police officers, community action group members, women's support group members, and Payam Administrators from three counties. The workshop enabled participants to discuss strategies for gender mainstreaming, and also gave participants – both women and men – an opportunity to share their stories and learn from one another. With this opportunity, Mr. Stephen Maluit Baadeng, the Chief of Roriah Boma, shared his life story, and in doing so, reinforced the value of both genders.



*Chief Maluit speaks during gender sensitivity training*

Chief Maluit was born in Roriah Village, Rubkona County in Unity State. He was the first-born child in his family, followed by three brothers and five sisters. A member of the Nuer tribe, Chief Maluit was raised to be a cattle farmer. At the time, the perception among the tribe was that children who go to school are from poorer families; people believed that families that have a herd of cattle do not need to send their children to school, and doing so could bring great shame. Chief Maluit's father strongly agreed and therefore did not send his children to school, despite pleas from his wife. A man's word was the final word.

After his father died, the chief's youngest brother was able to attend school, but the opportunity had passed for Chief Maluit. Years later, Chief Maluit is now a father. He feels strongly about investing in his children and giving them opportunities that he did not have.

He feels equally strongly about valuing the opinions and viewpoints of women as well as men, noting “If my dad could have given my mom room to express her views regarding education, I could be among those State ministers or be a medical doctor by now. Let’s stop oppressing mothers of our children, and let’s work together with them to develop our bomas, payams, counties, states, and nation.”

Chief Maluit’s example resonated strongly across the group of trainees and set the stage for others to share their stories and stress the importance of women and men coming together to benefit the community. Inspired and impassioned by what she was learning at the workshop, a woman participant explained, “The focus of gender sensitive people is to find concrete ways on how men and women can work together for the wellbeing of their children and their communities. We need to change our attitudes and harmful traditional practices. Let’s give equal opportunities to our daughters and sons, wives and husbands, men and women, for our own good and the betterment of our beautiful nation.” Sudan BRIDGE shares this sentiment and will continue to work in partnership with local governments and communities to help them meet this important goal.

### **Building a Culture of Democracy**

#### ***For First Time Villagers Vote for Chief***

As the members of the newly formed Community Action Group (CAG) in Abyei Village, Gomjuer Center Payam, Aweil West County in Northern Bahr el Ghazal State, Southern Sudan lined up behind their chosen candidate for CAG leadership positions, they took a stand for themselves and planted seeds for their community’s future. Never before had the citizens of this community participated in an election. The impacts have proven to be far-reaching.

Sudan BRIDGE, a USAID-funded integrated development program operating in Northern Bahr el Ghazal, Warrap, and Unity States in Southern Sudan, came to Abyei Village to foster hope, build the skills and leadership capacity of community members and local government, and link the community to basic services that they so desperately need. After spending time with the community, BRIDGE facilitated the formation of a Community Action Group, comprised of local representatives who would lead efforts to assess, prioritize, and engage in initiatives to address the community’s needs.



*Candidates queuing for the voting process*

14 men and 6 women joined the CAG and participated in a voting process to nominate and elect CAG leaders. One by one, each member got out of their seat to stand behind the person they wished to support for the various leadership positions. It was a powerful moment for the men and women of this community who, for the first time, were able to actively participate in an election and see a peaceful outcome. A seed was planted as community members began to experience the spirit of democracy.

The seed grew. After this first successful election, community members subsequently contacted Sudan BRIDGE staff to assist with another election, for the position of village Executive Chief.

In Sudanese culture, chieftom is historically inherited, accepted as an inevitable right of a select few. Accordingly, when the seat for Abyei Village Executive Chief opened up, the son of the Chief expected to inherit the seat. However, the CAG members and community elders had a different thought, and together, decided to ask for an election. The Sudan BRIDGE Team was happy to help facilitate.

## **Creating Pathways to Employment**

### ***Wau Vocational Training Center Re-opens after 20 Years***

Twenty years of war in Southern Sudan had a profound social, economic, and political effects and destroyed the already underdeveloped infrastructure of the region. The Wau Vocational Training Center, a government facility in Western Bhar el Ghazal, was one of the numerous institutions damaged as a result of the conflict. Despite progress made since the signing of the peace agreement in 2006, the training institute remained unable to re-start its services without support to rebuild the facility.



*Students supported by BRIDGE stand outside a newly renovated dormitory at Wau VTC.*

Recognizing a need for vocational training to begin building a robust private sector in the three states in which it operates, the USAID-funded Sudan BRIDGE program, implemented by Winrock International, supported a GOSS Ministry of Labor initiative to repair and reopen the institute. BRIDGE supported infrastructure improvements including the renovation and furnishing of dormitories and offices, which were carried out in coordination with classroom and workshop improvements

funded by the United Nations Industrial Development Organization (UNIDO). In addition, BRIDGE worked with local government officials from Warrap and Unity States to identify 45 trainees to attend classes at the facility.

As a result of these efforts, the institute was able to reopen its doors to residential program for the first time in 20 years. On Thursday September 2, 2010, Mr. Martin Madut Ajuong, Director General of the Western Bahr el Ghazal State Ministry of Social Welfare, presided over a ceremony to open the school and welcome new students. Madut and Martin Maker Anhiem, the director of the institute, thanked BRIDGE for its involvement, with Maker stating, "We appreciate the support from BRIDGE; the institute has been given a different look. We can now train trainees in good classes, and trainees can sleep in good dormitories."

With BRIDGE support, the Wau Vocational Training Center can now resume its role as a key provider of valuable skills training to help Southern Sudanese citizens secure gainful employment. Now able to increase enrollment and support residential programs, the institute is well on its way to meeting a government-mandated goal of training 2,000 students per year.

The 45 trainees identified by BRIDGE, along with 155 individuals from the general public, supported by UNIDO and the Ministry of Labor, have already begun classes on topics such as masonry, carpentry, electrical repair, tailoring, and food processing. BRIDGE is providing funding for tuition and room and board for 45 trainees and, upon successful completion of the course, BRIDGE will provide graduates with an appropriate toolkit and work with them to identify apprenticeship opportunities in their selected trades.

Building on the initiative in Wau, BRIDGE is also working with the Mabil Vocational Training Center in Northern Bahr el Ghazal State to provide similar vocational education opportunities for NBG citizens. Together, these institutes, State and County governments, and BRIDGE are making the first steps towards rebuilding Southern Sudan's labor force and fostering hope for the future.

### **Ox Plow Technology Creates New Opportunities for Rural Farmers**

Only a few months after participating in BRIDGE-supported Ox Plow Training, one farmer in Aweil West County, Northern Bahr el Ghazal, is already seeing that new technologies not only improve labor efficiencies and increase yields, but can also result in new and profitable business opportunities.

Ataak Yel Yel is the CAG Chairperson for Akewich Boma and an active member of the community's vegetable producer group. Before the introduction and adoption of the ox-plow technology, Ataak and his family of five used to work for 30 days or more to cultivate only 2 feddans each planting season. The food they produced from this plot, after selling a small amount for salt, soap, and other basic requirements, would last less than six months, even at one meal a day. Struggling to get by, Ataak was first introduced to ox plow technology in 2007 when he saw a neighbor, Piol Kuol Kuol, who had been trained by another NGO. "I was so impressed," said Ataak, "I asked Piol how I could acquire such

skills to solve my family labor problem.” Unfortunately, the Concern Program had stopped and though he looked, Ataak could not find another opportunity to be trained.



*Ataak Yel Yel and family in his Sorghum field*

In early May 2010, Sudan Bridge launched a campaign to introduce ox plow technology to selected communities in Northern Bahr el Ghazal, Warrap, and Unity States. In addition to providing instruction on animal handling and the proper use of plows, BRIDGE connected with local merchants to supply subsidized ox plows at a reduced cost to farmers who completed the

program. When the Bridge team came to Akewich CAG for the sensitization campaign, Ataak listened carefully and remembering his earlier experience, went home and shared the idea with his wives and younger brother. Impressed by his enthusiasm they decided to release a pair of bulls and Ataak and his brother went for training.

“Now with our trained bulls, we are able to cultivate 6 feddans in two different gardens in only 12 days,” Ataak stated. “Hopefully as we gain efficiency we will reduce the hours even more.”

In fact, the ox plow has saved so much time, that Ataak and his brother Mau Yel Yel are now able to offer their services to neighboring households, charging 250 SDG (approximately \$100) per feddan. The increased income has allowed Ataak and his family to eat three meals a day and to begin saving for his children’s education. Ataak also has high hopes for his own sorghum crop, from which he is anticipating high yields that will bolster his family’s diet and wealth and a newfound appreciation for his cattle.

“My aim now is taking special care of my working animals with proper feeding and treatment when they show signs of sickness, they are my brothers and an active labor force,” said Ataak.

### **Appropriate Technologies Increase Fishing Yields**

Unity State, Southern Sudan, has the benefit of a location in the midst of the Sud, one of the world's largest wetland ecosystems. Unlike many other areas of Southern Sudan, the waters of the Nile and its many tributaries within Unity provide an abundant source of fish for local villagers. Now, support from the USAID-funded Sudan BRIDGE program is helping local fisherman to take advantage of this largely undeveloped economic opportunity in a responsible and sustainable manner.

The Manga Fishing Group, in Rubkona County, is benefiting from new developed with assistance from Sudan BRIDGE. The nets have an opening size that allows smaller fish to pass through while catching larger fish, helping to increase the yield of marketable fish in each day's catch. The nets were part of a fishing kit that also included hooks and scales for weighing fish, giving the fisherman an advantage when negotiating the price of their catch. The nets are already paying off for fishermen, who are coming back with full loads of fish on nearly every outing.



The new nets are first step in a comprehensive program to increase the success and economic revenue of the group. BRIDGE will continue working with the Manga fishermen, as well as other fishing groups in Unity State to improve their post-catch handling and expose them to new marketing opportunities. Currently, fishermen are losing as much as 50% of their catch due to rot and poor fish drying techniques. With technical instruction, BRIDGE hopes to introduce more sanitary drying practices to area fishermen, allowing them to reduce lost product and enabling them to connect with markets beyond the local area.

### **With Community Support, Women's Group Promotes Agricultural Production**

In a garden south of the main market in Marial Bai, Aweil West County, Northern Bahr el Ghazal State, vegetables are thriving thanks to the generosity of one local citizen and technical assistance from the USAID-sponsored Sudan BRIDGE program.

Formed in September 2009, the Majok Adim Women's producer group is making great strides in changing community attitudes towards farming and vegetable production. The group formed following a BRIDGE-sponsored training in vegetable production that covered

topics including pest control, proper plant spacing, postharvest handling and irrigation. Following the session a group of area women made the decision to form a production group to put to use the newly learned agricultural techniques and practices. The group was supported with a grant from BRIDGE including seeds, hand tools, watering cans, and several wheelbarrows.

Though the group experienced initial success with the garden, as the dry season approached they began to realize that the task of collecting water for the garden beds was becoming an increasing challenge. They weighed various options including the relocation of their garden to another area. Fortunately, the women's success had caught the attention of Debek Atak Logar, a local official with the State Ministry of Health who had plan to save the garden.



*Majok Adim Producer Group Members with Debek Atak Logar (Left)*

Debek had an old diesel-powered pump that he was not using and after discussing the situation with local community leaders, offered the pump to the group so that they could continue their vegetable production. Debek hired a car to transport the pump from his home and a local mechanic volunteered to set up the pump at the site. Debek had only one request for the donation of the pump; that the group continue to work together and keep the local markets supplied with fresh vegetables.

“I donated the pump so that the group’s work could become easier for the women,” Debek stated, “and so that more vegetables can be sold locally to members of the community. I encourage them to expand, so that other markets may also be reached with fresh produce.”

Thanks to Debek’s generous gift and continued support from local community members, the group has been able to cover operating expenses for the pump, expand the land under cultivation, keep local markets supplied with produce, and earn extra income to support their families. Members have elected a shopkeeper, who keeps monthly dues of 3 SDG per person for fuel and maintenance, and the group has plans to further expand production in the coming months.

“Our health has greatly improved,” said group member Achol Kwach That, “it is our first time to produce or grow vegetables, we always depended on wild plants for our food. Thanks to the generosity of Debek Atak Longer and the skills we learned from BRIDGE we are finally seeing the evidence of development from the CPA.”

## **Building Farmer Capacity in Southern Sudan**

The Mon Village vegetable producer group in Twic County, Warrap State attended their first agricultural training provided by the USAID-funded Sudan BRIDGE program in July 2009, and less than three months later, have already fed their families with newly grown produce.

Chairperson Manyin Deng Chol and his fellow group members attended a 3-day training, given by Sudan BRIDGE staff and local government extension agents. Subsequently, they



*Trainer demonstrating how to sow seeds to Mon Village vegetable producer group members*

received vegetable kits containing tools and seeds, as well as ongoing monthly technical assistance on the demonstration plot that BRIDGE established in Mon Village.

Trainings covered topics such as land preparation, planting, weeding, pest control, postharvest handling, vegetable processing, and marketing. For most participants, this was the first time they had ever attending training and the first time they had worked with vegetables. Manyin stated, “We can’t come [to the demonstration farm] to waste time; we are here to work hard and do good and show the community what we can do.”

And they have. With their newly gained knowledge and materials from the vegetable kits, the group began working diligently on their demonstration farm, tending to their freshly planted tomato, eggplant, okra, and onion crops. They organized themselves to develop a schedule, whereby members of the group rotate their time on the farm to carry out watering, weeding, and other activities.

After already seeing results and being able to harvest their first round of okra on the demonstration farm, the producer group members were eager to replicate what they learned. They have since used extra seeds to expand their gardens at home. Neighboring farmers have approached the Mon Village producer group for help and have visited the BRIDGE-supported demonstration farm to watch and learn. Some of the producer group members have started to train others. All of the group members are proud. They are also eager to learn more; Manyin expressed that the group would like to learn how to work with fruit trees.

BRIDGE is witnessing similar impacts across Southern Sudan; the 14 men and 10 women from the Mon Village vegetable producer group are among 825 farmers across Southern Sudan who have benefitted from Sudan BRIDGE’s training, micro-grants (vegetable kits), and technical assistance.

## **Safe, Clean Water Provides New Opportunities for Remote Villages**

For over 50 years, the villagers of Kuernguene Boma in Unity State of Southern Sudan have not had access to safe drinking water. Without a borehole or other clean water source, the community has relied on shallow wells dug by hand. People and animals would drink the water until the middle of the dry season when the hand-dug wells run dry, forcing women and young girls to walk four hours on foot in search of water at the Nile River. In desperate situations, people would migrate with their animals to swamps and rivers until rainy season; only then would they return to their villages and cultivate crops.

When Winrock International's Sudan BRIDGE program first came to Kuernguene to discuss community needs, villagers did not believe that help would really come. A short time later, BRIDGE returned to drill a borehole, and the community shouted with joy. Mr. John Mut, who now serves as Kuernguene's Water Management Committee (WMC) Chairperson, thanked the government and BRIDGE for considering them and digging a borehole to provide the town with safe water for the first time in their lives.



*Kuernguene women dance with joy after hearing about their new borehole*

After attending BRIDGE training on WMC roles and responsibilities, as well as hygiene and sanitation training, Mut takes his role as WMC Chairperson very seriously and has worked hard to empower his fellow community members to take responsibility and participate in keeping the new borehole clean and operational. "It will be the role of the community to maintain the borehole by fencing it and protecting it from cattle. It will be our role to repair the borehole should it get broken down. This can be done by collecting money from the different households until a suitable amount is collected and then looking for a technician to repair it," Mut explains. Drawing on lessons from BRIDGE hygiene and sanitation trainings, Mut now works with his community members to enforce good hygiene and sanitation around the borehole, stressing that people should not wash hands, feet, or clothes at the pump outlet.

Since the program began in 2009, Sudan BRIDGE has drilled or rehabilitated 568 boreholes and wells in Kuernguene Boma and other communities across Unity, Northern Bahr el Ghazal, and Warrap States, providing access to safe water to 284,000 residents of Southern Sudan.

## **Clean Water Close to Home Saves Time, Improves Hygiene**

Aluk Kur Atem, a single mother, lives in a mud tukul in a former war zone. Years after the Comprehensive Peace Agreement ended decades of civil war in 2005, Aluk's village remained devastated, lacking life's most basic, yet most precious necessity: clean water.

So the mother of eight would walk morning and evening to a borehole in a distant village returning with a heavy, 20 liter jerry can. “I spent four hours a day just fetching water,” she says. “The trips to the borehole were exhausting. The water I could bring home was only enough for cooking food and washing clothes. Only once a week could one person bathe.”



*Aluk at the well. Water close to home saves Aluk four hours of walking every day hauling heavy can.*

Aluk’s plight was typical of people in remote villages across the Southern Sudan states of Warrap, Unity, and Northern Bahr el Ghazal before the USAID-funded Sudan BRIDGE program brought clean water to each. To date, BRIDGE has completed over 200 boreholes and more are on the way. Now, families like Aluk’s have ready access to water and newly installed sanitation systems leading to

improved family and community hygiene and lives changed. “After the borehole in our village was drilled, I

get water three times a day, which is enough for cooking, washing utensils and clothes, as well as bathing for all family members,” she says.

In each community, the borehole projects also became important sources of jobs. Day laborers earned income, gained experience, and in turn, became a multiplier for community economies, generating demand, for example, for lunches prepared by villagers. Early projects became models for those that followed, supervised by the Rural Water Department of the Government of Southern Sudan. Each project served as a ‘mini-course,’ introducing community participants to management fundamentals: how to organize a group to complete a task, to achieve consensus, to make decisions leading to a tangible benefit. As a result, communities gained experience and built confidence in their own abilities to initiate projects on their own.

With ready access to water, Aluk uses the time she saves in other ways. “I planted a small garden after the borehole was drilled. Any spilled water flows into the garden. I harvest vegetables every three days, even during the dry season,” Aluk explains. “Before I planted my garden, we didn’t have enough food, but now, my family will not be hungry. We eat at least three times a day.”

## **Access to Water Becomes a Reality in Southern Sudan**

### ***Community Works Together to Seek Solutions on Their Own***

For years, Akual Kuec, a mother of four in Aweng, Twic County in Warrap State of Southern Sudan, had to walk 30 minutes each way to get water for her family. Over time, the borehole broke down due to poor maintenance, and since then, Kuec has been forced

to walk three hours to the next closest water source. “After our borehole stopped working, my family and I had to walk very far to collect water. We had to wake up very early in the morning so that we could be back in our village by mid-day. This was very difficult for all, especially for my small children who had to wait until I returned from fetching water to eat,” remarks Kuec. “The elder children had to stop attending school, as I needed them to help me transport the heavy jerry cans.”

Unfortunately, she is not alone. Though Southern Sudan has numerous lakes and rivers, the vast majority of its population still does not have access to water. Thousands of individuals like Kuec must also walk several hours to reach the nearest water source.

To address the critical need for water, USAID’s Sudan BRIDGE program is working with communities to rehabilitate or construct boreholes and establish community-based water user committees to manage them. The borehole closer to Kuec has been repaired, along with 191 others across Warrap, Northern Bahr el Ghazal, and Unity States.



*Super technicians practice hand pump repair*

BRIDGE also trains local “super technicians,” men and women who live in the area and are able to help with more complicated repairs at the water sites.

The super technicians are provided with repair kits and extensive training on hand pump repair and maintenance, to enable them to respond quickly to problems.

Now, community members not only have closer and more reliable access to water, but they have also been able to establish a run-off channel to support vegetable production and provide drinking water for livestock. The time saved and multiple uses of the borehole have significantly improved lives.

Kuec proudly notes, “Since we [previously] only had enough water for ourselves, our vegetable gardens began to wilt very shortly after the borehole broke down. Luckily, we did not lose any of our crops, since the super technicians fixed our borehole just in time. Today, we are working together to keep the plot irrigated and properly cultivated. This will help us harvest more vegetables to feed our families. Since our borehole was fixed, I have been able to fetch water and still have time to prepare food for my children, send them to school, and work in the vegetable garden.”

## **Taking Initiative for Sudanese Children**

### ***Education Officers and Communities Work Together to Solve Education Challenges***

Only 1 in 5 children in Southern Sudan are enrolled in school, and 1.4 million school-aged children do not have any access to school facilities. Those that do attend school must do so in deteriorated buildings or outdoors, with few textbooks or equipment to facilitate learning. Given these circumstances, Winrock's Sudan BRIDGE team and the government of Southern Sudan are working together to make positive changes to the country's education system. BRIDGE has provided State and County government education officers with management training and support to facilitate dialog between communities, school officials, and the government. Now, county education officers in Unity State are taking their own initiative to keep things moving forward.



*Community Members Speak at an Education Coordination Meeting in Guit County, Unity*

Officers have started holding monthly county education coordination meetings without any reminder from BRIDGE. The meetings bring together local government officials, school inspectors, Payam Administrators, community members, and Parent Teacher Association (PTA) representatives from each county, providing a forum to discuss achievements, challenges, and opportunities for future improvement in education. The BRIDGE education team initially organized these meetings, but now, county education directors are taking full responsibility of inviting, organizing, and chairing the meetings.

Through these meetings, groups are able to identify challenges facing the various schools and propose solutions. During one of these meetings in September 2010, education officials in Rubkona County sought to clarify the roles and responsibilities of each organization supporting education in the county and collected information on student enrollment, teacher enrollment, and dropout rates and causes. The group then came up with an elaborate action plan for the next month.

Based on needs identified at the meeting, the Rubkona County education department wrote proposals to the World Food Programme for the supply of temporary tents to be used as shelters for 10 schools which do not have enough space for the pupils. In some cases, the meetings have also helped increase student enrollment, since PTA members attend the meetings and then return to the community to encourage students to attend school.

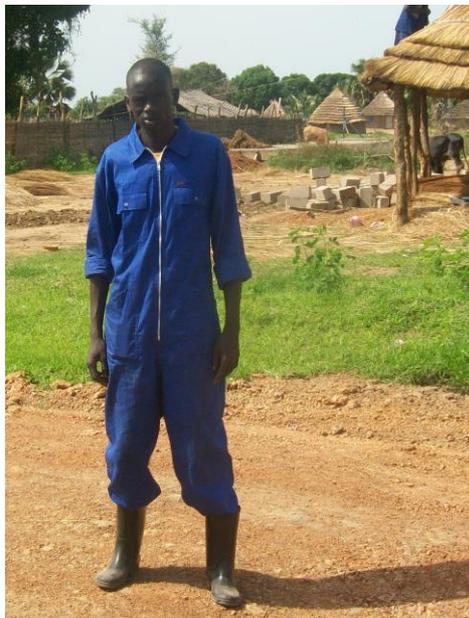
Mr. Peter Malek Geng, Inspector of Alternative Education System in Rubkona County, states, "The coordination meetings have so far yield great impact, as it enabled us --the county education managers-- to interact with Payam and Boma Education Officials on issues affecting schools in their areas." In Guit County, the County Education Office resolved that their meetings will be taken to the different payams to provide opportunities for people from different payams to attend.

Winrock/BRIDGE is working to foster similar successes across the border states of Northern Bahr el Ghazal, Warrap and Unity. Strong initiative and leadership on the part of the government and community members are key to rebuilding Southern Sudan and enabling the country to successfully move from relief and dependence to development and self-sufficiency.

### **English Language Training Paves the Way for Success**

Marko Madol Puot was born in Angui village, Gogrial West County in Warrap State, Southern Sudan. Growing up in his village, he attended Angui Primary School and completed his studies, but unfortunately, he was unable to join senior secondary school and continue his education.

Two years later, Marko was elected Secretary of Angui village's Community Action Group (CAG), supported by Winrock International's Sudan BRIDGE program. As a member of his local CAG, Marko serves his neighbors by helping to mobilize and organize the community to identify needs and initiate action plans to address those needs. As a part of his participation with the CAG, Marko was given the opportunity to attend English Language training facilitated by BRIDGE. Eager to learn more and continue the studies he



*Grateful for opportunities resulting from his completion of English Language training, Joseph Ajou Ajou proudly serves his community and provides for his family*

disappointingly had to drop in 2007, Marko was one of the first CAG members to sign up for the training. After completing the first phase of the training, Marko was able to apply his improved English skills to get a job with an international NGO as a WATSAN Assistant.

For Marko, BRIDGE has created hope of a promising future for him and his family. He explains, "I am not yet married, but now I am able to feed and provide basic needs to my parents. I am able to buy some cattle for my future marriage and provide assistance to my extended family."

Joseph Ajou Ajou has a similar story. Joseph is the sole family provider for his extended family in Gogrial village. Despite his strong perseverance, he repeatedly failed to obtain a job, until the BRIDGE program provided him an opportunity that changed his life.

After completing the first phase of English Language training provided by BRIDGE, Joseph was able to obtain his first job and was promoted within seven months. He credits the language training for his recent success. He notes that, before he participated in this training, he applied to many jobs but was unsuccessful without adequate English skills. “Now although not fluent, I can speak and understand English. I am proud of Winrock for this training,” he states.

Marko and Joseph’s success has not gone unnoticed in their communities. Several others have approached BRIDGE to ask to participate in the English Language training, wishing to similarly turn their lives around. To date, BRIDGE has provided this training to 484 people across the three Southern Sudan states in which it works.

### **Bicycles Enable Government Workers to More Effectively Reach Constituents**

For years, government education supervisors and school inspectors in Aweil West County, Northern Bahr el Ghazal State in Southern Sudan have had to walk an average of 3-8 miles to perform their duties at county schools. The only other alternative was to rent bicycles or motor bikes, an expensive proposition given meager budgets and modest salaries.



*Bicycles donated to the County Education Office in Aweil West*

Thanks to the USAID-funded Sudan BRIDGE program, those long walks and pricey rentals are now in the past for several individuals. As part of its Local Government Development Fund (LGDF), which will allocate \$3.7 million in grants to support local government agencies and community initiatives, Sudan BRIDGE provided 20 bicycles to the County Education Office in Aweil West. These bicycles enable government workers to more effectively do their jobs and reach the 170,000 constituents in Aweil West more directly and more often.

Mr. Kerbino Atak Ngong, an education supervisor, notes, “Now that I received a bicycle, I will also be able to supervise four schools per day compared to the previous way that I had to walk to visit eight schools a week.” The bicycle has significantly increased the number of schools he can visit on a daily/weekly basis, thereby enabling him to more effectively monitor and mentor teachers, collect data on school enrollment, and support activities (such as girls’ education and literacy campaigns) at school sites.

Within the first 12 months of the program, Sudan BRIDGE’s LGDF has allocated \$53,814 – including 76 bicycles– to other government offices and communities across Northern Bahr el Ghazal, Unity, and Warrap States.

### **Parent-Teacher Association Makes a Commitment to Education in Southern Sudan**

In the aftermath of Sudan’s long civil war, communities across Southern Sudan face damaged or non-existent school buildings, few qualified teachers, and generations of people who never had the opportunity to go to school. Struggling to survive, families cannot afford to pay for uniforms or school supplies, and moreover, they rely on their children to fetch water or help with farming during the day. Many parents do not see the value in sending their children, especially girls, to school.

Despite these challenges, the USAID-funded Sudan BRIDGE program has made strides towards helping parents understand the importance of education for *all* children, in helping communities rehabilitate schools, and in building the capacity of teachers and government education officers to improve the quality of education across three states of Southern Sudan. For Mayen Abun Village in Twic County, Warrap State –and for numerous other communities also working with BRIDGE– these efforts are paving the way for youth to benefit from a better education.

Thirty-three people including parents, community leaders, and school staff from Mayen Abun came together for a two-day Parent-Teacher Association (PTA) training facilitated by Sudan BRIDGE. It was the first time the community had an opportunity to receive PTA training. By the end of the two-day session, the viewpoints and perspectives of the PTA members had noticeably shifted. “BRIDGE has changed our minds,” asserted one member. “We are the ones who are responsible.”



*Mayen Abun PTA members attend a two-day training*

During the course of the training, BRIDGE staff facilitated group discussions on the objectives of the PTA; roles and responsibilities of PTA members, school administrators, and local government; the importance of education for all children, including girls; and

priorities for school improvement. Members learned about the GOSS education policy framework and guidelines for effective PTA management.

The Deputy County Education Director, Mr. Corrado Cyier, came on the second day to provide insight on the government's priorities and to offer congratulations to the PTA members for participating so actively and investing in the education of today's youth. The parents cheered and sang, afterwards expressing their gratitude to Sudan BRIDGE and sharing how the workshop has changed their point of view. PTA members noted:

*"You have given us knowledge. Now we have to apply it."*

*"This training has given me wider knowledge. Now I can better monitor my child every day."*

*"BRIDGE has given me knowledge of my own role and responsibilities."*

*"I now understand what education really means."*

Sudan BRIDGE has witnessed similar transformations in other communities like Mayen Abun. BRIDGE has formed and/or supported 48 PTA groups across Warrap, Northern Bahr el Ghazal, and Unity States.

## **ANNEX II: Schedule of Future Events**

BRIDGE's primary tasks during the first month of FY11 will be support for various USAID-requested activities, including a mid-term evaluation, the FY11 Workplan, and completion of the FY10 Annual Report. Additional activities will include a Component I workshop on tax administration and Component III trainings on post-harvest handling for sorghum. A full schedule of events for FY11 will be submitted along with the Winrock/BRIDGE FY11 Workplan.

## **ANNEX III: Summary of LDGF Progress**

A full list of LGDF and Enterprise Development projects will accompany this report in separate Excel™ files.

## **ANNEX IV: Quantitative Tables**

Complete Indicator Tables will accompany this report in a separate Excel™ file.