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# Building Responsibility for Delivery of Government Services (BRIDGE) Program Annual Progress Report Fiscal Year 2011



*Yargot Women's Support Group Election, 2 February, 2011. Marial Akenyjok Boma, Yargot Payam, Aweil East County, Northern Bahr el Ghazal.*

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**Acronyms and Abbreviations**

AES	Alternative Education Systems
AOTR	Agreement Officer's Technical Representative
BRIDGE	Building Responsibility for Delivery of Government Services Program
CAG	Community Action Group
CLTS	Community Led Total Sanitation
COM	Council of Ministers
CRMA	Crisis Recovery and Mapping Analysis
DG	Director General
ELT	English Language Training
FY	Fiscal Year
GOSS	Government of Southern Sudan
IDP	Internally Displaced Person
LGAO	Local Government Administrative Officer
LGB	Local Government Board
LGDF	Local Government Development Fund
MAF	Ministry of Agriculture and Forestry
MOCA	Ministry of Cabinet Affairs
MOE	Ministry of Education
MOF	Ministry of Finance
MOFEP	Ministry of Finance and Economic Planning
MOH	Ministry of Health
MOLPSHRD	Ministry of Labor, Public Service, and Human Resources Development
MOLG	Ministry of Local Government
MOPI	Ministry of Physical Infrastructure
MOU	Memorandum of Understanding
NBG	Northern Bahr el Ghazal
NTFP	Non-Timber Forest Product
PMP	Performance Monitoring Plan
PTA	Parent-Teacher Association
PHCC	Primary Health Care Center
PHCU	Primary Health Care Unit
RSS	Republic of South Sudan
RWD	Rural Water Department
SCO	Sector Coordination Office
SDG	Sudanese Pound
SPLA	Sudan People's Liberation Army
SSP	South Sudanese Pound
STTA	Short Term Technical Assistance
TOT	Training-of-Trainers
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USG	United States Government
WASH	Water, Sanitation, and Hygiene
WMC	Water Management Committee
WSG	Women's Support Group
YATC	Yei Agricultural Training Center
YTTC	Yei Technical Training College

## I. EXECUTIVE SUMMARY

In Fiscal Year 2011, the third year of program implementation, BRIDGE experienced events of historic and global significance in South Sudan, beginning with the successful January 2011 Referendum, in which millions of South Sudanese peacefully and overwhelmingly voted in favor of secession from the north, followed by the jubilant celebrations of July 9, 2011, when the country officially attained independence and became the world's 196<sup>th</sup> nation.

Over the course of this watershed year, BRIDGE focused on maintaining momentum and deepening the traction gained during implementation in the previous two fiscal years by continuing to shift programmatic supports to local (county and payam-level) and state government capacity-building initiatives, facilitating increased governmental responsibility for delivery of public services in the critical sectors of agriculture, water and sanitation, and education. The core of this strategy in FY 2011 was to enhance the strengths and skills of government and civil society in South Sudan by facilitating constructive dialogue, planning and partnership between active and motivated BRIDGE-supported Community Action Groups and Women's Support Groups, as well as Parent-Teacher Associations, Water Management Committees and community-based farming groups – all of which function at the grassroots level – with the organs of local government, including boma and payam administrators and county officials. BRIDGE's work in FY 2011 also placed major emphasis on democracy and governance-related initiatives including financial management, planning and budgeting, tax administration and human resources development, with sectoral activities serving as the practical or “concrete” program outcomes, as described below in the qualitative and quantitative impacts sections.

In FY 2011, the euphoria of independence for South Sudan and the pervasive sense of optimism and opportunity that ensued were tempered by the magnitude of challenges remaining, including armed conflict between the Sudanese People's Liberation Army and the Sudan Armed Forces, which invaded the disputed area of Abyei in May and caused border and road closures, as well as massive dislocation of residents who fled into BRIDGE-target states including Northern Bahr el Ghazal, Warrap and Unity to escape the fighting. Rebel insurgencies also affected the border states, particularly in Unity, where landmines were laid and where forced conscription of civilians, skyrocketing food and fuel prices<sup>1</sup> and other issues caused some BRIDGE activities to be interrupted, postponed or canceled. As described further in the Constraints and Challenges narrative, BRIDGE management during Q3 placed a large number of field employees in the three states on administrative leave or redeployed them to other locations, beginning in Unity in late April and in NBG and Warrap in May and again in early June as a result of these challenges. BRIDGE adjusted by gathering staff in Juba in June 2011 for a workshop aimed at retooling activities on a state-by-state basis to adjust plans and priorities around the fluid insecurity situation.

Despite insecurity and related challenges, BRIDGE adapted its approach to work around the shifting and often unpredictable situation unfolding in the field, achieving the following results:

### Qualitative Impact:

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<sup>1</sup> As an example, the price of a barrel of fuel in Warrap rose from 600 Sudanese Pounds in May to 2,600 South Sudanese Pounds in September.

- To equip Local Government Administrative Officers (LGAOs) with knowledge and skills to carry out functions within their respective states, 310 LGAOs received orientation training, focusing on local government management, administration, financial management, planning and budgeting, and the legislative and constitutional underpinnings of their work as administrators.
- BRIDGE provided 247 selected state and county government officials from Northern Bahr el Ghazal (NBG), Warrap and Unity with a six-month English Language Training course that enabled these government officials to improve their English skills, making it possible for them to perform their work in the new official language of government in South Sudan. Selected from key ministries responsible for managing service delivery, such as state Ministries of Local Government (MOLGs) and Ministries of Finance, Trade and Industry (MOFTIs), among others, these officials are now better able to communicate in English with their government counterparts and development partners, resulting in improved efficiency and service delivery.
- Community Action Groups (CAGs) and their associated Women's Support Groups (WSGs) demonstrated the ability to not only advocate effectively to government for essential services, but to plan, initiate and complete their own self-help projects, as demonstrated by the successful construction of schools and clinics and improved protection and maintenance of water points through erection of fencing and the organized collection of funds for repairs. In addition, across NBG, Warrap and Unity, CAG/WSG members successfully promoted improved hygiene and sanitation practices to 5,000 people in the three states, mobilized community members to build household latrines, and successfully mediated local conflicts.
- Significant advances were made in human resources development at the state level as senior officials within state Ministries of Labor, Public Service and Human Resources Development (MOLPSHRDs) in NBG approved the framework for its internal re-organization and public reform for overall state government. The Council of Ministers (COM) approved the plan in NBG while in Warrap and Unity, formal submissions for the statements were pending COM approval, though verbal approval was given by the COM in Warrap to go ahead with the MOLPSHRD plans.
- The Council of Ministers In both NBG and Jonglei states took major steps toward ensuring accountability and efficiency of state ministers, directors general, and other top-level civil servants with the approval of new COM Handbooks that provide guidance on work-flows, handling of proposed legislation, and the proper and ethical processes and procedures to be followed by government officials, improving the quality of governance in those states.
- State Ministries of Agriculture and Forestry (MAFs) either led or co-facilitated crop production, ox-plow and land preparation trainings for approximately 3,200 farmers and distributed micro-grants of eight metric tons of sorghum, maize, sesame and ground nut seeds to help improve household food security. From these trainings, an average of 88 percent of farmers have adopted some skill they learned.
- Improving local government's ability to plan, coordinate and manage water infrastructure, county water departments in the three states completed the mapping of 3,302 water points.



The data will be entered into the South Sudan Water Information Clearing House, a nationwide computer database maintained by the Republic of South Sudan's (RSS) Ministry of Water, Resources and Irrigation (MWRI) and will help guide repairs, rehabilitation and construction of new water points in underserved areas, improving coordination and planning of service delivery for clean water. In addition, BRIDGE trained 45 private hand pump mechanics who worked closely with local government and CAG/WSG leadership to successfully repair boreholes.

- Tutors trained by BRIDGE in 2010 have now trained (in FY 2011) 177 tutors selected by state Ministries of Education (MOEs) to conduct the RSS In-Service Teacher Training program for teachers in NBG and Warrap. These teachers are now able to mentor their colleagues and deliver on-the-job training to fellow educators in their schools, improving the quality of education services delivered in the states. In Jonglei, BRIDGE trained 44 tutors who are now able to facilitate the provision of training to their peers.

Quantitative Impact:

- 1,328 state and county government officials received United States Government (USG)-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization efforts
- 52 local mechanisms for citizens to engage their sub-national government supported with USG assistance
- 36 percent improvement in citizens' perceptions of their local government; i.e., citizens in FY 2011 indicated they have increased confidence in the ability of local government to deliver services in South Sudan (Refer to Annex V - Deliverables for full draft of Citizen's Perception Survey)
- 30,649 rural households benefited from BRIDGE interventions in FY 2011, and 52,920 rural household benefited from FY 2009 – FY 2011
- 3,254 individuals received short-term agricultural sector productivity training
- 88 percent of agriculturalists adopting new technologies and practices
- 31 percent increase in sorghum/maize productivity per feddan
- 43,135 people attended hygiene and sanitation messaging sessions
- 53 boreholes constructed, 35 rehabilitated and one hand-dug well constructed, improving access to safe drinking water for 65,530 people
- 2,500 people with access to improved sanitation facilities
- 3,302 boreholes registered as a result of BRIDGE mentoring support and ledger book distribution
- 170 teachers completed Stage I RSS Teacher In-Service Training
- 506 classrooms were rehabilitated

Jonglei Update:

On April 14, 2011, the United States Agency for International Development (USAID) Mission in Sudan authorized program expansion to Jonglei. The authorization facilitated completion of selected training courses in Q2 and Q3 conducted in Bor, and which are further described in the report under the program progress and achievements sections.

Next Quarter's Work Plan:

FY 2012 Q1 planned activities are detailed in Annex II. Implementation of proposed activities is contingent upon safe access to counties and other insecurity-related challenges and BRIDGE program extension beyond January 22, 2012.

## II. PROGRAM PROGRESS AND KEY ACHIEVEMENTS

### Strengthen the Capacity of Local Government to Deliver Social Services

In FY 2011, the major focus of BRIDGE's Component I activities was helping the newly independent government of the RSS, particularly at the state and county level, to function effectively, efficiently, and transparently. BRIDGE's FY 2011 capacity building work with state and county governments focused on improving performance of state ministries in the areas of financial management, planning and budgeting, human resource management, and tax administration. At the county level, BRIDGE aimed its capacity building assistance at improving the planning and budget process. By increasing state and county governments' ability to function effectively and efficiently, BRIDGE improved the competence of the institutions to deliver on the promises of independence from the north.

#### 1. Strengthen the Capacity of Local Government to Deliver Social Services

Throughout FY 2011, BRIDGE trainings, workshops and on-the-job mentoring enhanced government officials' ability to manage service delivery and led to significant improvements in the competencies of BRIDGE-supported institutions.

With BRIDGE assistance, state and local government officials acquired critical human resources, financial management, and planning and budgeting knowledge and skills, which resulted in the adoption and use of systems and procedures within key institutions, and increased ability of state and local government institutions to plan, manage and deliver social services.

For example, human resources management trainings helped the NBG and Warrap state MOLPSHRDs create new functional statements, establishment lists and job descriptions that enabled the ministries to begin much-needed public reforms and restructuring for state government. Similarly, through BRIDGE financial management assistance, state officials gained a greater understanding of the legal and constitutional underpinnings of public financial management, and developed consistent procedures to administer and account for public resources. Additionally, BRIDGE assistance in FY 2011 increased the ability of the state MOLGs in all four states (NBG, Warrap, Unity and Jonglei) to play a supervisory and coordinating role over all counties with increased capacity to oversee drafting of the 2012 county plan and budgets.

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

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

In FY 2011, despite complex challenges and delays caused by insecurity, 247<sup>2</sup> selected state and county government officials from NBG, Warrap and Unity states successfully completed the six-month English Language Training (ELT) courses. In total, 80 percent<sup>3</sup> of the participants passed a final examination, and are now able to perform their work in their new nation's official language.

Selected from key ministries responsible for managing service delivery, such as the MOLGs and MOFTIs, among others, these officials are taking pride in their new skills, pointing out that the training will enable them to perform at a higher level in their jobs in their respective state ministries.

<sup>2</sup> 96 from NBG; 121 from Unity; 63 from Warrap.

<sup>3</sup> 197 total: 81 in NBG; 62 in Warrap and 54 in Unity.

From the inception of the BRIDGE-sponsored ELT, government officials have demonstrated remarkable commitment and dedication to learn the skills needed to aid the country's advancement. For instance in Q3, 20 trainees from Mayom County, where militia fighting and land mines prevented tutors and students from attending classes, travelled to Bentiu in order to attend their classes. Equally important, trainees who completed ELT courses are advancing in their careers and becoming better public servants. Samuel Mapiny, an inspector in the Unity State Ministry of Education's Alternative Education Systems (AES) department completed BRIDGE-sponsored ELT in 2009. While visiting a class of current learners, Mapiny noted that the training he received two years ago has advanced his career and made him a better public servant, able to fluently communicate in South Sudan's official language of government and advocate for the resources needed to address community needs.

Athian Bol Athian, an administrator in the NBG MOLG, was unable to understand English when he began the class; now he can speak, read and write basic sentences in English.



### 1.1.2 Technical Assistance to the Jonglei State Ministry of Cabinet Affairs and the NBG Office of the Secretary General

In Q3 and Q4, BRIDGE began its technical assistance to the Jonglei State Ministry of Cabinet Affairs (MOCA) and the NBG Office of the Secretary General to establish standard operating procedures and workflows, and to strengthen the efficiency and decision-making processes of the COM.

BRIDGE assistance set a professional tone in the COM, improving its functioning, and ultimately increasing inter-ministerial coordination. Specifically, BRIDGE developed customized Code of Conduct and COM Handbooks<sup>4</sup> for use in each state. These tools provide detailed guidance on aspects such as the mechanics of running effective COM meetings and ensuring high ethical standards, and how to properly draft COM memoranda and prepare proposed legislation for review.

Under the leadership of the state Secretary Generals, BRIDGE held extensive consultative meetings and orientation sessions addressed to all Directors General (DGs) and key MOCA officials on the content and use of the new Handbook and Code of Conduct. These consultations generated keen interest from ministers, who learned how to strengthen and streamline decision making processes, efficiently conduct COM business and other ministerial protocols. As stated by the Governor of Jonglei: the COM Handbook and Code of Conduct are "useful tools for good governance," and will be used to hold the post-independence cabinet in Jonglei accountable.

The COM handbooks were officially approved by the COM in Jonglei on August 5, 2011, and on April 27, 2011 in NBG. Subsequent to these approvals, BRIDGE sponsored a series of workshops and trainings during which participants familiarized themselves with COM procedures, applications of the Handbook, as well as their respective roles and responsibilities. Participants included the Secretary General, state ministers, DGs of ministries, advisors, and the directors and members of State Commissions.

The application of the COM Handbook is already evident in Jonglei. As noted by the Jonglei State

<sup>4</sup> The following documents were reviewed to develop the COM Handbook: Organizational Charts of MOCA and the Governor's Office, as well as the establishment list of MOCA; the Interim Constitution of Jonglei State 208; the Draft Transitional Constitution of the Republic of South Sudan; and Minutes of Jonglei State panel on review of the Transitional South Sudan Constitution (2-4 June 2011.)

Secretary General (SG): “Two Ministers immediately put it into practice what they have learned. They submitted written requests for approval for foreign trips. In the past they would have just made verbal explanations while already on their way out.” Critical changes also took place in NBG, where, following procedures prescribed in the Handbook, the state SG immediately streamlined COM minutes-taking procedures and established uniform criteria for drafting cabinet memoranda.

### 1.1.3 Orientation Training to Local Government Officers

In FY 2011, in partnership with the RSS Local Government Board (LGB), BRIDGE developed the Local Government Administrative Officers’ (LGAOs) orientation training content and modules (refer to Annex V, Deliverables). In each of the state capitals, BRIDGE delivered the orientation training to 364 LGAOs: 43 in NBG, 42 in Warrap, 42 in Unity and 237<sup>5</sup> in Jonglei. In Jonglei, the participation of administrators from remote counties was possible thanks to the support of the United Nations Mission in South Sudan (UNMISS), which airlifted participants from their counties.

Through this training the administrators gained the skills and knowledge to implement and improve service delivery at the local level. Topics covered in training included:

- The Comprehensive Peace Agreement of 2005
- Local government functions and finance in South Sudan
- Cross-cutting issues including gender, Millennium Development goals and HIV/AIDS
- Community participation and local government.

In May 2011, during the closing ceremony of the training in Bor, Diing Akol Diing, the Jonglei Minister of Local Government, encouraged LGAO trainees to become “agents of change” in their communities. “We want innovation, we want creativity in our counties. It comes down to you,” Diing said, urging LGAOs to engage with their communities and become “true leaders.”

LGAOs also learned about the structures of the government of the RSS, their own roles and responsibilities, and can now impart their skills and knowledge to their colleagues at the county and payam level.



“I learned about my position as an administrator, the roles of the county commissioners, and the Local Government Act of 2009,” said Gloria Michael, Assistant Administrator in the Jonglei State MOLG. “It’s our duty to become involved in community development.”

Through this training, BRIDGE successfully provided the much needed foundation for local service delivery to administrators. Equally important, the preparation and the delivery of this training was a successful example of an effective partnership between implementing agencies and government institutions, and demonstrated government ownership and commitment to their own capacity building initiatives. This ownership and commitment was demonstrated by government in-kind contribution for the transportation and/or accommodation of trainees. Additionally, senior executive and top-level officials publicly demonstrated and stated their support to this capacity building initiative during opening and/or closing ceremonies of trainings, urging participants to make the most of the training and to disseminate the knowledge and skills they gained to their colleagues upon return to their work stations.<sup>6</sup>

<sup>5</sup> In Jonglei, nearly all LGAOs have now received the LGAO orientation training.

<sup>6</sup> Senior level officials who attended the graduation ceremonies included: Governors and Deputy Governors; Ministers of Legal Affairs; Ministers of Local Government; Ministers of Finance; and members of the RSS Local Government Board.

In Jonglei, the use of the John Garang Memorial University's facilities to deliver the training helped the state achieve its goal of developing a state-based training institution for civil servants and government institutional building. All training materials were shared with the University so that in the future, they can use it to run similar courses. Furthermore, two University lecturers co-facilitated the delivery of local government financial modules for two out of the three trainings.

#### 1.1.4 Establishment of a Planning Unit and Sector Coordination Office at the State Ministry of Local Government

BRIDGE and the Jonglei State government have identified a plot of land in preparation for construction and establishment of the Planning Unit and Sector Coordination Office (SCO). However, construction work is yet to commence as the site is flooded and the access road needs to be constructed. In the meantime, BRIDGE is working with the state MOLG to identify office space to place the BRIDGE Governance Advisor who will provide training, mentoring and technical support to the Planning Unit and SCO.

In Unity, despite efforts to set-up similar offices within the state MOLG as a way to effectively continue supporting the planning and budgeting process, insecurity constraints has delayed start-up of these activities.

#### 1.1.5 Human Resource Assistance to Selected State Ministries of Labor Public Services

In an effort to equip the state MOLPSHRDs with the required skills and knowledge to provide Human Resource Development (HRD) services to government institutions, BRIDGE provided customized technical assistance and on-the-job training to the state MOLPSHRDs. This support laid the groundwork for broader public reforms in state government, and allowed state officials to legitimize a state-level process to complete the re-organization of their ministries. Critical to the achievements of BRIDGE FY 2011 HRD assistance was the active involvement of senior level government officials in BRIDGE HRD interventions. Indeed, HRD interventions benefited from a strong and ongoing support of the minister of the MOLPSHRD in NBG, the Governor in Warrap, and the DG of the MOLPSHRD in Unity,

Measurable results and advances of BRIDGE HRD interventions are visible in NBG, where under the lead of the minister and DG, the MOLPSHRD has finalized its functional statement, organizational chart, and establishment lists, and secured COM approval to implement the public reform agenda for overall state government. In Warrap, a similar process took place; in September, the COM verbally approved functional statements for the MOLPSHRD, allowing the Warrap MOLPSHRD to continue its reorganization process.

In Unity, due to insecurity constraints, BRIDGE postponed HRD activities to FY 2012, pending government commitment and willingness. However, during the first two quarters of FY 2011, in collaboration with the UN advisor, a draft organizational chart and an overall functional statement for the MOLPSHRD, as well as a draft summary of functional statements of the state ministries were presented and submitted for review and input.

To address the lack of RSS-approved HRD guidelines and procedures, the need to establish effective linkages between the RSS MOLPSHRD and its state counterparts, and to position the three state MOLPSHRDs as the guiding and leading agencies of the state HRD re-organization processes, in March, BRIDGE conducted a workshop that brought together the NBG, Warrap and Unity state ministers and directors of the MOLPSHRDs. Despite the absence of representatives from the RSS,

at the completion of the workshop, senior level state officials adopted a “standardized” functional statement framework, which helped them gain greater ownership and understanding of state MOLPSHRD mandates and functions. While vertical and horizontal linkages are yet to be addressed, state officials have legitimized their public reform agenda securing their COMs commitment and approval, using RSS guidelines and procedures, and BRIDGE-supported tools and approaches, which created government ownership of key HRD principles and concepts.

The MOLPSHRD building in Unity is nearing completion.



Dominic Deng Deng, DG of the NBG MOLPSHRD, has championed efforts to achieve public reform in his state. In 2010, Deng was seconded by the state MOLG to the BRIDGE-supported HRD committee, where he served as the committee's coordinator. He was later appointed DG of the MOLPSHRD. The reform process supported by technical assistance from BRIDGE “is helping us in NBG,” he said in June 2010. “We are building the government to a new level.”

As such, in NBG in April, the newly-appointed DG of the MOLPSHRD secured approval from the state's COM for a statewide public reform plan. In July, the COM passed a resolution formally approving the functional statements, and in August the ministry developed its organizational chart, finalized establishment lists, and completed a draft job description for the DG.

Using uniform procedures developed with BRIDGE support, the NBG MOLPSHRD then assisted the state MAF, Ministry of Physical Infrastructure (MOPI) and other agencies to complete recruiting and hiring processes to fill available positions, ending the once-prevalent practice of appointing civil servants based on non-official selection criteria. State ministers are now the only remaining political appointees in NBG; all other civil servants seeking jobs must respond to advertised postings, submit applications and adhere to newly established hiring practices, indicating the gradual professionalization of the human resources system in NBG.

In FY 2011 BRIDGE also neared completion of construction of the Unity MOLPSHRD office building. In NBG and Warrap, construction slated to begin in Q3 was postponed due to revisions in BRIDGE procurement processes and inclusion of additional steps to meet the newly-issued USAID procurement requirements. BRIDGE hired a short-term engineer consultant, who, among other tasks, reviewed drawings and plans for the two buildings. In Warrap, the MOPI will lead the tendering process, per a Memorandum of Understanding (MOU) between BRIDGE and MOLPSHRD. Construction of the building will be supervised by a MOPI engineer who received BRIDGE training on contract management and procurement.

#### 1.1.6 Human Resource Assistance to State Ministries of Local Government and Local Government Councils

BRIDGE provided human resources development assistance to local government and to state MOLGs with the provision of the LGAO orientation trainings held in all four states, as described under activity 1.3.2.

Additionally, in an effort to harmonize local government staffing structure and organizational chart, in collaboration with the state MOLGs, BRIDGE developed job descriptions for key executive positions such as County Executive Director, Director General, Payam Administrator and Boma Administrator, which were reviewed and adopted by the LGB. In FY 2012, BRIDGE will provide further training to the DGs and senior officials of state MOLGs, and on-the-job training to county offices with the placement of BRIDGE project officers<sup>7</sup> to ensure that administrators deployed to their counties and/or payams gain a full understanding of their newly-developed job descriptions and perform duties accordingly.

In Jonglei, this assistance went a step further, with the design and approval by the state COM of the organizational structure for the SCO located at the MOLG. This structuring of the SCO will equip the MOLG and counties with skills and tools to implement their mandate and functions, and ensure an effective coordination between state technical agencies and counties for the provision of social services.

#### *1.1.7 Financial Management Assistance to State Ministries and Local Government*

BRIDGE continued to support the execution of RSS Ministry of Finance and Economic Planning (MOFEP) Public Financial Management strategy. In FY 2011, due to insecurity and events surrounding independence celebrations, BRIDGE activities were delayed, focusing primarily on the design and delivery of financial management training courses using feasible training materials, and initiating on-the-job mentoring to state and local government to foster and improve fiscal discipline, promote effective, accountable, transparent use of public resources.

Specifically, in consultation with Deloitte's Financial Management Information System Roll Out team, MOFEP, state MOFTIs and technical agencies, BRIDGE drafted a state-specific cash payment, management and revenue procedures manuals and training materials (Refer to Annex V, Deliverables for a copy of the manual). Training materials were developed taking into account anticipated changes in the Government of South Sudan (GOSS)/RSS Operational Manual, the introduction of new financial forms, as well as Generally Accepted Accounting Principles and Chart of Accounts. Following a similar process, in consultation with the LGB, BRIDGE drafted and distributed the Local Government Financial Management Manual (refer to Annex V, Deliverables, for a copy of the manual.)

Using these financial management tools, BRIDGE conducted a series of trainings to state and county financial staff in each of the three states, which combined both classroom and on-the-job training incorporating exercises and presentations that depict their daily financial operations/realities, as well as tests to assess their knowledge on revenue and cash management procedures and the Chart of Accounts.

In NBG and Warrap, BRIDGE conducted state-level and county-level trainings for a total of 126 state officials and local government officials<sup>8</sup> from BRIDGE-supported counties. Financial management training scheduled to occur in Unity in Q4 was postponed due to ongoing insecurity problems. The NBG and Warrap training course focused on the following:

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<sup>7</sup> In Jonglei, BRIDGE project officers have been deployed to Bor and Akobo counties to provide daily technical assistance and support to county-level staff.

<sup>8</sup> Including finance staff from the state MOFTI and spending agencies, namely: Directors of Administration and Finance, Directors of Accounts, Directors of Planning and Budgeting, Controllers of Accounts, Commitment and Budget Officers, Accountants, Bookkeepers, and Cashiers, and County Executive Directors, Directors of Administration/Finance, Directors of Accounts and Bookkeepers.



- Revenue and cash management procedures focusing on the understanding of principles of collecting, recording and reporting of revenues such as taxes, fees, and charges (state officials from MOFTI and spending agencies).
- Procurement and the state Chart of Accounts addressing (i) principles of internal control and specific controls over the requisitioning, ordering, receiving, recording and payment of goods and services, and (ii) the classification and coding of revenue and expenditure (state officials from MOFTI and spending agencies).
- Principles and practices of financial management to impart basic guidelines and tools to maintain proper books of accounts and guide their daily operations and to execute budget functions (local government officials).

“The financial management training is improving my performance, along with the other planning and budgeting trainings,” said Adriano Nyiel Akot, Director of Administration and Finance at the Warrap State MOLG. “It has helped me to execute the budget and identify the priorities of the community. We are using financial forms and reporting processes now – the process has changed a lot just from last year.”

In August BRIDGE initiated its on-the-job financial management mentoring through consultative meetings with the NBG MOFTI, MOPI, Ministry of Health (MOH), MOLG and MAF and the Warrap MAF to gain a better understanding of the challenges in the planning and implementation of daily financial management operations within these state spending agencies. For example, supporting the Warrap MAF, BRIDGE coached the deputy director of accounts and cashier on how to accurately assign account codes to revenue receipts and expenditures. BRIDGE created expenditure Excel spreadsheet and customers’ revenue subsidiary ledgers to monitor revenue collections using designated forms. In NBG the ministries were coached on coding the cash receipts, proper utilization of the official financial reporting forms, and budget monitoring forms. In Warrap, a similar process was initiated with the state MOFTI and MAF but has been rescheduled for FY 2012, because some key staff were called away during the scheduled training to assist with the change-over from Republic of Sudan currency to the new RSS currency.

In the BRIDGE-supported counties in NBG and Warrap, BRIDGE conducted similar consultative meetings with county officials to gain a better understanding of their challenges, prepare for future trainings, and facilitate the adoption and use of the Local Government Financial Management Manual and tools.

#### *1.1.8 Tax Administration Assistance to State and Local Government*

During FY 2011 BRIDGE adjusted its efforts to improve tax administration policy in South Sudan in response to feedback from the Inter-Governmental Fiscal Relations Task Force. At the close of FY 2010, the Task Force recommended that BRIDGE slow the pace of its tax administration assistance activities to enable RSS and states to clarify roles and responsibilities among different levels of government on issues including tax payer registration, the varying levels of authority of different taxing entities and the need to conduct citizen awareness campaigns. Accordingly, BRIDGE aligned its activities to comply with the mandate of the Task Force.

Throughout FY 2011, BRIDGE attended the Task Force meetings, which brought together Directors of Taxation from all 10 states, the RSS DG for Taxation, representatives of the private sector, as well as utility industry representatives. In coordination with Deloitte, BRIDGE presented papers on revenue sources for local government, focusing on the potential for property taxes as a sustainable

revenue stream. BRIDGE also facilitated sessions on revenue reporting and remittance, targeting the need for harmonization of tax procedures and for clear lines of taxing authority. BRIDGE obtained a summary report of the Task Force recommendations, which serve as the basis of policy direction for national government (to include the LGB), the state governments and the counties to develop and organize their systems. Among other things, the report recommends:

- Ensure local government is recognized as a legitimate taxing authority;
- Guidelines to guarantee the tax system is harmonized;
- Exploration of property taxes as a source of revenue for local government entities;
- Assignment of revenue sources to national, state and local government;
- The basis of revenue sharing;
- Elimination of revenue checkpoints;
- Reporting and remittance procedures.



Ilkwoto Women's Association members gather during a BRIDGE focus group conducted as part of the tax survey in Eastern Equatoria.

With the above recommendations to harmonize the revenue system and recognize local government as a legitimate taxing authority, BRIDGE will be able to initiate its assistance to NBG, Warrap and Unity in establishing their taxation and revenue systems and streamlining the sources of revenue between the states and the counties. To do so, at the request of the LGB, in late September, BRIDGE initiated a revenue assessment to establish, which revenues are currently collected and how viable they are. The revenue assessment is continuing into Q1 of FY 2012. The assessment will provide guidance to the LGB for development of a national policy for a local government

taxation and revenue system and identify the potential size of various local revenue bases and the potential for revenue collection. The proposed theme of the workshop is to review the preliminary findings of the study on the potential of revenues and property tax for local government in South Sudan. A preliminary workshop to review the study, solicit stakeholders' inputs and development of an action plan on way forward will create the foundation for continued collaboration, facilitate implementation of revenue enhancement proposals and execution of the action plan. Equipped with these data, the LGB will be able to lead the design and roll-out of training and capacity-building at local government level.

### *1.2 Improve Planning and Budgeting*

In October, utilizing RSS Guidelines for integrating state and county planning and budgeting, BRIDGE conducted Integrated County-State Planning and Budgeting trainings in each state. Through this training, participants gained a greater understanding of the guidelines and their respective roles within the integrated planning and budgeting process. BRIDGE also initiated state-county feedback processes. After reviewing and sharing lessons learned, state MOFTI representatives presented 2010 spending analyses, and County Executive Directors and technical staff presented their 2011 draft plans. This training also served as a starting point for both state and counties to prepare for the budget sector working committees/groups. As a result of this training, using state feedback, counties can now review their draft plans and budgets, have greater ownership, and better prepare for their participation in the budget sector working committees/groups.

### 1.2.1 Completion of the 2011 Integrated State-County Planning and Budgeting Process

As previously reported, BRIDGE could not complete budget oversight activities as the 2011 county budgets were only approved in March<sup>9</sup>. However, with the completion of the training on the development and execution of the Appropriation Act in NBG, Warrap and Unity, representatives of County Executive Councils and nominated County Legislative Assembly Councilors gained essential skills and knowledge on how to implement and monitor county budgets and begin to hold each other accountable.

### 1.2.2 Execution of the 2011 County Plans and Budgets

As the 2011 County Plans and Budgets were approved, BRIDGE identified unfunded budget items that could be funded by its 2011 Local Government Development Fund (LGDF) in six counties in NBG, Warrap and Unity. Similarly, BRIDGE began identifying Jonglei projects that were unfunded, as further described in section 1.3.2.

### 1.2.3 Preparation of the 2012 County Plans and Budgets

On July 9, 2011, South Sudan gained independence and passed a new Constitution, which provides that the new RSS fiscal year shall be from July 1 to June 30 of the following year, instead of using the calendar year that previously had been followed. To provide clear information to state and county government on the implications of the change on planning and budgeting timelines, BRIDGE conducted consultation meetings with high-level officials in NBG, Unity, Jonglei, and the LGB. BRIDGE trained county project officers in July 2011 and helped develop draft action plans for supporting the 2012 planning and budgeting processes in their respective counties. Final action plans were prepared by county planners and the county project officers. The action plans have become the foundation for follow-up work activities, including county profiling and strategic planning which will be carried out at the county level in Q1 of FY 2012.

In Q2, the LGB issued a circular advising all development partners and local government officials to prepare three-year strategic plans for the period 2011- 2014. After a series of consultative meetings with LGB, MOLGs, and the United Nations Development Programme (UNDP) Local Government Recovery Project and Crisis Recovery and Mapping Analysis (CRMA) project, it was agreed that BRIDGE will continue focusing primarily on the preparation of county annual plans and budgets, and will participate in the CRMA mapping exercises. The mapping exercises will yield information relevant for the drafting of the three-year strategic plans.

As such, BRIDGE staff in Unity and NBG<sup>10</sup> participated in the CRMA-led mapping exercises. At the same time, BRIDGE conducted county consultations to identify key issues for the strategic plan. BRIDGE will use the information gathered during the county mapping exercises and strategic planning consultations to enhance the preparation of county profiles and strategic plans, scheduled to commence October 2011.

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<sup>9</sup> The purpose of these county workshops was to facilitate County Legislative Councils' or communities' review of the approved 2011 County Plans and Budgets as means to promote their ability to monitor and oversee budget execution.

<sup>10</sup> UNDP piloted the county profiling in Warrap using CRMA data in 2010.

To enhance the planning process and provide tools to conduct situational analyses, BRIDGE developed a county profiling methodology. BRIDGE will pilot the methodology during the county profiling exercises that will begin in October 2011. Based on the piloting of the methodology, BRIDGE will put together a final report for adoption by the LGB for use in the future.

In May, BRIDGE gathered 67 officials from the NBG and Warrap MOFTI, MOLPSHRD, MOLG and State Legislative Assembly to review 2011 plans and budgets. In Jonglei, the review occurred during a planning and budgeting training held in June 2011. Across the three states, participants demonstrated significantly increased ownership and understanding compared to 2010, including recognition of the importance and value of timelines, allocation of funds to complete the exercise and the value of participation from and coordination with key state and county stakeholders. The following chart illustrates some of the lessons learned through review of the 2011 plans and budgets:

	Lesson Learned	Description
Warrap and NBG Budget Reviews	RSS planning and budgeting timelines must be strictly followed.	Budgets must be submitted and approved by December 31.
	County Legislative Councils must be functional and fully trained.	Confirmation and training must occur by November at the latest, so the councils can carry out their mandated oversight function and ensure community needs are being represented accurately.
	Every payment requires a budget line and budgets must include provisions for all anticipated items.	Budgets must include lines for sitting allowances, travel and lodging expenses, etc. for members of County Legislative Councils.
Jonglei Budget Review	Planning and budgeting process itself needs to be budgeted and sufficiently resourced.	Resources were not set aside for this exercise, and thus, consultations were limited and only a few stakeholders participated.
	All stakeholders should be provided sufficient information about planning priorities, budgeting process, and timelines.	The 2011 process was start-and-stop, lacking central coordination, clarification of processes, and what was to be accomplished by when.
	State and county planning processes are integrated and need to be understood as such by all officials at both levels.	In the 2011 process, county plans and budgets were not integrated into the state plan and budget. As a result, counties spent the year unsure of what transfers to expect from the state.
	Annual plans and budgets must be public documents structured for use by most stakeholders and widely disseminated.	Very few officials had access to the budget document, and even with access, it was too complicated for the lay person.

In Jonglei, participants developed draft action plans for their 2012 county plans and budgets that included preparation of training summaries to present to the County Commission and Executive Director; formalizing their County Planning and Budgeting Task Forces for 2012; preparing plans and budgets for the 2012 county planning and budgeting process; seeking approval for allocation of funds

via consulting state level officials and widely disseminating final plans and budgets; and mobilizing stakeholders, including county councilors, for training on their oversight roles.

Using the LGB Participatory Planning and Budgeting Guide and the BRIDGE Community Engagement handbooks, in Jonglei, BRIDGE trained 33 LGAOs from the MOLG Planning Unit and 11 county planning offices in participatory planning and budgeting (for county planners). The training enhanced LGAOs' knowledge of participatory planning and budgeting processes and enabled each of the county planning units and the MOLG planning unit to be staffed with trained administrators.

In Jonglei, BRIDGE deployed new planning and budgeting county project officers to Bor and Akobo counties, where they are now working inside the respective County Councils, providing county staff with hands-on support in planning and budgeting and county profiling and strategic planning activities.

FY 2012 budget preparation activities were not initiated in Unity due to insecurity, however BRIDGE completed a desk review of the status of Unity's 2011 plans and budget approvals and will continue to mentor state Planning Unit staff so they are able to guide county officials through the remaining part of 2012 planning and budgeting exercise.

#### *1.2.3.1 County-Level Planning and Budgeting*

Utilizing community engagement handbooks and training modules for county planners, and training modules developed on gender inclusion in county planning and budgeting, BRIDGE trained 148 state and county planning unit representatives in Q2 on mainstreaming gender in state and county planning and budgeting. Training included 133 sector representatives and directors from all counties and 15 state MOLG and MOFTI representatives.<sup>11</sup> Participants reviewed the annual planning and budgeting cycle and explored potential opportunities for mainstreaming gender and engaging communities. Trainees went on to use their acquired skills during the payam consultations in Q3.

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<sup>11</sup> The total breakdown per state is as follows: NBG 50, Unity 48, Warrap 50.

#### 1.2.4 Sector Integrated Plans and Budgets

In Warrap, BRIDGE implemented a review workshop for the agriculture sector in August, bringing together 16 staff of the agriculture sector from the state and counties, and county planners<sup>12</sup>. It was the first time that staff from state and counties met to formally discuss priorities in the agriculture sector. At the end of the review workshop, they agreed on action points to enable them to remain in constant communication with each other, and also made recommendations for state government to engage productively with county government.

In September, BRIDGE utilized the pilot training program to provide planning and budgeting guidance to 61 state and county government officials, including county planners and ministry officials from the NBG MOPI and MOH. The water sector workshop brought together 32 state and county government officials from the Rural Water Department, County Planning Units, MOPI, MOLG and others.

The health sector workshop gathered 29 state and county government health officials, including county planners, MOH and MOLG officials. Together, state and county officials reviewed the concepts, process and procedures for developing sector annual plans and budgets as well as how to integrate the NBG state vision for the sector. WASH and health officials from all five counties in NBG developed their respective WASH strategic plans and shared them with their colleagues from the state RWD at the MOPI. BRIDGE was unable to conduct education sector integrated planning and budgeting workshops during Q4 as planned due to heavy rains in Jonglei, which made it impossible for county officials to attend, and also due to insecurity in Unity State. These sector workshops have will be implemented in FY 2012, pending program extension and prevailing insecurity situation in Unity.

These planning workshops and review sessions helped to create models for sector-integrated plans and budgets, bringing together state and county officials representing various sectoral interests for concentrated discussion and interaction with colleagues from both levels of government. The sessions provided participants with a greater understanding of guidelines and respective roles within the integrated planning and budgeting process, and improved the ability of officials responsible for planning and budgeting to both solicit and provide high-quality input and feedback regarding developing budgets and plans.

##### 1.2.4.1 County Planning and Budgeting Conferences

In NBG and Warrap, BRIDGE sponsored six county planning and budgeting conferences in FY 2011 led by the county planning units. Due to security constraints, as further described in the Constraints and Challenges section of this report, and upon the advice of the County Commissioner, the Twic County (Warrap) conference was postponed until after independence and was held in August 2011 whereas all other county conferences were completed in June 2011.

Participants at these conferences included representatives from nearly all payams and county officials, such as: Executive Directors, County Councilors, Payam Administrators, Executive Chiefs,

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<sup>12</sup> Not all counties were represented in the meeting due to insecurity and challenges faced in communicating with remote counties where there is no mobile phone network and where transportation is a major challenge due to poor infrastructure/impassable roads.

Sub-Chiefs, County Sector Directors, CAG and WSG members, among others. During the sessions, participants divided into groups, reviewed boma and payam consolidated priorities and provided clarifications. Participants also conducted an analysis of the counties' and the communities' contributions for the implementation of the 2011 budgets to review achievements to date. With these consolidated priorities, along with the data collected by the CRMA project in Q4, BRIDGE assisted county planning units in drafting plans and budgets for next year, focusing particularly on operating costs and capital expenditures.

In Unity, despite plans to provide assistance to the state MOLG, the unstable situation, particularly landmines on roads near Bentiu town, Rubkona and Mayom counties, prevented payam consultations and county planning and budgeting conferences from taking place. However, in consultation with the county executive directors, BRIDGE completed a desk review of the status of the 2011 plans and budgets and budget approvals, indicating that the majority of the priorities identified in 2011 are yet to be implemented. BRIDGE continues to explore means to support the counties in Unity State in view of these challenges. The strategy emerging is that BRIDGE will support the establishment of a State SCO and a state County Planning Unit, which will support County Council Planning Units. BRIDGE is currently exploring opportunities for targeted sectoral interventions in Rubkona and Guit counties. Meanwhile, BRIDGE continues to render limited support from Bentiu to the counties of Mayom, Rubkona and Guit.

#### *1.2.5 State Legislative Oversight*

This activity was cancelled in FY 2011 due to delays in the swearing-in of members of the County Legislative Councils and insecurity in BRIDGE target states. The activity is tentatively scheduled to be conducted in FY 2012 in alignment with the upcoming planning and budgeting cycle.

In the month of September, the state governments of NBG, Warrap and Jonglei each submitted letters of requests, on their own initiative, seeking BRIDGE support in enhancing the knowledge of members of state Legislative Assemblies on their roles and functions, and how to make the committee-based systems of the State Legislature function effectively and efficiently. BRIDGE is currently working on an appropriate response strategy to meet these requests.

### *1.3 Deepen the Culture of Democracy*

#### *1.3.1 Local Mechanisms for Citizens to Engage with Government Authorities*

##### *1.3.1.1 Payam Consultations*

In FY 2011 BRIDGE supported and facilitated 47 payam consultations, as outlined below, covering 95 percent of the existing payams within the six BRIDGE-supported counties in NBG and Warrap.<sup>13</sup>

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<sup>13</sup> Six payam consultations were completed by the close of Q2, while 40 were completed in Q3.

State	Counties	Number of Payams	Number of Payam Consultations
NBG	Aweil North	5	6 <sup>14</sup>
	Aweil East	8	8
	Aweil West	10 <sup>15</sup>	9
Warrap	Twic	6	6
	Gogrial West	9	9
	Tonj North	10 <sup>16</sup>	9
Total		48	47

These consultations brought together 1,860 people<sup>17</sup>, including county planners (and sector directors), payam and boma administrators, and community members, including representatives from BRIDGE-supported CAGs, WSGs, Parent-Teacher Associations (PTAs), Water Management Committees (WMCs), and traditional leaders.

The payam consultations equipped county and payam officials with data on infrastructure and current services needed to make decisions on 2012 payam priorities. This year, county authorities are able to identify and prioritize budget items on their own, marking a significant improvement from last year's process.

In NBG, for example, the following consolidated priorities were identified (see chart, below):

County Sector	Aweil North	Aweil West	Aweil East
Water	Drilling of 234 boreholes and set-up of 19 water tanks	Drilling of 268 hand pumps/boreholes and set-up of 4 upper tanks	Drilling of 224 hand pumps, 6 wells and set-up of 9 upper tanks
Education	Construction of 100 primary schools, 20 nursery schools and establishment of 6 adult education centers	Construction of 67 primary schools, 11 secondary schools, and 16 nursery schools	Construction of 62 primary Schools, 11 secondary schools and 16 nursery schools

<sup>14</sup> The table shows five payam consultations in Aweil North, however, BRIDGE conducted six payam consultations that include Maper Dut though that payam is not reflected in the Census Report.

<sup>15</sup> In the Census Report, Aweil Town is included as a payam in Aweil West County, but also is considered a separate entity (town council). Thus, no payam consultation was conducted there.

<sup>16</sup> In Tonj North, the Census Report classifies Warrap as a payam, but such a payam does not exist according to field teams, thus only nine payam consultations were held.

<sup>17</sup> In NBG: 308 in Aweil East, 183 in Aweil North and 299 in Aweil West; and in Warrap: 468 in Twic, 368 in Gogrial West, 234 Tonj North.



County Sector	Aweil North	Aweil West	Aweil East
<b>Health</b>	Construction of 43 PHCUs <sup>18</sup> and 16 PHCCs and distribution of slabs and pipes for pit latrines. Training of midwives	Construction of 36 PHCUs, and 7 PHCCs, provision of 207 slabs and pipes for pit latrines (public and private,) purchase of 2 ambulances, and training of medical personnel/nurses	Construction of 16 PHCCs <sup>19</sup> and 28 PHCUs, and training of 25 nurses
<b>Agriculture</b>	Purchase of 28 tractors, 300 ox-plows and provision of tools and seeds to local returnees and farmers; training of local farmers on modern farming technologies on crop production	Purchase of 50 tractors, set-up of 1 veterinary clinic and purchase of 13 water pumps	Purchase of 50 ox-plows and 13 tractors, set-up of 1 veterinary clinic
<b>Administration</b>	Construction of 37 boma offices, 26 police stations, 8 prison stations and 2 payam offices provided with 2 computers	Fencing of the County Commissioner office Purchase of 4 desktop computers and 4 printers Fixing of solar systems in all the payam offices Construction of boma offices and youth centers and Police, Prison and Fire Brigades in all the payams, construction of health and WASH <sup>20</sup> offices	Fencing of the County Commissioner offices, Purchase of 4 desktop computers and 4 printers, fixing of solar systems in all the payam offices, construction of boma offices and youth centers, Police, Prison and Fire Brigade in all the payams, construction of health office and WASH office
<b>Social Development</b>	Construction of training hall, youth, sports and culture centers and putting up telecommunication and postal service centre.	Construction of 32 feeder roads linking boma to the payam headquarters	Construction of 32 feeder roads linking boma to the payam headquarters

Similarly in Warrap, the following consolidated priorities were identified:

County Sector	Tonj North	Gogrial West	Twic
<b>Water</b>	Drilling of 338 boreholes in the nine payams	Drilling of 44 boreholes and repairing 20	Drilling of 150 boreholes
<b>Education</b>	Construction of 13 primary	Construction of 23 primary schools and completing 2 adult	Construction of 28 primary

<sup>18</sup> PHCU: Primary Health Care Unit.

<sup>19</sup> PHCC: Primary Health Care Center.

<sup>20</sup> WASH: Water, Sanitation and Hygiene.

County Sector	Tonj North	Gogrial West	Twic
	schools and 3 secondary schools	education centers; training of 27 primary teachers	schools
<b>Health</b>	Construction of 7 PHCUs and 7 PHCCs	Construction 6 PHCCs and 32 PHCUs and completion of other 2 in the bomas	Construction of 32 PHCCs
<b>Agriculture</b>	Purchase of 620 ox-plows and 3 cold chain boxes of veterinary services	Procurement of 480 ox-plows, and 3 water pumps for irrigation; procurement of 10 cartons of assorted veterinary drugs for animal health	Purchase of 27 tractors and purchase of 5,010 ox-plows; procurement of 5 cartons of assorted veterinary drugs
<b>Administration</b>	Construction of 3 payam headquarters, 2 boma offices and construction of 4 police offices	Construction of 3 payam office blocks and 3 police administrative offices	Construction of 5 police administrative offices and 4 administrative blocks for bomas and completion of 1 payam headquarters
<b>Social Development</b>	Establishment of 2 telecommunication networks (Vivacell) and one FM radio station	Inter-payam feeder roads construction	Construction of 17 women centers, 1 youth center and purchase of 1 grinding mill

In Jonglei, BRIDGE did not conduct consultations or conferences. In consultation with the state MOLG and respective counties, BRIDGE plans to use data from UNDP's CRMA project to identify development priorities for 2012. The priorities will be validated during the county profiling and strategic planning processes which will be commenced in October 2011.

### 1.3.2 Local Government Development Fund

BRIDGE adjusted its 2011 LGDF process to support implementation of the 2011 county plans and budgets, targeting only unfunded budget items. The most notable difference was that communities were no longer considered as direct applicants to the LGDF because they had previously presented their priorities to the counties during the consultative process to prepare the 2011 county plans and budgets. Similarly, government authorities were not requested to individually identify projects because priorities for the county were previously analyzed and approved in the final county plans and budgets. This revised process gave practical meaning to the annual BRIDGE planning and budgeting exercises, but more importantly, helped to build counties' abilities to operate within the framework of their approved budgets and to monitor their execution. As such, the BRIDGE 2011 LGDF process directly and tangibly addressed local

In Unity, BRIDGE worked with state government to review and adopt RSS public procurement guidelines and to develop clear, detailed invitations for bids outlining a comprehensive scope of work and drawings of the engineering requirements for construction of the MOLPSHRD headquarters. Invitations were sent to contractors in Unity, providing a fair and transparent opportunity for interested groups to participate in the bidding process. Bids were sealed and received in wooden boxes with locks, and the committee, composed of ministry officials with participation of BRIDGE staff, conducted the selection process in the presence of bidders, using selection criteria such as financial capacity and past performance. Such a process was the first of its kind in the ministry's history.

government's infrastructure needs providing them with additional means to increasingly deliver social services.

The LGDF program also incentivized communities to organize and prioritize their needs, and to engage constructively with local government. In a country short on funding to provide for basic infrastructure and development needs, the LGDF program turned what could have been abstract planning and budgeting exercises into experiential learning activities with concrete results, enabling communities to realize some of their highest-priority development goals while affording them opportunities to engage each other, local government and development partners in the planning process.

Since its inception, BRIDGE has completed 138 LGDF projects with total value of \$1,909,091, including funding peace-oriented initiatives such as the Mayom Peace Conference in December 2010, which helped bring peace to two feuding Nuer tribes. Community and government LGDF in-kind contributions across the three states for LGDF projects was \$229,350, which helped launch construction of 12 schools and fund 88 classroom rehabilitations. In addition, BRIDGE worked with county and state government to distribute 37 motorbikes and 287 bicycles to government officials to help administrators communicate, coordinate, implement activities and mobilize resources in their communities.

In FY 2011 BRIDGE developed the following criteria for selection of priority projects:

- Level of communication, transparency and downward accountability to promote citizen demand for rights and accountability and to meet their obligations;
- Staffing and technical capacity for planning and budgeting;
- Existence of an approved annual estimate of income and expenditure (budget) linked to the development plan;
- Existence of feasible and realistic projects in approved budgets;
- Capacity to implement, supervise or monitor selected projects;
- Existence of county bank accounts;
- Establishment of a financial management system to manage and report funds.

BRIDGE selected a number of unfunded projects for the nine counties in NBG, Warrap and Unity taking into account the challenges related to the rainy season and past experiences in implementing or monitoring LGDF projects including USAID environmental guidelines and procedures. BRIDGE also conducted an initial internal identification meeting to select the Jonglei unfunded priorities for Akobo, Pibor and Bor.

Through consultations with state and county governments, BRIDGE prioritized the projects listed below for funding through LGDF. These projects represent primarily infrastructure needs and service delivery priorities, and were reviewed and validated by key stakeholders from MOLGs and county representatives. Further work has been conducted by way of locating in physical space the projects, their exact geographic locations, developing realistic cost estimates, identifying government contributions and project-specific milestones that each county will have to meet for the disbursement of LGDF funds. By the end of the FY 2011, the paperwork necessary for approval of the projects had been completed. Projects that are not affected by weather, such as purchase of

computers have been supported. During the dry season, starting from November 2011, most of the projects of a construction nature will be tendered and works shall begin. A detailed list of LGDF projects for FY 2011 is located in Annex III of this document.

### FY 2011 LGDF Projects

In August, LGDF project implementation was slowed as a result of events surrounding the independence celebration, and insecurity problems. While BRIDGE conducted consultative meetings with state and county institutions to obtain exact geographic locations develop realistic cost estimates, identify government contributions and project-specific milestones that each county will have to meet, the implementation of the FY 2011 LGDF projects will begin in early FY 2012, once USAID and Winrock approvals are secured, and roads are accessible.

In order to smooth and speed up implementation of future LGDF projects, BRIDGE designed a one-week training course on procurement, tendering and contract management, which was piloted in NBG in late September. The training gathered 56 state and local government officials, including procurement staff from 12 ministries and all five counties in the state. The training helped strengthen participants' skills and knowledge on procurement rules and contract laws, building their capacity to manage contracts and procure goods in a transparent and accountable manner. A similar training will take place in Warrap in October, and in Jonglei in November.



Participants broke into groups while participating in BRIDGE procurement and contracts management training in Kuajok, Warrap, which will build government procurement capacity and help streamline LGDF approvals and implementation.

**Strengthen the Capacity of Communities and Government to Jointly Address Community Needs in NBG, Warrap, and Unity**

**2.1 Facilitate the Development of Community Organizations that are Democratic and Effective in Promoting Community Well-Being**

In FY 2011 BRIDGE-supported CAGs and their associated WSGs identified and prioritized communal needs, developed and implemented their own action plans to address their most urgent projects, and advocated to government officials for their assistance and support via the planning and budgeting process. This year, BRIDGE narrowed the scope of its assistance to CAGs/WSGs to focus mostly on strengthening those community groups in the three states that demonstrated a high degree of motivation and commitment to self-help and achievement of goals through constructive engagement with local government and other development partners.

BRIDGE support to motivated Community Action Groups and WSGs in Warrap empowered the groups to successfully advocate for elections to replace ineffective chiefs appointed during South Sudan's era of military governance. Members of the CAGs/WSGs in Awul Payam, Tonj North County, and Kuach North Payam, Gogrial West County, were experiencing difficulties with the appointed chiefs, who were unresponsive. In July, the groups' leadership engaged boma and payam administrators, and requested new elections. Local government listened, and elections were held. Now both communities are represented by popularly elected chiefs, indicating that grass-roots democratic processes are taking hold in South Sudan. (Refer to Annex I, Success Stories.)

By focusing CAG strengthening trainings on a range of topics including leadership skills development, understanding of group dynamics, conflict resolution strategies, gender equity and hygiene and sanitation education, the community groups have been empowered and enabled to manage the most tangible dividends of their activism, which include newly built and/or rehabilitated boreholes, construction of buildings for schools and health clinics, higher rates of girls' school enrolment, and the development of campaigns and policies designed to address gender issues including ending forced early marriages and domestic violence against women. CAGs and WSGs also facilitated increased opportunities for women to occupy leadership positions in their own communities, and became valuable promoters of improved hygiene and sanitation in their own communities.

Training and strengthening efforts for existing groups was augmented by the formation of 41 new groups in FY 2011, supporting expansion into payams that are adjacent to existing BRIDGE-supported payams within the nine BRIDGE-supported counties in NBG, Warrap and Unity states.

CAG/WSG Summary										
	NBG			Warrap			Unity			Total
	FY09	FY10	FY11	FY09	FY10	FY11	FY09	FY10	FY 11	
CAGs Formed	11	51	15	12	50	16	13	53	10	190
WSGs Formed	11	51	15	12	50	16	13	53	10	190
CAGs Strengthened	-	-	62	-	-	62	-	-	48	172
WSGs Strengthened	-	-	62	-	-	62	-	-	48	172
CAG Membership Female	178	303	92	131	129	85	378	256	107	1375
CAG Female Leadership	26	116	32	25	95	30	45	138	28	445
Total CAG Membership	338	889	283	321	714	254	527	752	307	3895

### 2.1.1 Strengthen Viable Community Action Groups and Women's Support Groups

In FY 2011 BRIDGE identified 120<sup>21</sup> of the most effective CAGs/WSGs to receive continued training and capacity-building support, based in part on their ability, willingness and track-record of helping their county and local governments mobilize resources to address community needs. These groups served as entry points for BRIDGE and local government to disseminate information, promote best practices and introduce improved agricultural techniques within their communities, and helped ensure their sustainability by facilitating strong and interactive connections between local government officials such as payam and boma administrators, community group leaders, and traditional authorities. This year, targeted CAGs/WSGs helped facilitate 172 hygiene and sanitation messaging and trainings, helped implement community-led LGDF projects that were identified in 2010, and continued to develop 173<sup>22</sup> community action plans to map their prioritized needs and articulate their vision for achieving them to BRIDGE and local government.

In total, 172 CAGs/WSGs were strengthened. Targeted participants included CAG/WSG members, Parent-Teacher Association members, Water Management Committee and vegetable/staple crop producer groups, traditional leaders, payam and boma administrators, women and youth.

In Tonj North County, Warrap, during July trainings in Aporlang Boma in Awuul Payam, Warrap, local chiefs and payam/boma officials identified and discussed some of the primary sources of conflict in their community, including the cultural practice of cattle raiding by young men, who regard such activities both as a rite of passage into manhood and a means to obtain cattle to pay dowries for their brides. The group also discussed the problems of domestic violence and forced marriages of underage girls. The chiefs and payam administrator acknowledged that gender insensitivity remains prevalent and that greater attention to the problem is required. After the CAG/WSG strengthening segment on gender sensitivity, local government (payam/boma administrators and chiefs) and community group members stated they gained knowledge of the importance of women's involvement in community affairs, and learned ways to overcome barriers to reducing domestic violence and strategies for expanding education opportunities for girls. In Aporlang, the chairperson of the WSG stated that the strengthening session there raised awareness of gender issues in the context of wider community service delivery, and highlighted the importance of engaging and interacting closely with government to enable officials to stay informed, make good decisions and respond proactively to citizens' needs.

During a BRIDGE-supported CAG/WSG strengthening activity in August in Rubkona County, Unity, members took initiative to collect community funds for repairs to a water yard in an effort to make local water supplies safer after learning about the dangers posed by waterborne diseases. At the end of the meeting, Gatkuoth Nyak Tango, a Boma Administrator, stated that the knowledge gained during the training has brought about a "change in the way we are living" and vowed to keep hygiene and sanitation education on the agendas of all future boma meetings.

In Twic County, CAG/WSG meetings received strong support and participation from local government officials and traditional leaders. For example, Mr. Mabior John, a Boma Administrator, directly facilitated a session on the role of local government in the community. Mabior urged CAGs and WSGs to continue to work closely with his office to help him advocate for local priorities with county authorities, and stressed the importance of promoting education opportunities for girls,

<sup>21</sup> Forty CAGs/WSGs were identified as targets for strengthening in each state (NBG, Warrap, Unity.)

<sup>22</sup> 18 in NBG, 53 in Warrap, and 50 in Unity.



The Malual North Community Action Group in NBG completed construction of a new public health clinic after mobilizing the local community to raise 15,000 South Sudanese Pounds and molding bricks for the new building, which is expected to serve approximately 800 people. The group worked on the project with the support of local government officials, who pledged to hire medical personnel and stock the clinic with medicines once the building was complete.

stating that community groups must help ensure that girls' enrollment is increased at both self-help schools<sup>23</sup> and government-supported schools. In all, 74 participants -- 28 of whom were women -- including seven local government officials and 14 traditional leaders attended the training, strengthening the working relationship between government and the community.

In NBG, leaders of the Rup-Dhal CAG/WSG and Makuach Boma CAG/WSG, both in Aweil East County, used bicycles provided by BRIDGE, through the LGDF mechanism, to mobilize their communities for in-kind contributions to begin construction of an eight-classroom school, for which the community molded and baked 80,000 bricks. The bicycle is also being used by CAG/WSG leaders to monitor household latrine construction and dissemination of information on hygiene and sanitation. According to the chairperson of Rup Dhal CAGs/WSGs, provision of the bicycle also has enabled the chairperson to reach out to county and payam officials to

advocate for an engineer to support them in their school-building initiative. As a result of their request and in-kind community contribution, local government responded by sending out an education officer to assess and report to county authorities and to work on finding an engineer for the new construction project.

Insecurity, heavy rains and flooding throughout the states hampered BRIDGE's ability to reach all CAGs/WSGs targeted for strengthening before the end of FY 2011. Late rains and flooding that washed out roads in NBG and Warrap -- where flooding in Twic County was especially intense during Q4 -- resulted in some planned trainings being cancelled. In addition, insecurity in Tonj North late in the fiscal year, caused by seasonal Nuer cattle raiding, led some planned trainings to be cancelled. In Unity, most CAG/WSG strengthening activities were cancelled in Q3 and Q4 due to the continued presence of land mines on roads as well as activity by insurgent militia groups. In all, BRIDGE reached 70 out of the planned 120 CAGs/WSGs for strengthening activities before the end of the fiscal year.

In September, BRIDGE staff conducted follow-up visits to supported CAGs/WSGs in NBG and Warrap to gauge progress on work-plans and development priorities. Overall, the team found that CAGs/WSGs were invested and engaged in self-identified projects including the construction of schools, clinics, mobilizing adults for literacy classes, cooperative vegetable cultivation, building household latrines and promoting good hygiene and sanitation in their communities. In Wedwil, NBG, Mawien Ngong Diing, sub-chief said that participants in local CAGs/WSGs "have realized the importance of joining hands and working together for the good of community and building the spirit of self-reliance." During another follow-up trip to the Malual North CAG in NBG, BRIDGE staff found that the group had just finished a major project on their action plan: the construction of a new health clinic, complete with metal roof and windows, that is now serving 800 residents of the area. Local government officials provided health personnel and medicines to stock the clinic after

<sup>23</sup> Self-help schools are those run by informally by communities using volunteer teachers.

residents baked bricks and contributed their own labor and funding to build it, illustrating that communities are now able to take concrete steps to achieve their top development goals, and will be met half-way by government, resulting in sustainable partnerships that facilitate improved public service delivery (see clinic sidebar/photo, above.)

### 2.1.2 Community Action Group and Women's Support Group Formation

BRIDGE in FY 2011 facilitated the creation of 41<sup>24</sup> new CAGs/WSGs in payams adjacent to the nine supported counties across NBG, Warrap and Unity states, after conducting site visits to villages to engage local leaders and assess the groups' potential for sustainability. Selection of sites for creation of new CAGs/WSGs was conducted jointly with local government officials and BRIDGE and built upon already existing communities such as established villages with their own traditional leadership structures. Newly formed groups then received strengthening training with a focus on roles and responsibilities, understanding and improving group dynamics, improving leadership skills; orientation on government roles and responsibilities, hygiene and sanitation and simple techniques for conflict resolution. As a result, groups are better able to formulate and articulate the interests and priorities of their communities to government.

### 2.1.3 Hygiene and Sanitation Education Sessions for CAGs and Community Members

In FY 2011 the BRIDGE Community Development staff teamed with WASH staff to design and implement a Community Led Total Sanitation (CLTS) Training-of-Trainers (TOT) program in basic hygiene and sanitation along with their government counterparts in state Rural Water Departments. The training incorporated hygiene messages into CAG/WSG development activities in support of government-led delivery of hygiene and sanitation training to WMCs, PTAs and community members, enabling BRIDGE to reach a greater number of individuals with health and hygiene messages. Trained group members became "change agents," for improved hygiene and sanitation, disseminating knowledge gained at group-based trainings to their relatives, neighbors and associates. (Refer to 4.2.5 for additional details.) Participants helped disseminate information and lead activities including the fencing-in of boreholes to protect water sources from contamination by trash and/or animals, the importance of hand washing and latrine use.

In all, BRIDGE hygiene and sanitation education sessions reached nearly 5,000 people in NBG, Warrap and Unity. In addition, BRIDGE delivered 220 concrete latrine slabs to CAG members, enabling them to realize the impact of the training by constructing their own latrines, helping reduce the incidence of waterborne diseases spread by open defecation.

For example, a hygiene and sanitation training led by the Aweil North County RWD and BRIDGE in NBG prompted community members to clean and protect a vital local water source, leading to safer water supplies for 1,300 people. The training was conducted from May 17-20 in Warkuel Village, Malual North Payam. Twelve members of the WMC -- seven of whom were women -- gained important knowledge of basic operation and maintenance of water points, cost recovery and water point protection as well as safe water handling, storage and treatment. The training also highlighted

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<sup>24</sup> 15 new groups were formed in NBG; 16 new groups were formed in Warrap, and 10 in Unity State. A list of CAGs per payam was included as an Annex in the BRIDGE Quarterly Progress Report for Q3.



the link between good hygiene and sanitation and improved community health. Upon completion of training, WMC members mobilized the community to clean up the drainage channel and area near their community borehole, and used locally available materials to build a fence to keep animals and debris away from the water source, to maintain a cleaner, more hygienic water supply.

A hygiene and sanitation education session conducted by BRIDGE motivated a group of students in Warrap State to take the lead in cleaning and protecting their local water supply, working with traditional leaders and government officials to ensure safe drinking water supplies for approximately 700 community members in Gogrial West County. Rosa Akuol, an 8<sup>th</sup>-grade student from Waralel Village, Mathiang Boma in Kuach North Payam, was inspired after attending the training, and enlisted the help of three classmates in her campaign to motivate community members to work together to pick up trash and erect fencing around the borehole to reduce the possibility of contamination from animals, trash, and human waste. Traditional leaders (chiefs) and local government supported the initiative by requiring that water users contribute at least one wooden pole for use in erecting a fence around the borehole. The borehole is now fenced and the surrounding environment kept clean by community members thanks to the efforts of a new generation of committed young “change agents.”

## 2.2 Strengthen the Quality of Interaction between Communities and Local Government

In FY 2011 community members and local government officials in NBG, Warrap and Unity participated in payam consultations and county planning and budgeting conferences (see 1.2.4.1 1.3.1.1), dissemination of best practices training for staple crop production facilitated by agriculture extension workers (see 3.3) and hygiene and sanitation education sessions (see 4.2.5). These activities solidified partnerships between communities and local government at the county, payam and boma level, building trust and transparency in decision-making processes and improving livelihoods and access to services in BRIDGE-target states.

### 2.2.1 Local Mechanisms for Citizens to Engage with Government Authorities

BRIDGE continued its support of annual planning and budgeting processes in FY 2011 by facilitating payam consultations and county planning and budgeting conferences, which provided formal mechanisms for citizens to engage with their government and opportunities for communities and government to engage in constructive dialogues about priorities, development plans and available resources.

During payam consultations described under 1.3.1.1, CAG/WSGs used their action plans to articulate community development priorities including the construction and rehabilitation of schools, water points and health centers, as well as veterinary services and road building. For example, in Twic County, representatives from the Panlit and Ajong Boma CAGs/WSGs in Wunrock Payam jointly advocated for government assistance with their construction of a primary school in Panlit Boma to serve 468 students. In Tonj North, representatives from CAGs/WSGs in Awul Payam prioritized veterinary services and refresher training to three community animal health workers. The group requested the provision of vaccinations for 500,000 cattle and offered community payment for the vaccines, prompting local government to include this high-priority need in the 2012 county plan for budgeting purposes. These activities helped increase citizen-government interactions and

inspired greater community confidence in local government, as seen by the results of the BRIDGE Citizens' Perception Survey carried out by BRIDGE in March-April 2011.

**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 (NTFP) Sectors in NBG, Warrap, and Unity**

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

**3.1.1 Assistance to Warrap State Ministry of Agriculture and Forestry on Planning and Budgeting**

In Warrap, BRIDGE provided training and technical assistance to the Warrap State MAF to create models for sector-integrated plans and budgets, bringing together state MAF officials and county administrators representing various sectoral interests for concentrated discussion and interaction with colleagues from both levels of government. Specifically, BRIDGE trained 16 officials from the state MAF, MOFTI and MOLG on RSS MOFEP technical guidelines for preparation of state and county plans and budgets, and on MOFEP guidelines for integrated state and county planning and budgeting. The training was capped by a two-day workshop that included representatives from the state MOLG planning and budgeting department and county planning units, who analyzed their 2011 county sector plan and presented their draft sector 2012 plans. Participants discussed how county agriculture plans impacted the 2012 state MAF plan in preparation for state Budget Sector Working Group/committee meetings.

The training and workshop provided participants with a greater understanding of the guidelines and respective roles within the integrated planning and budgeting process, and served as a focal point for both state and county officials to prepare for Budget Sector Working Groups, increasing their capacity to provide high-quality input and feedback to their groups. BRIDGE governance and agriculture staff provided hands-on assistance to the state MAF to draft its state plan and budget for submission to the working groups, increasing the state MAF's ability to effectively manage extension services. An action plan was developed at the end of the training that included the following components:

- All County Planners must disseminate the Local Government Act of 2009 to staff
- Train County Planners in planning and budgeting and roll out TOTs in counties
- Appoint County Legislative Councilors and swear them in as soon as possible
- Warrap State government continues to improve/expand coordination with counties and payams
- State must transfer assets to counties including computers, generators, printers, projectors, phones, motorcycles and cars
- Lobby and encourage private sector to set up base stations in counties -- particularly Gogrial East, Tonj North and Tonj East, to enhance communication.

### 3.1.2 Assistance to Extension Workers

FY 2011 marked the planned shift away from BRIDGE-led agriculture training activities to trainings led directly by state MAF agriculture extension officials, working in concert with BRIDGE agriculture staff and technical advisors. In all, BRIDGE supported training for a total of 48 agriculture extension workers over the fiscal year. In Q1, BRIDGE trained five<sup>25</sup> government extension workers to lead the delivery of trainings in apiary management, gum acacia harvesting and animal traction. In Q3, 28 BRIDGE-supported extension workers graduated from the Yei Agricultural Training Center (YATC), where they gained knowledge and new techniques in the production of staple crops and the delivery of extension services to constituents.

An extension worker leads a crop planting exercise in Ameth, Warrap.



In Q3, extension workers took the lead in training 106<sup>26</sup> farmers on ox-plow use in Twic County, Warrap.



Finished grain storage containers made from locally available materials.

In Q4, 15 new extension workers in NBG (five from each BRIDGE-supported county) completed training on extension methodologies and how to develop agricultural TOT training materials on planting techniques including plant spacing, weeding and post-harvest management that can be used to improve agricultural production. The 15 trainees were recruited by NBG state MAF. During the workshops, the YATC instructors and BRIDGE staff worked with the 15 new extension workers on ways to improve their extension methodologies and improve their agricultural skill sets. Lessons from the trainers and BRIDGE staff included developing a basic field manual, providing hands-on technical trainings at neighboring farm plots and explaining how to develop basic training tools (abacas boards, seed beds.)

These extension workers have since returned to their communities and led trainings and activities that included the distribution of micro-grants to farmers<sup>27</sup> consisting of tools and eight metric tons of sorghum, maize, sesame and groundnut seeds. With BRIDGE support, these officials also led abbreviated crop production trainings that coincided with the distribution of seeds and tool distribution in NBG and Warrap.

In addition to the training at the MAF office, BRIDGE also completed an abbreviated two-day TOT “refresher” training workshop during Q4 for extension workers in NBG who assisted BRIDGE in

<sup>25</sup> Two extension workers from Warrap were trained and three from NBG.

<sup>26</sup> 70 farmers were trained in Panlit and 36 in Turalei, (both in Twic County, Warrap State).

<sup>27</sup> Farmers who received micro-grants of seeds and tools are those selected by CAGs and who participated in BRIDGE-funded trainings. In Unity State, where crop production training was curtailed due to insecurity, micro-grants were distributed by state MAF officials using radio broadcasts due to transportation restrictions.

this year's post-harvest handling (PHH) training. The workshop was led by BRIDGE staff and included topics such as use of organic pesticides (e.g., neem, ash, peppers) to mitigate infestations and the use of locally available materials to build grain storage facilities.

In Unity State, BRIDGE staff initially developed and delivered a two-day training program on staple and vegetable crop production for an estimated 25 extension workers to be held in Q4. However, due to insecurity the program was shortened to two days focusing entirely on staple crop production and post-harvest handling and only 10 extension workers were available to attend the workshop. The remaining 15 were unable to attend due to travel and security restrictions within the state.

The growing ability of state MAF workers to lead agricultural training activities with only peripheral support from BRIDGE marks a significant milestone in government's successful delivery and support for the agriculture sector, demonstrating to the community that state government is providing important assistance to bolster food security and provide opportunities for improved livelihoods.

### 3.2 Build Civil Society Capacity that Underpins Vibrant Agriculture Sectors

#### 3.2.1 Strengthening of Vegetable Producer Groups

In FY 2011 BRIDGE focused its support to vegetable groups on 21 selected groups with proven capacity to sustain the group and that demonstrated the commitment to share and adopt practices gained during trainings facilitated by BRIDGE and agriculture extension workers. In 2011, BRIDGE took an active role in monitoring extension worker activity and interaction with these groups to improve farming practices such as plant spacing, weeding and thinning, resulting in improved food security for an estimated 4,800 community members.<sup>28</sup>

The trainings in FY 2011 showed signs of sparking the growth of small-scale agriculture businesses. For example, a group of 40 BRIDGE-trained female farmers in Gogrial West County, Warrap, took initiative to start their own vegetable production business, using knowledge they gained about farming-as-a-business practices, including the development of income projection statements and supply and demand assessments. The women recognized the growing demand for fresh vegetables in the Kuajok Market and began producing tomatoes, okra, onion, eggplant and melons on one feddan of land they collectively planted in Angui Boma. The women cleared and fenced in the property, and purchased a treadle pump for irrigation.

In total, 585 farmers received BRIDGE-supported training and materials to increase vegetable production in NBG and Warrap in the six BRIDGE-target counties in those states.

Trainings for selected groups in NBG, Warrap and Unity were timed in Q3 and Q4 to coincide with the distribution of micro-grant kits including seeds and tools. For example, in early August, BRIDGE-trained agriculture extension workers led four vegetable production refresher trainings and distributed seeds to 144 growers from four vegetable production groups in Aweil West County, NBG, prompting the farmers to build new seed beds and collectively plant vegetables including tomatoes, eggplant, okra and greens to boost household food security and incomes. BRIDGE

<sup>28</sup> The average household size is eight people. Source: South Sudan Annual Needs and Livelihoods Assessment, 2008/2009, World Food Programme.

supported the sessions with technical assistance on the proper establishment of nursery beds, cultivation techniques during planting and transplanting, and by providing grants of seeds and equipment including watering cans, spades and rakes to farmers. Participants included 117 women from vegetable production groups in Panyiet, and Akuakngap Villages and Majok Adim and Marial Bai bomas.

In Warrap, BRIDGE supported vegetable production refresher training in July for two vegetable groups including 60 farmers. BRIDGE also distributed grant kits with seeds for tomatoes, onions, regilla, jews mellow, okra, cucumber, and egg-plant. In addition 15 rakes were distributed to the groups located in Lukluk and Ameth Payams in Gogrial West County.

In Unity, due to insecurity and staff/personnel withdrawal, only one vegetable producer groups was strengthened through BRIDGE activities. Despite these challenges, 2.4 tons of maize seeds procured by BRIDGE were distributed via state agriculture officials using radio broadcasts to 300 BRIDGE supported farmers toward the end of the planting season in late June/early July. BRIDGE staff followed up with MAF officers to ensure that proper documentation was collected for the grants.

### 3.2.2 Developing Gum Acacia Producer Groups in NBG

In cooperation with the NBG state MAF, BRIDGE in 2011 conducted a TOT session for 15 trainers, including agriculture extension workers, with instruction on best practices for gum collection including tapping techniques, sorting and grading. BRIDGE also supported extension workers to provide technical training to 390<sup>29</sup> gum collectors, 54 percent of whom were women, in seven different groups, four of which were newly-formed groups during FY 2011, providing training on harvesting, cleaning and grading practices. Each member of the new groups received a tapping knife and gum collection equipment.

In addition, BRIDGE and state extension officials helped two successful groups in NBG to pool their gum harvests, aggregating 5.3 metric tons of cleaned and graded product in a storage facility belonging to a gum trader in Aweil East County. Despite an agreement facilitated by BRIDGE for a Khartoum-based large-scale gum buyer to take the aggregated product, the closure of the border between north and south during Q3 prevented the arranged sale from taking place. The buyer remains interested in procuring the gum and BRIDGE will facilitate transportation, monitor the delivery and oversee final sales once the border reopens and cross border trade resumes. Training provided by agriculture extension workers helped the collectors double the amount of volume they collected in the previous harvest, and earn twice as much income, improving household livelihoods for members of collection groups.



Gum harvesters in Aweil North County, NBG, learned improved tapping techniques at a training conducted by state agriculture extension officials trained by BRIDGE. The training will help collectors increase the volume of gum acacia collected and improve sustainability of their upcoming harvest by picking only the most mature, productive trees for tapping.

<sup>29</sup> 355 gum collectors were trained in NBG and 35 in Warrap.

In August, BRIDGE and agriculture extension officials provided valuable training and new equipment to 106 gum acacia harvesters in Aweil North County, to ensure the collectors can maximize their harvests and increase incomes in the upcoming harvest season. The three-day training was co-facilitated by BRIDGE staff, who provided technical advice and materials to the BRIDGE-trained extension officials teaching the course. Harvesters gained valuable knowledge and skills including how to properly identify different species of local acacia trees, sustainable gum tapping techniques, post-harvest handling and processing, and marketing strategies to ensure maximum income generation from improved collection and processing procedures. The participants included 35 women from the Makeruel Gum Producer Group in Ariath Payam and the Mabior Anguei Gum Producer Group in Malual North Payam. Each participant received a tapping knife at the end of the training to ensure their readiness for the new season. In addition, BRIDGE distributed 1,000 jute bags to each of the groups trained in both Aweil East and North counties to assist with gum collection and storage.

### 3.2.3 Beekeeping Groups

BRIDGE continued its support to beekeeping groups during FY 2011 to support farmers with an alternative income source from honey production during the dry season. In total, BRIDGE worked with agriculture extension workers to form, train and equip five beekeeping groups, with a total of 218 members, in Warrap State during FY 2011. After each group's formation, BRIDGE-trained MAF officials trained beekeepers on modern apiary techniques for improving hives and how to increase honey collection from already-colonized hives in order to boost production for market.

Distribution of locally-made "Top Bar" beehives to apiarists in Ameth Boma, Warrap.



To further support beekeepers, BRIDGE procured 150 Kenya Top Bar beehives<sup>30</sup> and intended to distribute them during Q3, however insecurity prevented them from being distributed until August 2011. Fifty beekeepers from each BRIDGE-supported county in Warrap who participated in MAF apiary trainings each received a new beehive, as well as gumboots and protective clothing to ensure the successful and safe harvesting of honey from the hives. Typically, a beehive will produce 15-20 liters of honey a year, sometimes twice in a year. In South Sudan, a half-liter of honey costs 8 South Sudanese Pounds (SSP), or about \$2.60. Therefore, we would expect each hive to produce enough honey each year to augment a bee keeper's income by about \$100/year for a single-year harvest. That's enough to purchase two additional goats in South Sudan.

### 3.3 Increase Crop Production

BRIDGE in Q2 developed two draft training materials for sorghum and maize production that were distributed to NBG, Warrap and Unity state MAFs. The draft manuals were reviewed in consultation

<sup>30</sup> Top-bar beehives are preferred in developing areas because of their ease of construction and use of less building material. Rather than a traditional vertical beehive, top-bar hives are constructed using horizontal slates across a frame and can be built from a wide variety of salvaged materials. The horizontal construction eliminates the need for apiarists to provide a foundation for the bees to begin honeycomb construction.

with the MAFs during Q3, when activities to support increased crop production were scheduled to begin. In Q3, though crop production activities were postponed or canceled in all three states due to insecurity and related issues, a BRIDGE-developed training manual on sorghum production was distributed to state MAF offices in NBG and Warrap. In addition, a BRIDGE-developed manual on maize production was distributed to the MAF in Unity.

### 3.3.1 Improve Supply of Improved Staple Crop Seed Varieties

After identifying the Khartoum-based Agribusiness Seed Company as a provider of high-quality staple crop seeds in Q1, BRIDGE procured 4,000 kilograms of seeds for distribution to farmers trained by agriculture extension workers in June 2011. Testing of the seeds in collaboration with state and county officials confirmed high germination rates of 95 percent for the seeds. The variety of seed was approved by GOSS prior to independence and the MAF before being distributed to farmers. The seeds were high-yielding varieties that were partially resistant to drought and pesticides and would be able for harvesting in a five-month time span. Germination tests were performed by BRIDGE component staff on BRIDGE compounds in NBG, Warrap and Unity states. The testing was monitored by BRIDGE staff and the results and process were explained to extension workers during interaction at the BRIDGE compounds.

### 3.3.2 Identification of Farmers

Using its network of CAGs/WSGs, BRIDGE in Q2 identified 1,200 farmers to participate in BRIDGE-supported agriculture trainings in FY 2011 based on the following criteria:

- Experience with animal traction
- 2.5 feddans available for planting
- Accessibility throughout the year
- Proximity to large number of other farmers
- 18 years of age or older.

Farmers were selected in collaboration with CAGs/WSGs and state MAFs in areas located near proposed training sites in the three states.

### 3.3.3 Identification of Training Sites

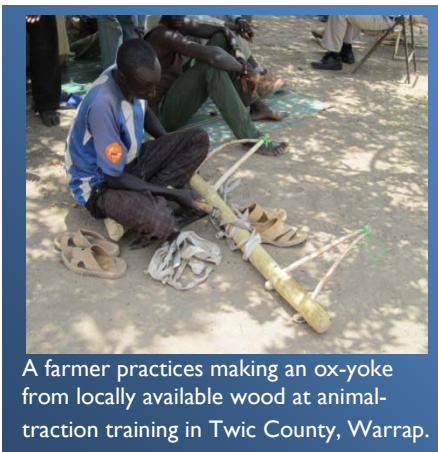
Due to insecurity and fuel shortages during Q3 and Q4 across the BRIDGE-supported states, BRIDGE staff were unable to access or prepare the 37 sites previously selected for planned staple crop production trainings in FY 2011.

### 3.3.4 Animal Traction Training

Working through CAGs/WSGs, BRIDGE conducted awareness-raising sessions among targeted communities to highlight the benefits of animal traction with regard to increasing land under cultivation and boosting crop yields while maximizing farmers' gains during their time spent in the fields. Participants included extension workers, local government officials and traditional leaders, and helped generate interest in and demand for ox-plows early in the fiscal year.



In Q2, BRIDGE conducted an animal traction TOT in Twic County, Warrap for 12 government extension workers and farmers who agreed to facilitate ox-plow trainings for approximately 250 farmers in the state. Training included instruction on yoke development, proper plowing techniques, and intensive training for the oxen to prepare them to pull the plow and respond to verbal commands. In NBG, inadequate government funding for extension workers resulted in mandatory furloughs, resulting in BRIDGE's inability to run ox-plow TOT programs for government officials in that state. As a result, in March, BRIDGE took the lead in training 104 farmers on animal traction and kept extension workers as involved and informed about the process as possible. In Unity, insecurity issues prevented ox-plow training from taking place.



A farmer practices making an ox-yoke from locally available wood at animal-traction training in Twic County, Warrap.

In Q3, BRIDGE worked with state MAF workers in both NBG and Warrap to complete a series of three-week ox-plow trainings for nearly 300 farmers. Extension workers in both states were able to directly facilitate and lead most aspects of the training including voice recognition by oxen, instruction on tillage depth, yoke construction and animal care. However, in Tonj North County, Warrap, as well as across all of Unity State, insecurity resulted in the cancellation of all planned animal traction training in these locations.<sup>31</sup>

The use of ox-plow technology has enabled farmers to reduce the amount of time spent opening up land and increased the amount of land planted, improving the potential for higher yields and improved household food security in NBG and Warrap. Some farmers interviewed during the year said they have doubled the amount of land planted and that they have also increased their income by hiring out their bulls to cultivate fields for others. For instance, Michael Marup, who attended BRIDGE animal-traction training near his home in Panlit Boma, Warrap, said that prior to the training he usually planted only three feddans of sorghum annually. Use of his trained bulls and ox-plows allowed him to plant six feddans this past growing season, and he is earning extra income by hiring out his bulls to cultivate for others.

In Q4, to provide continued support for animal traction training programs in Warrap, BRIDGE provided one ox-plow to each of the county agricultural offices in Warrap State (Twic, Gogrial West and Tonj North counties). Extension workers at these county offices have participated in BRIDGE ox-plow training curricula consistently since 2009 and are now able to train farmers in animal traction technology and/or assist existing ox-plow farmers in either repairing their equipment or finding the materials needed to repair them. When the remaining ox-plows destined for NBG arrive in South Sudan from the north (Republic of Sudan), three of the plows will be distributed to extension officials in the three BRIDGE-supported counties in that state.

<sup>31</sup> As a result of insecurity and the resulting closure of the north-south border, BRIDGE could not complete the planned distribution of all ox-plows to BRIDGE-trained farmers during Q3. As of September, the delivery of 59 plows procured from Khartoum for distribution to farmers in NBG remained pending due to closure of the border.

### 3.3.5 Land Preparation and Planting Training

Land preparation and planting trainings scheduled during FY 2011 were severely hampered by insecurity across NBG, Warrap and Unity states during the latter half of the fiscal year, which is when most planting occurs due to the onset of annual rains. In NBG and Warrap, state MAF workers in Q3 were able to conduct shortened, three-day trainings on land preparation with the use of traditional tools including hoes and pangas for a total of 661 BRIDGE-supported farmers.<sup>32</sup>

In Unity in Q4, BRIDGE conducted a two-day training to 10 farmers on staple food crops production in cooperation with state agriculture extension officials in August. The training covered the importance of maize as the main staple food crop in Unity, market surveys, planting materials, seed bed preparation and sowing of seeds, field practices, harvesting and post-harvest handling of produce. Also in Q4, BRIDGE staff met with MAF officials to confirm follow-up on this seed distribution process. The MAF advised at that time that if insecurity persists, they would not be able to complete follow up trainings in the state. All other staple crop production trainings in Unity were canceled due to insecurity.

### 3.3.6 Distribution of Micro-Grants

In collaboration with state and county MAF workers, BRIDGE in Q3 supported the distribution of micro-grants totaling nearly eight tons of sorghum, maize, sesame and groundnut seeds to 750 farmers who were previously trained in staple crop production. In Twic County, and in Unity State, both of which were heavily affected by insecurity during the scheduled grants distribution period, BRIDGE provided a list of trained farmers to the state MAF, who handled distribution. The seeds helped farmers immediately begin practicing skills gained during crop production training exercises and will help boost food security and livelihoods when the crops are ready for harvesting.

Despite ongoing security concerns in Unity State, on July 20<sup>th</sup> BRIDGE staff helped state MAF officials finalize distribution of 2,400 kgs of maize seeds to 300 farmers in time for the annual planting season. The seeds, procured by BRIDGE from an established local seed farmer, increased local food security and improved livelihoods in a state that has been heavily impacted by conflict over the past four months. With BRIDGE funding and support, MAF officials used radio broadcasts to reach farmers to inform them about when and where to pick-up seeds. Extension officials and BRIDGE staff worked together to identify farmers eligible to receive the seeds, based on their participation in prior BRIDGE trainings and other criteria.



Distribution of micro-grants of tools and seeds to farmers in Gogrial West, Warrap.

<sup>32</sup> 335 farmers participated in Warrap and NBG; 326 farmers participated in these trainings in Tonj North, Twic and Gogrial West counties in Warrap.

In Q4, extension workers and BRIDGE staff conducted follow-up activities with farmers on weeding and post-harvesting techniques to help them prepare to maximize their gains from this important staple crop.

### 3.3.7 Post-Harvest Handling and Storage

In Q1 BRIDGE conducted post-harvest handling and storage trainings in each of the three states for 511 farmers, improving food security and increasing incomes as farmers were able to grow excess produce for market at higher prices. Trainings focused on proper handling, storage, and construction of raised facilities built with local materials to mitigate losses. Results indicated that the staple crop assistance program<sup>33</sup> in late 2010 resulted in a 31 percent increase in cereal productivity per feddan for selected farmers in BRIDGE target areas, and that the use of ox-plows increased the amount of cultivated land on average by 69 percent, while cereal production increased on average by 91 percent from 2009 estimates provided by farmers. For an individual household that translated into increased access for food for an average of two-to-three months longer than in previous calendar years.

In Q4, BRIDGE used two Short Term Technical Assistants (STTAs) who worked with BRIDGE during FY 2010 to conduct post-harvest training. The consultants were instrumental in helping farmers reduce post-harvest losses and training them on how to construct storage facilities and containers made from locally available materials. The consultants worked with BRIDGE staff and extension workers to train an additional 245 farmers in the final quarter of FY 2011.<sup>34</sup> In addition, the post-harvest handling demonstration storage facilities built in FY 2010 were examined and readied for farmers who will harvest their crops in October and November. Extension workers who were trained in previous PHH trainings and who recently assisted the BRIDGE team in this year's PHH trainings will monitor the facilities to ensure they are properly used and maintained to minimize losses from inadequate storage practices.

Though some post-harvest activities were conducted in Q1 in Unity, most activities were canceled in the state due to ongoing insecurity.

## 3.4 Improve the Profitability of Livestock and Fishing in Unity

### 3.4.1 Support to Fishing Groups

BRIDGE support for the development of fishing groups in Unity commenced in Q1 and resulted in the creation of two fishing groups in Rubkona County in Q2. However due to the eruption of significant conflict involving insurgent militias in the state, BRIDGE staff were unable to provide support to existing groups or facilitate new groups, so the activity was cancelled in Q3.

BRIDGE completed training exercises for fishing groups in both Warrap and Unity State in FY 2010. After completing these activities, BRIDGE agreed to provide small in-kind grants of basic equipment

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<sup>33</sup> BRIDGE assistance included: cereal production and post-harvest handling and storage trainings; animal traction trainings; ox-plow distribution and cereal micro-grants.

<sup>34</sup> 153 in Warrap (134 males, 19 females) and 133 farmers in NBG (105 males, 28 females).

to help fishermen increase their yield and continue to develop public/private sector relationships. These materials were delivered in Unity<sup>35</sup>.

### 3.5 Strengthen the Commercial Viability of Enterprise Along the Agriculture and Livestock Value Chain

#### 3.5.1 Animal Traction Merchant Grants

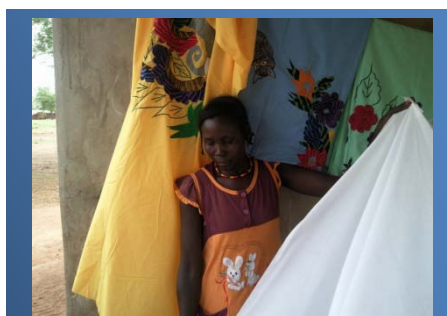
BRIDGE in FY 2011 established a successful model for development of a viable supply chain system for ox-plow equipment that has resulted in new economic opportunities for local merchants and increased the area of land cultivated in BRIDGE-supported states. Ox-plow technology helped farmers realize significant gains in volume of crops cultivated as well as decreased workloads as described above.

During Q3, BRIDGE continued its program of subsidizing 25 percent of the total cost of an ox-plow (286 SSP) for its trained farmers to purchase ox-plows from selected merchants, and continued to encourage farmers to work in pairs and to combine their vouchers to purchase one ox-plow per pair at a 50 percent discount. In addition, three BRIDGE-supported merchants in FY 2011 reinvested revenues they generated from the sale of ox-plows in 2010 to procure 240 new ox-plows from wholesalers in Uganda and Khartoum.<sup>36</sup>

A third BRIDGE-supported merchant procured 59 plows from a Khartoum manufacturer, which were transported by road during Q3 and then detained at the north-south border, which was closed during the invasion of Abyei. As of the writing of this report those ox-plows remained in Khartoum and alternative methods of transport to South Sudan were under consideration. The plows are intended for distribution to farmers trained in animal traction technology in NBG.

#### 3.5.2 Vocational Training

In FY 2011 BRIDGE supported 132 South Sudanese tradesmen and women selected by CAGs/WSGs in consultation with payam administrators to participate in two separate, residential vocational training programs that diversified their methods of support for their families and enriched the rural service sector by helping develop new skills for use in their communities.



Akuno Guot Garang, a seamstress from Aweil West County, NBG, graduated in March 2011 from the AMURT International Vocational Training Center and has seen her income rise as a result of her expanded skills, which include embroidery of bed sheets. She was selected by members of her Women's Support Group to receive an in-kind BRIDGE grant of a sewing machine which has enabled her to share her new skills with other local seamstresses. (Refer to Annex I, Success Stories.)

<sup>35</sup> BRIDGE in Q4 distributed the following materials to 2010 trainees in Warrap: 268 rolls of twine; 55 boxes of small hooks; 21 fishing nets; 7 cooler boxes. The twine, hooks and nets will be used to help increase the yield of the fishermen while the cooler boxes help keep fresh fish for longer periods of time.

<sup>36</sup> In Warrap, merchants procured 158 plows from Uganda. To date, a total of 40 ox-plows have been sold to 80 trained farmers in Warrap, with remaining plows (destined for NBG and Warrap) to be sold before the close of Q4.

In Q1, 44 BRIDGE-supported students from Warrap and Unity graduated from the Wau Technical Vocational Training Center, providing masons, carpenters, welders and electricians and opportunity to enhance their skills and expand their portfolio of trade services provided to their communities. The top 34 students received new tool kits. An additional 88 craftsmen and women from NBG completed a six-month course at the AMURT International Vocational Training Center in NBG, helping to hone the skills of tailors, masons, carpenters and welders. Students for the program were chosen based on input from local CAGs and WSGs.

Vocational trainees are encouraged to disseminate their training to colleagues upon return to their communities. For example, Akuno Guot Garang (refer to Annex I, Success Stories), who completed a tailoring course at AMURT, said she has trained seven other local tailors on new techniques she learned during the six-month course. She also was nominated by members of her BRIDGE-supported WSG to receive an in-kind grant from BRIDGE of a new sewing machine that enabled her to significantly increase the volume of school uniforms she could complete in a month, increasing her income and enabling her to set aside money for use in starting another local business with her husband.

### 3.5.3 *Small Business Grants*

In FY 2011 BRIDGE distributed a total of 25<sup>37</sup> small business grants totaling \$74,104<sup>38</sup> to local business owners in NBG, Warrap and Unity to help establish new, viable business or to expand existing business to foster economic growth. Recipients, including owners of nut grinding mills, tea shops, restaurants and bakeries, participated in business skills management training provided by BRIDGE to build basic skills in accounting and management, with the goal of increasing their profits and improving livelihoods.

BRIDGE also worked with members of CAGs/WSGs in NBG and Warrap to identify female entrepreneurs as prospective recipients of business grants. In all, 12 women-run<sup>39</sup> businesses were selected, including tailoring shops, nut-grinding, restaurants and tea-shops. Grant materials, such as sewing machines, tables and chairs, a solar refrigerator and a generator, among other items, were scheduled to be delivered in November 2011.

### 3.5.4 *Business Skills Development Training*

In FY 2011, a total of 120 local entrepreneurs managing 98 small businesses completed business skills training. Entrepreneurs gained basic skills in managing working capital, marketing and entrepreneurship. They also gained important information to help them more efficiently manage their businesses, helping them direct their resources more effectively with the goal of increasing their profits and improving livelihoods. Supporting concrete expansion of their businesses, 25 of these trainees received small business grants.

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<sup>37</sup> 17 in NBG, 4 in Warrap and 4 in Unity. Twenty-two additional small business grants and 12 additional small grants for women-run businesses were delayed in FY 2011 in part because of changes in procurement procedures and are expected to be distributed in November 2011.

<sup>38</sup> NBG= USD 42,910, Unity USD17,494, Warrap USD 13,700. Total In-Kind Contribution = USD16,785 (NBG= USD 9980, Unity USD 3,471, Warrap USD 3,334) (18% of total worth of project). Total worth of projects: USD 90,889.

<sup>39</sup> Six in Warrap and seven in NBG.

## **Increase Access to Safe Water and Sanitation in a Sustainable Manner in NBG, Warrap, and Unity**

### **4.1 Build Government Capacity to Deliver Improved Water and Sanitation Services in NBG, Warrap and Unity**

#### **4.1.1 Assistance to NBG State Department of Water and State Ministry of Health on Planning and Budgeting**

BRIDGE conducted Integrated State and County Planning and Budgeting workshops in September 2011 for state and county water officials, as well as state and county health officials from all five counties in NBG. Thirty-two officials attended including representatives from the state MOPI and county officials including water technicians and directors of Planning Units, as well as WMC chairpersons from across the state. The trainings focused on planning and budgeting for the water and health sectors and on strategies to improve service delivery in these sectors. Together, state and county officials reviewed the concepts, processes and procedures for developing water and health sector annual plans and budgets as well as how to integrate the NBG state vision for these sectors. Trainees used the current RSS MWRI WASH strategic plan and the MOH strategic plan as guiding tools for the development of state-specific action plans for these sectors. By focusing on the water and health sectors, BRIDGE is supporting the state and county to develop a model that other service sectors can replicate and adopt, ultimately improving the way all services are delivered to communities in the state.

Earlier in FY 2011, BRIDGE provided training and technical assistance to NBG state water officials on sector planning and budgeting, training 10 officials on RSS MOFEP technical guidelines for preparation of state and county plans and budgets and guidelines for integrated state and county planning and budgeting. BRIDGE facilitated a two-day workshop in Aweil to help state water officials, MOLG planning and budgeting officials, state MOH representatives, as well as county planners, county WASH directors and county health directors to familiarize themselves with county sector plans and budgets. County WASH assistant commissioners presented the accomplishments of the 2011 county sector plan and draft sector 2012 plans and budgets, and state water officials provided technical input to the 2012 county WASH plans. Participants discussed how county plans impacted the 2012 state agency plan and prepared for joint participation in the budget sector working groups and committees.

#### **4.1.2 Build Government Capacity to Monitor Rural Water Points**

In FY 2011 BRIDGE continued its support to government water officials to update the existing UNICEF/MWRI/RSS water point database, which was severely outdated. Using Master Registers<sup>40</sup>, BRIDGE WASH field teams and county WASH assistant commissioners trained by BRIDGE in FY 2010 assisted Payam WASH supervisors in the mapping of existing water points in BRIDGE-supported payams in NBG and Warrap. During Q1, BRIDGE assisted WASH assistant commissioners from Aweil East, North and West counties in NBG to implement use of the registers

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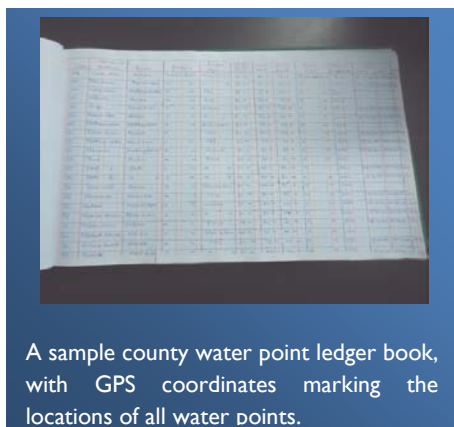
<sup>40</sup> BRIDGE distributed ledger books and pens to county and payam WASH officials for tracking the locations and status of water points in the counties.

for recording water points. Maintaining accurate paper records at the county level are an important first step toward developing a computerized database at the state level. Ultimately, information from the central database will be shared with all sector agencies, improving coordination and increasing the effectiveness of program interventions. Mapping efforts continued throughout Q2, Q3 and Q4 despite insecurity challenges.

“All of the boreholes (in Tonj North) have been mapped,” said Peter Mayar, WASH Coordinator for Tonj North. “Now I know which are working and which are not working. The Master Register...tells us the status of the water, which (boreholes) are broken, and where they are. It helps us with information on all the water sources – boreholes and water yards, hand-dug wells, which are protected and which are not protected.”

During Q3, tremendous efforts were made in the month of July to ensure ongoing registration of water points. The BRIDGE WASH team assisted county water officials in NBG with registration of 941 boreholes, helping local government assess and respond to water needs in underserved areas and improve operations and maintenance of existing water facilities. Data from these sites has helped county RWD officials repair and rehabilitate non-functional boreholes. In Twic County, Deputy WASH Coordinator Mr. Angelo Goch Aru said BRIDGE mapping exercises have helped government “properly plan and allocate the water points depending on the distances from one borehole to another,” using data from the Master Registry forwarded to county planning officers. In Majok Noon Village, Wunrock Payam, Aru said the mapping exercise helped county officials identify the need for a new borehole, which the county then drilled, providing drinking water to a previously underserved area.

In total, 3,302 boreholes have been registered by county and payam WASH officials with BRIDGE support in NBG, Warrap and Unity<sup>41</sup> states.



A sample county water point ledger book, with GPS coordinates marking the locations of all water points.

BRIDGE assistance for mapping activities included provision of ledger books, guidance and follow-up to RWDs on the recording of GPS coordinates and other measurements, enabling officials to make informed decisions about expansion and improvements of rural water supplies. Information collected by RWDs is shared at state-wide meetings with other WASH partners to help coordinate planning and investment in the sector. The information is later entered in the main database at the state MOPI and relayed to the MWRI water information clearing house. Information is also shared among RWDs and development partners from all three states at bi-monthly WASH

meetings. In Unity, BRIDGE-assisted mapping activities were not carried out due to ongoing insecurity.

In FY 2011, BRIDGE purchased three desktop computers for the three BRIDGE-supported RWDs in NBG, Warrap and Unity. Setup and basic training for water officials on the computers will be provided in early FY 2012, as well as hands-on assistance in compiling and updating collected data.

<sup>41</sup> In Unity, only 290 water points were mapped due to insecurity.

#### 4.1.3 *Transportation for County Water Officials*

BRIDGE continued to assist local water officials in FY 2011 to overcome one of their biggest obstacles to improving service delivery: lack of transportation that prevented them from actively monitoring and evaluating the status and functionality of water points, and hindered their ability to interact with community WMCs to assess vital water needs in their areas.

In total, during FY 2011, BRIDGE distributed 30 bicycles and six motorbikes to payam administrators acting as WASH focal points for their payams,<sup>42</sup> enabling WASH supervisors to mobilize communities for ongoing hygiene and sanitation trainings, monitor water points with greater speed and efficiency to make recommendations for repairs and validate new drilling sites; facilitate supervision of drilling sites; and improve interaction between WASH supervisors at the payam and county level during WASH activities and coordination meetings.



Joseph Akot Akoon, Deputy WASH Coordinator of Gogrial West County RWD in Warrap, uses a motorbike provided by BRIDGE to visit payams to collect information on the registration and mapping of water points from ledger books and submit to the County WASH Assistant Commissioner.

A payam WASH official interviewed during a regular BRIDGE monitoring visit stated he now travels to the villages to spread good hygiene and sanitation messages two-to-three times per month, whereas before the bicycle was given to him, he would only visit an area once per month. This same WASH official has also utilized the bicycle to transport borehole spare parts needed for borehole repairs in various communities. He stated he now repairs approximately two-to-four boreholes per month. Before the bicycle he was unable to do so.

BRIDGE transportation assistance to payam WASH officials is enabling them to respond faster to problems involving water points, demonstrating to communities that government is improving its responsiveness and sustaining access to safe water supplies.

#### 4.2 *Build Community and Local Government Capacity to Collaborate in the Planning, Building, Operation, and Maintenance of Water and Sanitation Systems in NBG, Warrap and Unity*

##### 4.2.1 *Formation and Training of Water Management Committees*

WMCs comprise community members and hand pump technicians selected by CAGs/WSGs through a voting process with assembled community members. Each WMC is trained on the roles and responsibilities of the committee; operation and maintenance of the water point; hygiene and sanitation; conflict prevention and action planning; conducting and facilitating community meetings; gender issues; and cost recovery. Trainings are led by county and payam WASH officials with support from BRIDGE staff and CAG members, and trained WMCs provide management oversight

<sup>42</sup> Three motorbikes were distributed in NBG and Warrap respectively; 12 bicycles were distributed to NBG and 18 bicycles went to Unity.



for boreholes, resolve water usage issues, collect fees for maintenance and repair, and serve as a crucial link between the community and local pump mechanics when repairs are needed.

In FY 2011 BRIDGE trained a total of 51 new WMCs across all three states, whose members are now providing management oversight at boreholes, resolving water usage conflicts, collecting fees for maintenance and repair, and sharing knowledge on good health and hygiene practices with community members. The presence of payam and boma administrators along with traditional chiefs at these trainings encouraged participants to practice their management roles and communicate with administrators on issues including breakage and financial contributions for repairs.

Aweil East WASH Assistant Commissioner William Lual Lueth was instrumental in facilitating training for WMCs in Q3, explaining to participants that the government wants communities to sustainably manage their own water points by making monthly contributions to cover repairs and service charges for mechanics. Lueth also emphasized the importance of linking hygiene and sanitation to sustainable and safe water access.

Women in Akoc Chaz Village, Twic County, who participated in hand pump training are now able to perform basic repairs and simple maintenance on borehole pump equipment without always waiting for a mechanic. So far, 58 WMC members have undergone BRIDGE-supported hand pump maintenance trainings in Warrap.

For example, in September, in Tonj North County, Warrap, members of the Koot WMC participated in a two-day training on water point management and protection while in Gogrial West, officers from the county RWD provided instructions on basic borehole operation and maintenance, safe water handling and storage and water treatment techniques including boiling and chlorination to 42 people. The leaders of two WMCs

associated with a pair of boreholes drilled in Gogrial West by BRIDGE in December, and which are now providing clean drinking water to several thousand returnees in the county, were among those participating in the sessions. The trainings provided a unique opportunity for participants to learn about the linkages between water, sanitation and hygiene. In addition to borehole protection and maintenance, participants gained knowledge of the importance of hand washing with soap, maintaining good personal hygiene, and the construction and use of pit latrines. Area Chief John Mangong attended the sessions, which helped the WMCs develop a sense of ownership, empowering them to safeguard their water points to ensure access to continued access to safe, sustainable drinking water supplies.

Water Management Committees										
	NBG			Warrap			Unity			Total
	FY09	FY10	FY11	FY09	FY10	FY11	FY09	FY10	FY11	
WMCs Formed	18	35	16	25	92	16	8	17	4	195
Membership Female	54	139	48	51	145	48	17	85	17	441
Total Membership	144	562	196	126	290	181	56	163	60	1255

#### 4.2.2 Construction of New Water Points

In FY 2011, BRIDGE constructed 53 new boreholes providing safe drinking water to 38,264 people.

In response to several requests from the Warrap state government in late 2010 to assist with the influx of returnees from the north settling in the Kuajok area, BRIDGE drilled two boreholes to

assist returnees at sites in Gogrial West, outside of Kuajok, providing safe drinking water to an estimated 2,515 returnees. The Warrap State government, the World Food Programme and other humanitarian organizations are providing food and essential supplies for returnees.

In Q3, following the movement of an estimated 15,000 to 20,000 Internally Displaced Persons (IDPs) into Turalei and Majok-Kuel payams in Warrap as a result of the conflict in Abyei that erupted in late May, the Twic County WASH assistant commissioner asked BRIDGE and several other development organizations to assess the drinking water needs of those settling in the areas. The assessment resulted in a request by Twic County government for immediate construction of four new boreholes to provide safe water supplies and to reduce the potential for conflict with already-established residents over access to water points. In response to this urgent request, BRIDGE drilled two boreholes that are currently supporting approximately 1,750 people; the other two boreholes were drilled by other agencies.

In Unity, rebel insurgency activity and other insecurity challenges hampered BRIDGE activities. BRIDGE drilled seven boreholes and rehabilitated one borehole in FY 2011, providing drinking water for approximately 4,000 people.

#### 4.2.3 Rehabilitation of Existing Water Points

In total, BRIDGE rehabilitated 35 boreholes in FY 2011 providing safe drinking water to 25,616 people.

Boreholes Completed										
	Borehole Constructed			Borehole Rehabilitated			Hand-Augured Well			TOTAL
	FY09	FY10	FY 11	FY09	FY10	FY 11	FY09	FY10	FY 11	
NBG	20	20	20	34	90	1	0	37	1	223
Warrap	20	20	26	93	78	62 <sup>43</sup>				299
Unity	20	12	7	20	61	1				121
<b>Total</b>	<b>60</b>	<b>52</b>	<b>53</b>	<b>147</b>	<b>229</b>	<b>64</b>	<b>0</b>	<b>37</b>	<b>1</b>	<b>643</b>

#### 4.2.4 Household Latrine Construction

During FY 2011, BRIDGE worked with RWD staff to distribute concrete slabs used in the construction of 209 household latrines in NBG and Warrap benefitting 2,517 people. To realize the adoption of improved hygiene and sanitation practices, local government authorities worked with community members to identify beneficiaries for distribution of the slabs and construction of household latrines. Messages on the benefits of household latrines were also spread through hygiene and sanitation TOTs and sessions combined with CAG/WSG strengthening trainings.

#### 4.2.5 Hygiene and Sanitation Education Sessions

Using pictorial hygiene and sanitation training materials (flip charts), incorporating key elements of the CLTS approach, developed by BRIDGE in February, BRIDGE worked closely with government WASH officials in all three target states in FY 2011 to train communities on a range of hygiene and

<sup>43</sup> 29 borehole rehabilitations completed in FY 2010 are included in this number because they were not previously reported. Documentation was received in FY 2011.

sanitation thematic areas including water point management and protection; water-related diseases; causes and prevention of diseases; conflict mitigation around water points; the importance of using pit latrines and ending open defecation; the sanitation “ladder;” water handling, storage and treatment, and hand washing with soap. (Refer to Annex V, Deliverables, for the revised hygiene and sanitation training tool.) The H&S trainings were graduated, beginning with TOTs for RWD officials in all three states for delivery of H&S sessions at the payam level. The next phase of trainings at the boma level were co-facilitated by BRIDGE-trained government officials and CAG members, supported by BRIDGE staff.

Follow-up visits to trainees revealed anecdotal information that the trainings were having an impact, with some 57 percent of people interviewed<sup>44</sup> in Aweil East, NBG, reporting they have changed the way they collect water and appreciated the importance of practicing good hygiene and sanitation. Further evidence that these trainings have had an impact is the rising interest in constructing pit latrines within the community.

The CLTS based training tool has been well received in BRIDGE target counties and is being translated into Dinka and Nuer languages for use in 2012 to help disseminate messages to non-English speaking audiences. Utilizing the training materials, in FY 2011, county WASH assistant commissioners and CAG/WSGs, supported by BRIDGE staff in NBG, Warrap and Unity trained a total of 3,223 people, setting the stage for increased uptake of hygiene and sanitation messages aimed at improving latrine coverage, better water point management and promotion of safe water transportation, handling and storage methods.

Additionally, in Warrap, BRIDGE conducted 320 health and hygiene promotion sessions at community locations including schools, markets, clinics, water points and churches, reaching a cumulative of 25,671 people.

After attending a hygiene and sanitation training in Mathiang Boma, Warrap State, three women community leaders took initiative to promote what they learned in a live broadcast on Radio Kuajok FM 99 in Warrap. Acting as “change agents” in their community, these women utilized an innovative approach to disseminate what they learned to an estimated daily listening audience of 9,000 people. (Refer to Annex I, Success Stories.)

Tereza Anyang, chairperson of the Panda Women’s Support Group in Kuajok, Warrap State, facilitates a training session about protecting area water supplies. She later went on a live radio broadcast to promote good hygiene and sanitation messages to a wider audience.



#### 4.2.6 School/Health Latrine Construction

In FY 2011, BRIDGE built three blocks of school latrines in Warrap benefitting approximately 2,100 students.<sup>45</sup> The latrines, which were transferred to school administrators, were fitted with hand washing facilities and have improved human waste management and practices and have created safer, healthier learning environments for school children. Construction of school latrines was followed up

<sup>44</sup> Out of 7 people interviewed in the area, 4 stated they had changed their behavior as a result of the training.

<sup>45</sup> An additional two school latrines were also completed in Twic County, Warrap but collapsed during Q4 due to poor construction. The contractor will reconstruct these latrines in Q1 FY 2012 and BRIDGE will ensure that the construction is up to standards.

by hygiene and sanitation training sessions at each of the schools, during which 320 students, parents and teachers were encouraged to become change agents to encourage others to build and adopt use of latrines.

To build government capacity and promote quality assurance, a BRIDGE-supported team of officers from the State Ministry of Education, Science and Technology (MOEST) and state water officials visited all of the new latrines to inspect and verify work before oversight responsibilities were transferred to school administrators. These inspections revealed in September that the Nyiel Abiel and Gool primary school Ventilated Improved Pit latrines did not meet required standards. As a result, the contractor was directed to reconstruct the latrines according to specification to avoid collapse due to unstable soil formation. This provides an excellent example of government effectively monitoring delivery of essential services to communities.

#### 4.3 Strengthen Private Sector Involvement in NBG, Warrap and Unity

##### 4.3.1 Training for Pump Mechanics

In Q2 BRIDGE sponsored an RSS MWRI-led training for 45 hand pump mechanics (15 per state from NBG, Warrap and Unity) on operation, maintenance and repair of hand pumps. The four-day training focused on understanding types of pumps, parts, frequently damaged parts, diagnosis of pump parts, dismantling and assembling parts, platform repairs and drilling technologies. In Q3, mechanics conducted routine monitoring and maintenance of water points and assessed fees for repairs, which were covered by WMCs. For example, a mechanic working in Nyamlel Center, NBG, said he had repaired two broken hand pumps in Gomjuer Center Payam and charged a fee of SSP 20 per borehole, which was covered by community contributions meant for operations and maintenance of the borehole. Challenges for these mechanics remain, however, due to the perennial lack of spare parts, which currently must be procured from the local RWD and other implementing agencies.



In Aweil Town, NBG, government support for pump mechanic training was evident when Engineer Charles Loperio, Assistant Director for Operations and Maintenance, Ministry of Water Resources and Irrigation, opened the training session for mechanics. He emphasized the importance of routine operation and maintenance of water points to ensure sustained access to safe drinking water in the community.

Pump mechanics are also hindered by the lack of transportation needed to transport spare parts and repair rural village boreholes. BRIDGE has responded by supplying WASH officials, many of whom were also trained as pump mechanics, with bicycles. During a routine monitoring visit in August, one pump mechanic stated that it was very difficult for him to transport spare parts to areas far from the county headquarters. Since receiving a bicycle, he is able to repair approximately two-to-four boreholes per month.

##### 4.3.2 Revolving Supply of Spare Parts

The establishment of spare parts storage-facilities in NBG, Warrap and Unity was delayed due to insecurity and related challenges in the states during Q3 and into Q4. BRIDGE is currently in discussions with the state MOPIs to determine the government contribution and operation and

maintenance plans. BRIDGE has consulted UNICEF during sessions of the Spare Part Technical Working Group<sup>46</sup> – a wing of the Non-Governmental Organization (NGO) Forum in charge of coordinating spare parts supply chains – to discuss methods of stocking the stores. Construction is expected to take place in FY 2012.

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<sup>46</sup> The Working Group is chaired by the Oxfam GB Public Health Coordinator and UNICEF, and comprises various donors (including USAID) and NGOs working in the water sector in South Sudan. The group's objective is to develop guidelines on spare parts supply for WASH cluster member organizations.

## **Expand Access to Quality Education**

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

#### **5.1.1 Assistance to the Unity and Jonglei State Ministries of Education on Planning and Budget**

This activity was due to commence in Q3/Q4 but was delayed by events surrounding independence and security constraints. Training is now scheduled to begin in Q1 of FY 2012 using the program piloted in Jonglei (described in 1.2.4).

#### **5.1.2 English Language Training for Teachers**

In September, ELT courses taught by BRIDGE partner Windle Trust International in NBG, Warrap and Unity successfully concluded with 123<sup>47</sup> teachers issued certificates. The six-month long course improved the teachers' ability to deliver lessons in the official language of South Sudan. The trainees included teachers who successfully completed training in FY 2010 and who were enrolled in advanced classes in FY 2011. In Unity, classes in Q3 and Q4 were held in Bentiu, with instructors and learners commuting there daily from Guit and Rubkona due to security threats in the state. Unfortunately, classes in Mayom had to be cancelled due to insecurity and movement restrictions resulting from land mines and militia fighting. However, despite the challenges both tutors and learners in the classes that continued remained motivated, and with support from each respective state Ministry of Education (MOE), final exams were administered in August across the three states and centers closed officially at the end of August. As some trainees needed to make up missed classes, an extension was arranged for learners in Gok Machar in NBG, Panliet in Warrap and Guit, Unity State. Classes in these locations were heavily impacted in the second and third quarters due to insecurity in Unity and lack of food for training sessions, especially in Gokmachar and Panlieth. As a result, a two-week extension was approved, enabling teaching to continue until mid-September, with classes taught in both mornings and afternoons.

Karolo Baak Ugat completed six months of ELT classes in Aweil North and can now speak and write lesson plans in English, the official language of government in South Sudan.



Tutors used a variety of teaching methods to enhance learning for participants. Learners in all three states engaged in debates and group discussions to enhance their English speaking abilities. In addition, learners practiced their English writing skills through composition and report writing lessons, revision of tenses and through development of written lesson plans and work schemes.

For example, Karolo Baak Ugat, a 32-year-old teacher who attended the ELT in Gokmachar Centre, Aweil North, NBG, stated that before he joined the training he could neither speak nor write well in English. He also was unable to use the correct English verb tenses. After the six-month course, however, he said he is able to speak and write well in English, and says he is most appreciative of new skills and knowledge he gained in making lesson plans and work schemes in English, adding that he feels he is a "more professional" educator as a result of the training.

<sup>47</sup> 51 in NBG; 45 in Warrap and 27 in Unity

### 5.1.3 Transportation for the Jonglei County Education Officers and Tutors

In Q4 BRIDGE obtained 66 bicycles for county education officers and tutors at County Education Centers in Jonglei to help improve monitoring and supervision of teachers and schools, and to assist in linking school officials with school administrators. However, upon inspection 12 of the bicycles were damaged during transportation, and distribution was postponed until October.

### 5.1.4 Material Support to Education Officials and Schools

BRIDGE provided material assistance to education officials and schools in FY 2011 including essential instructional materials like blackboards and text books, and recreational materials such as footballs, volleyballs and nets to improve students' learning experiences and assist government in the delivery of improved education services. BRIDGE also continued to fund construction or renovation of 55 classrooms in 12 schools improving the learning environments for approximately 5,187 students.



BRIDGE funded renovation of the Bentiu B Girls School in Unity State, which is now providing an enhanced learning environment for 800 students.

In FY 2011 BRIDGE collaborated with PTAs, school administrators and county education officials to deliver 451 new blackboards to schools in Warrap and NBG in BRIDGE target counties in NBG, improving educational conditions for 40,041 students. These blackboards serve as vital visual teaching aides enabling teachers to administer lessons more efficiently. In addition, BRIDGE distributed nine new motorcycles to county education officials in NBG, assisting these officials to more consistently and frequently conduct face-to-face communication and coordination with school supervisors and teachers, improving the delivery of education services at the boma level. BRIDGE also provided 32 bicycles to

education officials in Warrap and NBG.

State MOEs worked with BRIDGE during FY 2011 to develop capacity to perform tendering, design and contract selection procedures in alignment with USAID and Winrock standards, related to construction of 14 classrooms, four teacher's dormitories and two teachers' rooms at the Marial Bai Primary School in NBG; four classrooms in the Kuajok Girls Primary School in Warrap; and four classrooms and two administrative offices in Guit County, Unity. State MOEs are monitoring progress of the projects while BRIDGE disburses funds for contractors based on agreed-upon milestones. In addition, BRIDGE completed renovation of the Bentiu B Girls School in Unity, repairing eight dilapidated classrooms and two administrative offices, fixing a leaky roof and providing a more inviting and conducive learning environment for 800 students.

To assist the RSS Ministry of Education's AES program in facilitating adult literacy programs, BRIDGE printed 4,572 indigenous language textbooks and worked with state education officials in NBG and Warrap to distribute them to Adult Education Centers in the two states.

### 5.1.5 Teachers In-Service Training

In September, 187 teachers from NBG and Warrap states completed the RSS In-Service Teacher Training Program, successfully concluding the face-to-face and community-based training, which was broken into three terms. Trainings were conducted by tutors trained by BRIDGE in 2010. The in-

service training program provided these teachers with the kind of formal pedagogical and “on-the-job” instructional training and evaluation that many educators cannot yet access in South Sudan. The instruction and mentoring provided by BRIDGE-trained tutors helped these teachers gain basic methodologies, knowledge and skills to deliver their lessons more effectively, expanding and raising the quality of education provided to primary school students in the new nation.

In Jonglei, 44 tutors from all 11 counties in the state completed a three-week Teachers In-Service Training TOT course facilitated by the RSS MOE. The tutors are now equipped to facilitate in-service trainings for Jonglei teachers, in coordination with the Jonglei MOE and county education officials, should state government decide to continue the TOT program. In Unity, the TOT had to be abandoned after three days due to insecurity problems in the state; BRIDGE and MOE staff were evacuated due to armed conflict engulfing parts of the state.

#### 5.1.6 Scholarships for Female Teachers

The four female teachers selected for scholarships to the Yei Teacher Training College (YTTC) continued their training throughout the year. Three of the four teachers-in-training are scheduled to graduate in December 2011, though one, who experienced language difficulties, did not attain the marks necessary to continue to year two and is currently repeating the first year of the curriculum. The four students (two from NBG and one from Warrap and Unity, respectively) are proud of their achievements so far, and say they look forward to returning home to apply their knowledge as mentors to their colleagues to improve the quality of teaching in rural primary schools. In addition, each of them plans to work with their state and local governments to ensure that more teachers gain access to formal pedagogical training programs like the one at the Training College.

“In South Sudan, there are very many untrained teachers,” said Mary Abuk Dut, 22, from Aweil, in NBG. “That’s why this is important – it is preparing us to be better teachers, and we will encourage others to come and receive this training.”



### 5.2 Strengthen Community Governance Mechanisms and Their Ability to Work Constructive Ways with Local Officials

#### 5.2.1 Assistance to Parent-Teacher Associations

In FY 2011 BRIDGE continued its assistance to PTAs by providing training and technical assistance on work-plan development and implementation for 37 PTAs in NBG, Warrap and Unity, helping parents, teachers, and community leaders to turn their ideas and priorities for improving the quality of local schools into action. Due to insecurity, BRIDGE was only able to provide assistance to three PTAs in Unity.

BRIDGE supported PTA work-plan development, aiding these groups by facilitating links to state education inspectors, county education directors and payam education supervisors for monitoring and guidance. The work-plans include specific, time-driven task for PTAs to accomplish in concert with local education officials, including mobilizing children (especially girls) to attend school, keeping school environments clean, monitoring ongoing classroom construction and renovation, and making



repairs to other school property. For example, in late July, members of three PTAs from Tonj North and Gogrial West counties, Warrap, met together and worked with payam officials to develop detailed work plans that reflect their community's top priorities for education improvements and lay out strategies and schedules to accomplish their goals. The technical sessions involved 37 PTA leaders, 16 of whom were women, and were supported by the BRIDGE education team, which provided material support to the groups including ledger books and pens, and guidance on the planning framework and process. At one PTA session in Manlor Payam, Tonj North, members coordinated with payam officials on plans to build four additional classrooms at the Manlor Primary School beginning in December and to immediately launch a one-month community-led school registration drive for children, aimed at expanding access to and improving the quality of education provided in their community.

BRIDGE education staff along with county education officials followed up with PTAs on a bi-monthly basis to provide technical assistance and monitor progress on planned PTA activities in the schools.

### 5.3 Increase Literacy

#### 5.3.1 Adult Literacy Training

In FY 2011 BRIDGE sponsored a series of instructional trainings to 39 adult literacy instructors, led by tutors from the RSS MOE AES department who were trained by BRIDGE in FY 2010. BRIDGE provided for meals and worked with county officials to distribute 4,572 indigenous (Dinka and Nuer) language textbooks at Adult Education Centers in the three states, assisting government by improving its capacity to delivery educational services in non-school based settings.

BRIDGE-supported literacy instruction and provision of "mother tongue" textbooks, which teach adults basic reading skills, resulted in educational improvements for 891 adult learners.

#### 5.3.2 Cattle Camp Training

The Cattle Camp Schools program, a collaboration between BRIDGE, AES and state education officials in the three BRIDGE target states, provided new educational opportunities for more than 300 pastoralist children in FY 2011 who otherwise would not have had access to any formal schooling. Mobile teachers, equipped with training and instructional materials including books, blackboards and writing supplies provided by BRIDGE, travelled with pastoralists and their herds as they searched for fresh pastures, enabling the children of continue in school even while living outside of their home villages. At the end of FY 2011 the program remained viable only in NBG, where three camps remained operational at the Wut Thit-Nhom Kuath-Chuar camp in Wunlong Payam, Aweil East; the Wut Gomjuerthii camp in Gomjuer Centre, Aweil West; and the Wut Atokthou camp in Aweil North County, with a combined total of 205 students. Six other BRIDGE-supported cattle camp schools (three in Warrap and three in Unity) were discontinued due to staffing, monitoring challenges, and insecurity faced by government officials.

## **Cross-Cutting Issues**

### **Gender Considerations**

BRIDGE ensures that gender issues are considered and incorporated into all sector activities, helping to change traditional views of gender roles in South Sudanese society. Women participate actively in agriculture production groups, CAGs/WSGs, Water Management Committees and PTAs. BRIDGE facilitates the creation of a WSG along with each CAG, to provide a forum for women to discuss sensitive issues privately before advocating to the larger community.

BRIDGE emphasizes hiring women for visible project positions to challenge traditional views about gender equity and women's capabilities. BRIDGE's current and previous Chiefs of Party are both women; as is one of BRIDGE's two Deputy Chiefs of Party, the Senior Governance Advisor, the Director of Programs, the Monitoring and Evaluation Director and the Team Leader for Warrap. Rural women in BRIDGE-target states inside South Sudan are now actively participating in elections in the country and are taking an increasingly active role in a variety of civic activities. BRIDGE ensures widespread messaging about the importance of gender sensitivity by incorporating the subject into trainings for CAGs and other groups. As a result, women are increasingly participating in community activities. For example, after a BRIDGE CLTS hygiene and sanitation education session in Kuajok, in Warrap, leaders of three women's groups took initiative in September 2011 to inquire of the local radio station about obtaining free on-air time to repeat what they had learned on the airwaves, resulting in an estimated listening audience of about 9,000 people receiving the message.

### **Conflict Sensitivity and Peace Building**

BRIDGE contributes to conflict prevention by strengthening the capacity of local government to respond to citizen needs and by organizing formal opportunities for communities to engage with government. Improving mechanisms for citizen participation and increasing the responsiveness and the legitimacy of government institutions reduces the potential for conflict in program areas, and increases governmental legitimacy in the eyes of constituents.

BRIDGE provides support for peace-building opportunities wherever opportunities arise. In Q2, BRIDGE in coordination with the Unity State Ministry of Local Government, the Mayom County Commissioner, and UNMIS supported the Mayom County Peace Conference, (refer to Annex I, Success Stories.) The conference ended with the signing of a joint agreement outlining each tribe's commitment to peace and formalizing a process for peaceful dispute resolution, including the payment of reparations.

In addition, BRIDGE supports CAGs/WSGs in the acquisition of conflict-mitigation skills and encourages community groups to become actively involved in using acquired knowledge to help defuse conflicts locally. For example, one proactive CAG in Manloor Payam, Warrap State, utilized conflict mitigation training provided by BRIDGE to coordinate with local government officials to successfully mediate a simmering dispute between farmers over the best location to hold a planned crop production training. Through inclusive dialogue, transparency and positive communication and organization, the farmers and community members amicably resolved their dispute, allowing planting to move forward in advance of the rainy season.

### Environmental Compliance

Environmental Review Forms and Environmental Review Reports for all the LGDF construction projects and the majority of borehole projects were submitted and approved by USAID. Accessibility during the rainy season and insecurity has prevented BRIDGE team from collecting GPS data for six remaining borehole projects. This information will be collected in Q1 FY2012 and the projects will be submitted to USAID for approval. Additionally, for all WASH projects, BRIDGE routinely conducts bacteriological tests on every borehole drilled with USAID funds. BRIDGE staff have been trained to carry out this analysis and are in the process of training county water officials to conduct the same tests.

### Lessons Learned

#### County Planning and Budgeting

After receiving feedback from government officials in NBG, Warrap and Unity in Q1 noting that only the nine counties supported by BRIDGE were able to successfully develop draft 2011 county plans and budgets, BRIDGE agreed to explore ways to assist all counties during the preparation process for the 2012 county planning and budgeting cycle, to avoid disparities among counties in BRIDGE-supported states. As a result, BRIDGE opened planning and budgeting workshops and trainings during FY 2011 to officials from all counties, and positioned the state MOLGs as the coordinating and guiding agency to county planning and budgeting activities.

#### Hygiene and Sanitation

BRIDGE adapted its strategy for the promotion and adoption of improved hygiene and sanitation behaviors during Q1 of FY 2011 away from focusing on construction of latrines and toward providing direct training to CAGs, PTAs, government officials and traditional leaders. BRIDGE applied the CLTS approach, which encourages ownership and modeling of improved practices at the local level. This change in approach allowed county officials, community leaders, CAGs/WSGs and traditional leaders to take ownership of the process and systematically share information within their communities in a manner that is more easily understood and more likely to be adopted.

#### Programmatic Adaptability

One of the main lessons learned during FY 2011 was the importance of remaining flexible in program implementation when uncontrollable issues including insecurity and poor weather create fluid and unpredictable situations on the ground. When and where activities could be rescheduled to adjust for such challenges, BRIDGE did so, and when activities had to be canceled due to severe insecurity risks, BRIDGE sought alternatives in order to meet program objectives. BRIDGE's continued close working relationships with state and county governments helped enormously in facilitating the smooth retooling and rescheduling of activities. BRIDGE's ability to promptly adapt to rapidly-changing situations in the field has further cemented BRIDGE's working relationship with government counterparts.

Government Leadership and Ownership

Another critical lesson learned throughout BRIDGE program implementation is the need and the importance of positioning national and state level entities as central and coordinating agencies to monitor and guide program design, planning, implementation, and readjustment to produce tangible results. This has been evident across all BRIDGE program components. Within the governance component, for example, the LGB and MOLGs active involvement and contributions were the key to achieve advances in the planning and budgeting activities, human resources activities, and/or orientation training, where both the LGB and the state MOLGs played a critical role to in activities design, and most of all ensured government in-kind contributions, and generated state and local government commitment towards their own capacity building initiatives.

**III. PROGRESS ON INDICATORS AND TARGETS (QUANTITATIVE IMPACT)****Indicator Summary Table**

No.	Indicator	FY09 Actual	FY10 Actual	FY11 Q1 Actual	FY11 Q2 Actual	FY11 Q3 Actual	FY11 Q4 Actual	FY11 Actual	FY11 Target	EOP Target
1.02	Number of Sub-National Government Entities Receiving USG Assistance to Improve their Performance	14	40	-	-	-	53	54	79	79
1.03	Number of Individuals who Received USG-Assisted Training, Including Management Skills and Fiscal Management, to Strengthen Local Government and/or Decentralization	379	701	114	262	380	572	1,328	1,380	1,380
	Male	22	45	111	248	360	523	1,242	1,297	1,297
	Female	357	656	3	14	20	49	86	83	83
1.04	Number of Local Mechanisms Supported with USG Assistance for Citizens to Engage their Sub-National Government	15	162	0	6	45	1	52	264	441
1.07	Number of Government Officials Receiving USG-Assisted USG-Supported Anti-Corruption Training	0	80	-	-	-	-	0	190	270
	Male	0	1	-	-	-	-	0	181	260
	Female	0	79	-	-	-	-	0	9	10
1.08	Government Effectiveness Index	NA	0.13	-	-	-	0.47	0.47	0.51	0.51
1.09	Citizens' Perception Survey	NA	0.59	-	-	-	0.8	0.8	0.68	0.68
3.01	Number of Individuals who have Received USG Supported Short Term Agricultural Sector Productivity Training	839	3,605	762	133	1,132	1,227	3,254	3,775	8,232
	Male	362	1,715	280	76	779	719	1,854	2,076	4,456
	Female	477	1,903	482	57	353	508	1,400	1,699	3,776
3.02	Number of Farmers, Processors, and Others who have Adopted New Technologies or Management Practices as a Result of USG Assistance	336	1,515	-	-	-	1,623	1,623	2,585	4,436
	Male	141	702	-	-	-	892	892	1,422	2,430
	Female	195	813	-	-	-	731	731	1,163	2,006

No.	Indicator	FY09 Actual	FY10 Actual	FY11 Q1 Actual	FY11 Q2 Actual	FY11 Q3 Actual	FY11 Q4 Actual	FY11 Actual	FY11 Target	EOP Target
3.03	Number of Producers Organizations, Water Users Associations, Trade and Business Associations, and Community-Based Organizations (CBOs) Receiving USG Assistance	104	304	74	42	39	61	216	264	612
3.04	Number of Women's Organizations/Associations Assisted as a Result of USG Supported Intervention	50	170	38	40	26	50	154	160	380
3.05	Number of Rural Households Benefiting Directly from USG Interventions	693	16,384	2,482	6,220	13,728	8,219	30,649	8,400	24,458
3.06	Percentage Change in Sorghum Productivity per Feddan	0	0	29%	-	-	-	29%	25%	28%
3.07	Number of New and Expanded Businesses	8	184	-	-	-	39	39	225	417
3.08	Number of Firms receiving USG supported Assistance to improve their Management Practices	0	226		35	63	-	98	111	351
3.09	Number of Persons Participating in USG-funded Workforce Development Programs	18	437	45	156	-	-	201	205	612
	Male	0	46	45	143	-	-	188	184	558
	Female	10	391	0	13	-	-	13	21	54
4.05	Number of Individuals Trained in Good Health and Hygiene Practices	31,112	27,662	1,544	9,267	22,034	10,291	43,136	22,111	80,885
	Male	18,106	13,521	570	3,853	9,363	5,735	19,521	10,171	37,318
	Female	13,006	14,141	974	5,414	12,671	4,556	23,615	11,940	43,567
4.06	Number of People in Target Areas with Access to Improved Drinking Water Supply as a Result of USG Assistance	84,500	219,733	40,059	26,021	12,950	1,000	80,030	60,200	316,780
	Male	50,100	120,587	17,265	11,228	5,588	510	34,591	27,090	120,880
	Female	34,400	99,146	22,794	14,793	7,362	490	45,439	33,110	195,900
4.07	Number of People in Target Areas with Access to Improved Sanitation Facilities as a Result of USG Assistance	0	2,020	113	380	1,683	568	2,744	2,020	4,040
	Male	0	710	56	173	770	238	1,237	1,310	2,620
	Female	0	1,310	57	207	913	330	1,507	710	1,420
4.10	Number of Government WASH Personnel Trained in Information	NA	NA	-	-	-	33	33	45	45

No.	Indicator	FY09 Actual	FY10 Actual	FY11 Q1 Actual	FY11 Q2 Actual	FY11 Q3 Actual	FY11 Q4 Actual	FY11 Actual	FY11 Target	EOP Target
	Management Systems									
	Male	NA	NA	-	-	-	33	33	42	42
	Female	NA	NA	-	-	-	0	0	3	3
5.01	Number of Learners Enrolled in USG-Supported Primary Schools or Equivalent Non-School Based Settings	11,209	14,198	-	-	-	6,209	6,209	12,714	38,141
	Male	3,702	4,765	-	-	-	3,759	3,759	8,480	25,440
	Female	7,507	9,453	-	-	-	2,450	2,450	4,234	12,701
5.02	Number of Parent-Teacher Association or Similar 'School' Governance Structures Supported	29	48	1	-	21	15	37	52	143
5.03	Number of Teachers/Educators Trained With USG Support	187	483	32	25	235	236	528	1,474	2144
	Male	13	28	32	24	221	227	504	1,382	2015
	Female	174	455	0	1	14	9	24	92	129
5.04	Number of Classrooms Repaired with USG Assistance*	0	62	-	-	-	485	485	424	486
5.05	Number of Adult Learners enrolled in USG supported Primary Schools or equivalent non-school based settings	NA	-	-	-	-	891	891	1,860	1,860
	Male	NA	-	-	-	-	519	519	1,395	1,395
	Female	NA	-	-	-	-	372	372	465	465

\*Classrooms reported were based on level of effort. Numbers include those classroom repairs completed and in progress.

\*\*FY 2011 targets reported in this annual report reflect those in the approved PMP. Variance in targets reflected in FACTS is due to the inclusion of Jonglei targets.

#### IV. MONITORING

##### Citizen's Perception Survey, Government Effectiveness Survey, Hygiene and Sanitation Tool Piloted

Winrock BRIDGE has developed two complementary impact indicators to measure improvements in state and local governments' capacity to deliver essential services. The first impact indicator is the Citizens' Perception Index (refer to Annex V, Deliverables, for full draft report), which measures the perceptions of BRIDGE-targeted communities regarding their local government's ability to deliver essential services. The second impact indicator is the Governance Effectiveness Index, which measures performance changes in targeted state institutions. Taken together, these two evaluation tools provide a snapshot of government's ability to deliver essential services and allows BRIDGE and USAID to track changes over time. The Government Effectiveness Survey will be submitted with Q1 FY 2012 report.

BRIDGE's goal in conducting the 2011 Citizen's Perception Survey was to compare perceptions in 2010 to perceptions in the current year, with the assumption that over time, communities' perceptions of local government inside BRIDGE-targeted areas will improve. The team interviewed nearly 300 people in total, over two weeks in each of the BRIDGE target states. Four women and four men were chosen from eight CAGs in each state to receive a multiple choice survey. Additionally, the team administered a semi-structured, key informant survey to the CAG chairperson, the WSG chairwoman, and one or two community elders. The survey data indicated that citizens' perceptions of local government have improved from last year, with NBG and Unity demonstrating greatest improvement.

The survey team noted a number of general trends. First, positive perceptions of government are frequently based on visible, tangible evidence such as schools, clinics and boreholes. Where there is not strong evidence of government services, communities feel disconnected from the government, viewing local government as largely unresponsive. Second, as was the case in 2010, there is a general blurring of the lines between government and NGOs, where positive views of government are often associated with government allowing NGOs to provide services and/or government serving as a broker for NGO service delivery. Third, respondents' priorities for their communities are in line with BRIDGE priorities – water, education, agriculture and health. Both men and women noted a concern for water and education, though men mentioned water and education more frequently than women, while women mentioned increased food distributions from the government more often than men did. Fourth, the survey team noted that, compared to last year, there seems to be a movement away from a dependency point of view toward one of development and self-help.

To complement the Citizens' Perception Survey, BRIDGE implemented the Government Effectiveness Survey to measure changes in state government's ability to deliver essential services. There are two underlying assumption behind the Governance Effectiveness Index. The first is that government institutions' ability to deliver services is, in part, predicated on their ability to function effectively, efficiently, and transparently, specifically in the areas of financial management, planning and budgeting, human resource management, and tax administration. The second assumption is that by strategically focusing on performance improvements in these key functional areas for select state-level ministries, BRIDGE interventions can have positive demonstration effects for ministries that are not the direct recipients of BRIDGE support. This means that, toward the end of a one-year period, targeted ministries will share lessons learned with non-target ministries, further building the capacity of the targeted ministries, while also contributing to the sustainability of the capacity improvements.



Over time, as ministry performance improves, this will translate as improved service delivery, which will be verified by the Government Perception Index.

For each targeted state institution, BRIDGE has developed a Governance Effectiveness Index compiled of separate indexes to measure performance improvements in the functional areas upon which BRIDGE is focusing. The implementation of this survey in FY 2011 specifically focused on the functional areas in which BRIDGE has supported specific ministries. The table below outlines the targeted ministries and functional areas in each state. If BRIDGE was not involved in Financial Management activities for the MOE, then financial management activities for that ministry were not included in the Governance Effectiveness Index.

	Ministry of Labor, Public Service and Human Resource Development	Ministry of Finance	Ministry of Agriculture	Ministry of Physical Infrastructure	Ministry of Education	Ministry of Local Government	Office of the Secretary General	
<b>Human Resource Development</b>	✓						✓	<b>NBG</b>
	✓	✓						<b>Warrap</b>
	✓							<b>Unity</b>
						✓		<b>Jonglei</b>
<b>Planning &amp; Budgeting</b>				✓				<b>NBG</b>
			✓					<b>Warrap</b>
					✓			<b>Unity</b>
					✓	✓		<b>Jonglei</b>
<b>Financial Management</b>		✓						<b>NBG</b>
		✓						<b>Warrap</b>
		✓						<b>Unity</b>
		✓				✓		<b>Jonglei</b>
<b>Tax Administration</b>		✓						<b>NBG</b>
		✓						<b>Warrap</b>
		✓						<b>Unity</b>

For each focal area, Director Generals were interviewed, and where appropriate, Directors of the specific area in question were interviewed if Director Generals were not available. It was found that during the survey, while all systems may have been put in place, qualified staffing was a critical issues across all ministries. Staff not only needed training, but focused, practical on-the-job training to really improve the ability of each ministry to carry out its mandate and function. Still, overall scores for each state improved demonstrating an improvement in the systems responsible for service delivery. Scores for certain ministries improved more than others, and this will serve as a guide to focus future BRIDGE implementation. The final report will be submitted in Q1 FY 2012.

Additionally, a Hygiene and Sanitation Behavior Change Tool was piloted in NBG in Q3 to gather information on changes in individual and community behaviors as a result of community hygiene and sanitation messaging and household latrine construction. This tool was to be implemented across NBG, Unity and Warrap, but due to insecurity, this has been canceled in Unity. In NBG and Warrap, due to delays in programming as a result of insecurity, the implementation has been delayed until FY 2012.