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Building Responsibility for Delivery of Government Services (BRIDGE) Program



Above: BRIDGE-supported hand pump mechanics from Northern Bahr el Ghazal and Unity states participate in training that helped them learn how to conduct preventive maintenance to keep safe water flowing at water points across the two states.

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Acronyms and Abbreviations

AES	Alternative Education Systems
AOR	Agreement Officer's Representative
BOSS	Bank of South Sudan
BRIDGE	Building Responsibility for Delivery of Government Services
CAG	Community Action Group
CLTS	Community-Led Total Sanitation
COM	Council of Ministers
DG	Director General
FY	Fiscal Year
GPS	Global Positioning Satellite
H&S	Hygiene and Sanitation
IDP	Internally Displaced Person
LGA	Local Government Act 2009
LGAO	Local Government Administrative Officer
LGB	Local Government Board
LGDF	Local Government Development Fund
MAF	Ministry of Agriculture and Forestry
MDTF	Multi-Donor Trust Fund
MOFTI	Ministry of Finance, Trade and Industry
MOGEI	Ministry of General Education and Instruction
MOFEP	Ministry of Finance and Economic Planning
MOLPSHRD	Ministry of Labour, Public Service, and Human Resources Development
MOLG	Ministry of Local Government and Law Enforcement
MOU	Memorandum of Understanding
MWRD	Ministry of Water and Rural Development
MWRI	Ministry of Water Resources and Irrigation
NBG	Northern Bahr el Ghazal
NGO	Non-Governmental Organization
PFMAA	Public Financial Management and Accountability Act 2011
PHH	Post-Harvest Handling
PMP	Performance Monitoring Plan
PTA	Parent-Teacher Association
RSS	Republic of South Sudan
RWSS	Directorate of Rural Water Supply and Sanitation
RWD	Rural Water Department
SCO	Sector Coordination Office
SG	Secretary General
SLA	State Legislative Assembly
SSP	South Sudanese Pound
STTA	Short Term Technical Assistance
TOT	Training-of-Trainers
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNMISS	United Nations Mission in South Sudan
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
YTTC	Yei Technical Training College

I. EXECUTIVE SUMMARY

In Fiscal Year (FY) 2012, the fourth year of the U.S. Agency for International Development (USAID)-funded BRIDGE program in South Sudan, BRIDGE shifted its approach to focus strategically on one or more major service delivery sectors per state, choosing those sectors that showed the greatest traction and propensity for sustainable change, while linking work to the overarching goal of improving government's ability to more inclusively and effectively carry out planning and budgeting and sound financial management practices, which form the foundation of public service delivery. Specifically, in Northern Bahr Ghazal (NBG), BRIDGE focused on the water, sanitation and hygiene (WASH) sector; in Unity, on WASH and education; in Warrap, on agriculture; and in Jonglei, on the education sector. The goal of streamlining and heightening interventions in these areas in target states was to strengthen selected sectors so they can become models for replication in other sectors in other states. In doing so, BRIDGE built upon successes and lessons learned from previous program operations from 2009 to 2011, while expanding its geographic focus in NBG and Warrap to extend benefits to additional counties where BRIDGE had not previously been active. For example, in NBG, BRIDGE widened its coverage in FY 2012 across all five counties and expanded in Warrap to include five out of six counties in the state. In Unity and Jonglei, BRIDGE concentrated mostly in and around the state capitals, due to insecurity challenges, in order to channel BRIDGE's resources into geographic areas where the greatest impacts were likely. Capitalizing on renewed access to Akobo and Pibor counties in Jonglei later in the fiscal year, BRIDGE implemented a number of "first-of-their kind" activities, including community engagement trainings and County Budget Conferences, in these high-need counties. In all target states, BRIDGE collaborated and communicated closely with government officials at the national, state and local levels, dialoguing with government partners to obtain their full commitment and ability to meet mutually agreed-upon milestones to ensure buy-in.

In FY 2012, BRIDGE built upon its well established relationships with government partners to focus on bolstering the ability of state Ministries of Local Government (MOLGs), other focal Ministries and county officials to address core service delivery needs, while increasing coordination with other development agencies whose work overlaps with BRIDGE.¹ Acknowledging the importance of the highest-level state decision makers in the planning and budgeting cycle, BRIDGE completed Council of Ministers (COM) Handbooks and follow-up trainings and technical assistance for Ministers and key support staff in Warrap and Unity (NBG and Jonglei were completed in FY 2011), as well as training for the State Legislative Assembly (SLA) in Jonglei. BRIDGE also helped strengthen partnerships at the county level, where service delivery is primarily administered, through on-the-job technical assistance (OJTA) to improve public financial management (PFM) practices, gradually helping county officials better monitor, execute and report on expenditures and revenues collection. To balance this institutional support, BRIDGE rolled out a series of new, interactive initiatives in FY 2012 that brought local government officials and community leaders closer together by training both sides in the effective use of a pair of illustrated training tools that promote community engagement and civic education, in recognition of their central importance to building representative and transparent government systems. Tying all these supports together, BRIDGE worked with communities and local government to put these skills and processes gained over the past four years into practice through practical service delivery projects in the WASH (borehole drilling and repair, water point mapping and database management), agriculture (animal traction and crop production trainings) and education

¹ BRIDGE consulted regularly in FY 2012 with other development partners including the United Nations Development Programme (UNDP) and United Nations Mission in South Sudan (UNMISS), Deloitte, the National Democratic Institute, FHI 360, PACT, AECOM, Chemonics and others to ensure good coordination and avoid duplication of programming.

sectors (through first-of-its kind education management training, scholarships for female teachers and provision of motorbikes for county and state education officials.)

Over the past fiscal year, BRIDGE's monitoring and reporting system focused increasingly on the impact of program interventions in terms of service delivery using three major assessments: 1) The Government Effectiveness Survey; 2) The Citizens' Perception Survey (draft); and 3) The Civil Society Assessment (draft). Together, these assessment tools and their associated indices provide BRIDGE a snapshot of how governance and service delivery systems are functioning, how local communities perceive the implementation of these service delivery systems, and the functionality of civil society, which plays a critical role in improving service delivery and governance in advocacy and government accountability. Additionally, BRIDGE conducted randomized as well as strategic follow-ups to better capture program impacts from current and past activities.

These FY 2012 assessments revealed continued positive impacts, though improvements from FY 2011 to FY 2012 were not as marked as during the period from FY 2010 to FY 2011. At the institutional level, planning, budgeting and PFM systems at focal state Ministries are improving, with officials demonstrating a better understanding of processes and more qualified staff evident, due in part to BRIDGE training and support in these areas. For example, the Secretary Generals (SGs) of NBG and Jonglei each credited BRIDGE with helping to improve communication, organization and efficiency within their respective state COMs, and Local Government Administrative Officers (LGAOs), who are on the front-lines of public service delivery at the local level, reported during the year that BRIDGE-sponsored orientation trainings enabled them to better communicate and collaborate with community members to achieve concrete development goals, such as road projects and construction of new classrooms. However, the lack of qualified staff is still a major issue for most Ministries, inhibiting the ability of these institutions to improve further. Scarce financial resources, particularly after the oil shut-down and announcement of austerity measures in January 2012, also was a major factor in limiting the ability of Ministries to carry out their roles as service providers. While the planning and budgeting process is gradually becoming better understood and implemented in BRIDGE target states, in reality, the only resources available to Ministries are for salaries and minimal operational expenses, which in many cases has prevented Ministries from implementing their plans unless funds are received from donors.

At the community level, BRIDGE assessments in FY 2012 confirmed that "seeing is believing" continues to be the major factor influencing the public's perception of the capacity of its government. Though government resources have dwindled, visible and new public service projects (i.e. boreholes, schools and ox-plow trainings) supported by BRIDGE and other development agencies are by far the strongest factor contributing to continued positive perceptions of local government. The Citizens' Perception Survey also verified in FY 2012 that in locations where the local government actively, consistently and publicly dialogues and interacts with citizens, public confidence in government is highest. In the absence of tangible services, government engagement of communities is a balancing factor, and helps to maintain positive perceptions, lending credence to BRIDGE's expanded efforts in FY 2012 to strengthen collaboration between government and citizens (especially in the planning and budgeting arena, community engagement and civic education). Partly as a result of BRIDGE community development activities, BRIDGE is now observing community groups actively engaging both government and other development partners to achieve community development goals, and even holding government officials accountable, as was the case in Twic County, Warrap, where leaders of a BRIDGE-supported CAG helped win a court case against a former County Commissioner accused of corruption². Additionally, because Civil Society Organizations (CSOs) face the same funding problems as local government, improved collaboration and dialogue between the two sides has become even more important for these

² The court case against the former Commissioner is the subject of a BRIDGE Success Story; see Annex I.

organizations. As revealed by the draft BRIDGE Civil Society Assessment, most CSOs remain in the formative stage, meaning that improved dialogue and collaboration between local government and communities can serve both to improve public perceptions of local government and help better establish CSOs as more credible actors in the eyes of communities and local government. (For full details on all assessments, as well as expanded M&E follow-up and spot-check activities in FY 2012, please refer to Section IV, "Monitoring.")

These impacts are especially notable when considered against the backdrop of continued insecurity and accessibility issues experienced this year. While BRIDGE maintained its flexible approach to programming in FY 2012, some BRIDGE activities – notably the procurement/distribution of some material items, as well as construction of planned Local Government Development Fund (LGDF) projects -- were delayed by continued insecurity, especially in Unity and Jonglei states, both of which remained largely off-limits to BRIDGE staff – particularly during Quarter I (Q1) -- due to rebel militia activity and inter-communal fighting and cattle raiding. The after-effects of the Republic of Sudan's decision to invade Abyei in 2011 spilled into FY 2012, when South Sudan suspended oil production and announced nationwide financial austerity measures. In April 2012, after Sudan's aerial bombardment of sites in South Sudan, including in Unity, the Sudan People's Liberation Army briefly occupied Heglig, an oil town on the border, sparking a new military showdown and prompting intervention by the United Nations Security Council. Despite increasing tensions and uncertainty along the border, BRIDGE continued to maintain a presence on the ground, remained in close contact with partners in state and county government, and carried out most planned activities in all four states, though in Unity and Jonglei, BRIDGE staff were mostly restricted mostly to the state capitals of Bentiu and Bor, respectively. BRIDGE also experienced difficulty accessing sites in Tonj East County, Warrap, due to inter-ethnic conflicts in early May 2012, followed by torrential rains beginning in June that caused severe flooding and cut off access to the area by road.

Also in FY 2012, BRIDGE heightened its involvement and coordination with a key partner in national government by seconding BRIDGE staff to the headquarters of the Local Government Board (LGB), where BRIDGE provided a range of support, including assistance developing the LGB's presentation at the National Decentralization Roundtable meeting in Juba, held in Q4. BRIDGE also conferred with the President's Advisor on Decentralization and the Advisor for Public Service Reforms in the RSS Ministry of Cabinet Affairs to discuss utilizations of BRIDGE's new illustrated learning guides and ongoing efforts to coordinate community engagement, civic education and other program initiatives in BRIDGE target states. BRIDGE also helped facilitate field visits for USAID representatives to NBG, Warrap, Unity and Jonglei, to share information and collect feedback on BRIDGE activities in those areas.

Finally, BRIDGE redoubled its efforts in FY 2012 to ensure good oversight and compliance on LGDF construction projects underway across all four states. Allegations of improprieties earlier in FY 2012 were reported by BRIDGE to the Inspector General and USAID and investigated by a Winrock team. In response, BRIDGE restructured its engineering team and brought in a new senior engineer to review the status of completed and ongoing projects. BRIDGE also set up an Ethics and Professional Conduct training seminar for staff in Juba and in the field to ensure personnel are knowledgeable and informed about specific required standards of conduct and ethics.

Qualitative Impacts FY 2012:

- BRIDGE completed the installation in FY 2012 of six pre-fabricated offices³ to provide improved working conditions for Planning Unit (PU) staff members from the state MOLGs in NBG, Warrap, Unity and Jonglei, and for county PU staff from Aweil West County, NBG and Twic County, Warrap. Through the LGDF program, BRIDGE also completed procurement and delivery of critically needed equipment – including computers, printers and generators – along with furniture and materials to enable these critical financial managers to functionally carry out their responsibilities and better plan and monitor usage of public funds. While most of the materials and equipment had been delivered to these offices by the end of FY 2012, delays arranging power connections at sites in NBG, Warrap and Unity prevented those units from being fully operational, though in Jonglei, the new PU was up and running in September 2012. The new offices and equipment will help PU staff members who drive the annual planning and budgeting process to more professionally and efficiently produce plans and budgets during upcoming planning and budgeting cycles. (See table in section 1.1.1 for full details of the status of each of the PUs.)
- In response to requests from the LGB and the government of Upper Nile, BRIDGE completed in FY 2012 the delivery of orientation training to 222 LGAOs in Malakal, providing these front-line administrators with valuable new skills and knowledge of community engagement techniques, the legal underpinnings of their responsibilities, and other vital information about gender equity, conflict mitigation and leadership strategies. In addition, BRIDGE in FY 2012 collaborated with the LGB and Jonglei government to launch a new round of orientation training in Jonglei for 28 new LGAOs who were selected for their academic credentials and language abilities, and who will be deployed in early FY 2013 across the 11 counties in the state to help mentor colleagues and provide training-of-trainers (TOTs) to help other officials and community leaders practice using good community engagement techniques. Follow-up surveys with previously trained LGAOs reveal that the trainings have produced a generally better informed, more confident and knowledgeable workforce of public administrators who are better able to engage communities in pursuit of development goals and who are more aware of citizens' civic rights and responsibilities. BRIDGE has provided training to a total of 616 LGAOs in NBG, Warrap, Unity, Jonglei and Upper Nile since 2009.
- The COMs in Warrap and Unity both successfully completed and approved new COM Handbooks, developed with extensive BRIDGE technical assistance, that are now in use and helping provide the first official guidance to Ministers on matters including the drafting and review of proposed legislation, analysis of plans/budgets, and procedures for maintaining ethical communication with colleagues, legislators and the public. In each state, BRIDGE conducted workshops to enable Ministers and their key staff to study, discuss and fully understand the guidelines in the Handbooks. In both states, following these workshops, the respective Governors realized that Ministers had never been issued any formal scope of duties or job descriptions (recommended in the Handbooks) and requested additional BRIDGE assistance in the development and finalization of written Ministerial Mandates to provide their Cabinets with the first written descriptions of their duties and responsibilities. (BRIDGE in FY 2011 helped the COMs in NBG and Jonglei develop customized COM Handbooks that also are now in use.) Follow-up interviews conducted by BRIDGE in FY 2012 with the SGs in NBG and Jonglei indicate that the Handbooks, combined with technical follow-up support from BRIDGE, have helped to improve internal communications and are resulting in more professional and transparent administrative procedures in both Councils. For example, in Jonglei, Ministers are now following

³ Two pre-fabs joined together.

procedures prescribed in the Handbook for submitting requests for travel outside of the state and including information about why the travel is necessary.

- BRIDGE teams carried out an extensive series of new community engagement and civic education TOTs in FY 2012 in NBG, Warrap and Jonglei that helped bring local government officials and community leaders closer together and provided them with simple but effective new illustrated tools to use to further promote the trainings, which emphasize citizen involvement in the planning and budgeting process. In all, BRIDGE community engagement TOTs reached 2,400 local government officials and community leaders. Civic education trainings began later in the year and reached 308 officials and citizens. One LGAO from Jonglei who attended the community engagement training in August 2012 immediately put its principles into practice, organizing a pair of road construction projects with help from community members. John Aleer Awan, the Kolnyang Payam Administrator, approached the Bor County government about the possibility of getting the government's help building the Pariak-Chuekirr and Kolnyang Community roads, if he could get community members to clear trees and provide manual labor to help keep construction costs down. The county contacted a road construction company, which agreed to allow community members to borrow equipment to make the project a reality, demonstrating how creative government officials can partner with communities to accomplishment local development goals. In another example, in Twic County, Warrap, a Community Action Group (CAG) whose leaders attended community engagement and civic education training helped pursue a court case involving alleged corruption by a former county official, and won a judgment on behalf of citizens.
- Farmers in Warrap reported in FY 2012 that they were able to double and in some cases, triple the amount of land they planted during the 2012 growing season after receiving animal traction (ox-plowing) and crop production training from BRIDGE-trained agriculture extension workers⁴. In all, extension workers supported by BRIDGE trained 158 farmers in use of the new techniques, and helped facilitate the purchase of 115 plows by subsidizing their sale through a BRIDGE-supported merchant based in Twic County. Follow-up visits with trained farmers indicate that many farmers who received training significantly increased the area of land they planted with valuable cash crops such as sorghum and peanuts. In addition, BRIDGE technical and material assistance to three local blacksmith groups helped stimulate a regional market for ox-plow equipment spare parts, such as replacement plowshares and wheels, which are now actively being sold to farmers for equipment repairs.
- In FY 2012 BRIDGE completed construction of 30 boreholes in NBG and Warrap in locations that were identified and prioritized with input from community members and in collaboration with government WASH officials, providing access to improved water supplies for an estimated 21,000⁵ people. BRIDGE also rehabilitated 50 additional boreholes in NBG, in consultation with government officials who chose the locations after completing water point mapping and registration activities coordinated by BRIDGE. The rehabilitated boreholes enabled water to start flowing again at these previously non-functional water points, providing access to improved water supplies for an additional estimated 35,000⁶ people.

⁴ Information was collected through in-person interviews with farmers who received BRIDGE supports. Comprehensive data collection figures on percentage increase in land cultivation and production will be completed in November 2012 after harvesting is complete.

⁶ This figure is based on an estimate of 700 people served per borehole; actual figures will be revised when documentation is received for completed projects.

- BRIDGE helped to sponsor a major spare parts supply chain study in four states in South Sudan during FY 2012 that helped the RSS Ministry of Water Resources and Irrigation (MWRI) advance its goal of creating a coordinated nationwide strategy to facilitate faster repairs and expansion of safe water supplies in the country. The study was co-funded by BRIDGE and the United Nations Children's Fund (UNICEF) and yielded valuable guidance that is helping national and state government officials, as well as development partners in the WASH sector better coordinate and integrate their efforts to maintain an adequate supply of accessible spare parts needed to ensure ongoing maintenance and operation of boreholes. The study was disseminated by BRIDGE at both national and state-level (in NBG) WASH coordination and partner meetings during FY 2012, and helped guide BRIDGE's FY 2013 WASH-sector planning to ensure greater emphasis is placed on preventative placement during refresher training for hand pump mechanics.
- During FY 2012, BRIDGE provided first-of-its kind education management training to 26 government and school administrators as well as educators in Jonglei picked by the state Ministry of General Education and Instruction (MOGEI). The training imparted new skills and knowledge to participants and provided them with insights into how to better engage communities through Parent-Teacher Associations (PTAs) to obtain buy-in and support for school improvement projects, as well as with practical information about how to make internal operations more efficient and transparent, through the creation of basic filing systems, financial management and improved documentation of school fees, receipts and invoices, and other related administrative processes. Follow-up visits by BRIDGE at schools in Jonglei indicate that educators are actively practicing the techniques taught during the training, including creating detailed school improvement plans that incorporate PTA support, and which are now being used to accomplish concrete objectives, such as the construction of additional classrooms spaces and other initiatives.

Quantitative Impact:

- 1,835 government officials received USG assistance
- 61 local mechanisms supported for citizens to engage their local government
- 525 individuals received short-term agricultural sector productivity training
- 6,895 rural households directly benefitted from USG assistance
- 7,875 individuals attended good hygiene and sanitation messaging sessions
- 56,456 people gained access to improved drinking water supply
- 1,707 people gained access to improved sanitation through household latrine construction

Program Extension:

BRIDGE program operations in Q2 of FY 2012 initially were conducted under agreement with USAID, which authorized a three-month no-cost extension until the end of March 2012. An 18-month cost extension was approved by USAID on 31 January 2012. The extension approach builds on already established strong relationships and the successes and results of the first three years of implementation, and is strategically focused on building functionality and capacity of state MOLGs and counties to improve public service delivery.

Next Quarter's Work Plan:

FY 2013 Q1 planned activities are detailed in Annex II (refer to Annex II, Schedule of Future Events) of this report. Implementation of proposed activities is contingent upon safe access to counties and other insecurity-related challenges.

II. PROGRAM PROGRESS AND KEY ACHIEVEMENTS

Areas of Operation

A full list of BRIDGE areas of operation will accompany this report in a separate Excel™ file.

I. Strengthen the Capacity of Local Government to Deliver Social Services

In FY 2012, BRIDGE continued to focus on helping the newly independent government of the Republic of South Sudan (RSS), particularly at the state and county level, to function more effectively, efficiently, and transparently. This year, BRIDGE focused on supporting focal state ministries and counties in each state to improve their performance, primarily through training local government administrators who are the government face of development in the communities, in PFM and through planning and budgeting processes. Through BRIDGE's PFM support, state and county officials gained a greater understanding of the legal and constitutional underpinnings of PFM as mandated in national legislation, as well as the practical application of this legislation in day-to-day activities. By participating in OJTA, focal state and county entities developed more consistent and accurate procedures to administer and account for public resources. BRIDGE also played a supportive and supervisory role among all targeted counties by helping to draft new FY 2013 county plans and budgets, which were based in large part on comprehensive county profiles and three-year strategic plans developed with BRIDGE assistance early in the fiscal year. BRIDGE's assistance spanned the full spectrum of local governance in BRIDGE target states, starting with LGAOs who are on the ground-level of service delivery, and reaching up through executive level county positions, all the way to the state level, with workshops provided through the COM Handbook and follow-up OJTA to state Ministers, as well as first-of-its kind training in Jonglei for the State Legislative Assembly (SLA). Material supports, including pre-fabricated office spaces for some county and state PUs, as well as the provision of motorbikes to help increase government officials' mobility and productivity, put a practical face on BRIDGE's technical assistance, and set the stage for county and state officials to fully take over the process when BRIDGE operations conclude.

1.1 Improve State and Local Government Planning and Budgeting Capacity

1.1.1 State-Level Planning and Budgeting

Assistance to the Planning Units at the State Ministries of Local Government

In FY 2012, BRIDGE completed the installation of pre-fabricated offices that in FY 2013 will provide critically-needed new work space for staff of the MOLG PUs in NBG, Warrap, Unity and Jonglei, and for staff from the county PUs in Aweil West County, NBG, and Twic County, Warrap. In addition to setup of the pre-fabricated structures, BRIDGE completed procurement and/or delivery of new office equipment, furniture and supplies to outfit the new offices (see table below for full details). The provision of computers, printers, internet



In September, BRIDGE delivered office furniture after installing pre-fabricated offices for the state MOLG PU in Bentiu. Upon receipt of the new materials, the PU's Acting Director, Mading Miakol, shared his frustration at not having private, functional working space until now. "We have been lacking office space from the state MOLG PU since this Unit was established in 2008," Miakol said. "Its establishment was not thought through, otherwise we would not have been lacking office space and operational funds. But thanks to Winrock and partly UNDP, we have been heavily supported during our planning and budgeting cycles."

communications equipment⁷, generators and furniture will ultimately help these key state and county PU officials put skills learned through BRIDGE trainings, OJTA and planning exercises into practice. The offices and materials will allow officials to fully take over planning, budgeting, and PFM procedures and processes supported BRIDGE since FY 2009. To ensure sustainability of these newly equipped PU offices, state and county government have entered into Memoranda of Understanding (MOUs) with BRIDGE in three of the four target states (NGB, Warrap and Unity) that detail government's operations and maintenance responsibilities; the remaining MOU with Jonglei is under development. The table below provides details on the provision of material assistance and the status of connectivity of items including internet hook-ups and generators for BRIDGE-supported state PUs, as well as the county PUs in NGB and Warrap.

Status of BRIDGE Material Support for State and County Planning Units

Description of Item	Northern Bahr el Ghazal		Warrap		Unity	Jonglei
	MOLG PU	Aweil West	MOLG PU	Twic	MOLG PU	MOLG PU & SCO
Offices (Pre-fab) Buildings ⁸	2	2	2	2	2	2
Desktop Computers ⁹	1	1	1	1	3	6
Printer & Scanner ¹⁰	2	1	2	1	2	2
VSAT/ Internet	1	1	1	1	1	1
Generator ¹¹	1	1	1	1	1	1
Furniture ¹²	3	3	3	2	5	6

Orientation Training to Local Government Administrative Officers

In FY 2012, BRIDGE helped support the LGB's efforts to build a more capable and knowledgeable core of LGAOs by completing a successful round of LGAO Orientation Training for 222¹³ LGAOs from all 13 counties in Upper Nile. The LGAO course, completed in May 2012 in Malakal, was the first-ever formal training for LGAOs in Upper Nile, and was coordinated by BRIDGE in cooperation with the RSS LGB at the request of the Upper Nile government, which shared costs for the four-week course by providing the training venue, transport for LGAOs to and from Malakal, transportation to and from the training venue, accommodations and meals. The BRIDGE LGAO training was modelled closely on previous LGAO trainings conducted in other

⁷ In Unity, the MOLG requested installation of a VSAT system, with a pledge to pay monthly subscriptions beyond BRIDGE supported subscription period. The Minister of Local Government confirmed that subsequent subscriptions have been budgeted for under his Ministry. In NGB and Warrap, for state and county PUs, requests were made for BRIDGE to provide more cost-effective internet modems (ZAIN, MTN and VIVACELL). In Jonglei, the pre-fab offices were erected in proximity for internet to be accessed from the United Nations Development Programme (UNDP) offices. The PU/SCO will therefore use internet facilities provided by UNDP, and requests have been made for internet access points to be installed in the office (linked to the UNDP VSAT).

⁸ To better suit the needs of the planning units, two pre-fabs were joined together to form one larger building. In Unity, prefabs from the BRIDGE Unity compound were transferred to the MOLG premises.

⁹ In Warrap: the computer for the state PU has been procured but not yet delivered due to needed electrical work; in Twic County, the computer has been delivered but not yet connected; for the Unity state MOLG: computers are delivered but not in use due to needed electrical work; in Jonglei the computers were delivered in FY 2011 at the special request of the Minister of Local Government; they have been set up in the pre-fabs and are in use.

¹⁰ For the MOLG PU in Warrap, printers are purchased but were not yet transferred to the PU as of the end of the fiscal year.

¹¹ All generators have been delivered but as of the end of the year, only the state MOLG PU in Warrap and state MOLG in Jonglei had finished electrical work required to hook them up; connectivity is expected in Q1 of FY 2013 for those remaining.

¹² Furniture including chairs, filing cabinets and desks have been delivered; for the MOLG PU in Warrap, an additional desk will be delivered in Q1 of FY 2013.

¹³ This training initially targeted 295 LGAOs in Upper Nile, based on an estimate of LGAOs provided by state government, but attendance was heavily impacted by the conflict between South Sudan and the Republic of Sudan in Heglig.

BRIDGE supported states, and enabled participants to gain important new knowledge about the Local Government Act (LGA) of 2009, the Transitional Constitution of South Sudan and the Public Financial Management and Accountability Act (PFMAA) of 2011, with special emphasis on provisions relating to local government.¹⁴ The training received high-profile support from Upper Nile state officials, including the Governor, His Excellency Major General Simon Kun Puoch Mar, who personally presided over the closing ceremony, LGB Members, state Ministers, the Speaker of the SLA and other state legislators.

By the end of the course, the Upper Nile LGAOs showed an average 115 percent improvement in test scores between pre- and post-training assessments. For example, test results for one of the groups of trainees, “Class C,” showed that out of the class’s 36 participants, only two scored in the passing range during the pre-test. Four weeks later, when the post-test was administered, 65 percent of the class had lifted their scores into the passing range. These scores indicate that the training helped increase LGAOs’ knowledge about crucial areas of local government, including their roles and responsibilities as civil servants working on the front lines of the public service delivery system. LGAOs learned about their fundamental duties, the legislative framework of their responsibilities, and the importance of consistently and meaningfully engaging community members in participatory processes, especially during annual planning and budgeting cycles. Training modules also included specific strategies for mitigating conflicts, development of leadership skills, local government finance basics, and management techniques. LGAOs also had opportunities to learn more about South Sudan’s Millennium Development Goals and efforts to improve various social development indicators, including maternal mortality and literacy rates, and access to safe drinking water.

Additionally in late September 2012, BRIDGE began a new four-week orientation training program for 28 LGAOs in Jonglei, all of whom held academic credentials verified by state officials¹⁵, as well as English language skills, in response to an urgent request for assistance conducting the training from the Jonglei government, and in keeping with BRIDGE’s revised FY 2012 approach in Jonglei, which focused more on providing assistance to the MOLG because of limited accessibility in the counties.¹⁶ For the latest group of Jonglei LGAOs, those who successfully complete the course in late October 2012 will be deployed by the MOLG across all 11 counties in the state. The recruitment of this new group of better-educated LGAOs signifies increasing understanding by the state executive that the functionality and effective performance of all levels of government – including the local level – is dependent on the knowledge and skills of its core civil service administrators. In Jonglei, as in Upper Nile, state government contributed considerably to the costs of LGAO orientation training, providing



Above: Nyebuny Deng, one of the 10 women LGAO trainees during the orientation training in Upper Nile, makes a presentation to her colleagues during the course in Malakal. Women trainees performed exceptionally well during the training, with one participant, Suzan John Arop, scoring highest in her class (89 percent) on the test administered at the end of the course. Below, Salwa Mohammed Musa, makes a point during a plenary session. She was also the timekeeper for her class.



¹⁴ At the end of the Upper Nile LGAO training, BRIDGE transferred furniture (chairs) and other materials remaining from the course to the MOLG and the Upper Nile Vocational Training Centre, where the training was conducted.

¹⁵ Though the state had hoped to recruit only those with university-level credentials, due to the lack of qualified applicants, only eight were verified university graduates; five were diploma certificate holders; and 15 were secondary school certificate holders.

¹⁶ The recruitment of these better qualified trainees also resulted from the realization, *ex post facto*, that some previously-trained LGAOs in Jonglei lacked the requisite level of experience and/or education, including language skills, to be able to fully absorb and/or practice the new information and concepts taught during previous trainings. (For example, some previously trained LGAOs were conversant only in Arabic and/or their tribal language, and had difficulty understanding the training materials and lectures, which were presented in English.)

transportation and accommodations for trainees, as well as providing the venue for the training at the Dr. John Garang Memorial University in Bor.

Drawing from lessons learned during LGAO trainings in previous fiscal years, trainees took weekly tests each Saturday to measure their level of comprehension of subject matter taught during the week, in order to inform the following week's training approach and allow for revision or repetition in cases where students had difficulty. (Weekly tests were also incorporated into the curricula for the Upper Nile training described above.) In another new element of the training, trainees also undertook brief research assignments on various state government institutions/agencies (including visits to Bor County government offices and the state Ministry of Finance, Trade and Industry (MOFTI), followed by presentations on its mandate, leadership structure, public service delivery system, successes and

During BRIDGE follow-up interviews, LGAO Chan Wek Agoth, an administration and finance officer in Tonj North County, Warrap, whose duties include oversight and collection of revenues, asset control and internal auditing, said the BRIDGE LGAO training taught him how to use the LGA of 2009 as a guide for revenues collection and for settling customary disputes in communities. In NBG, Aweil South County Executive Director Albert Makuac Deng said he, too, began using the LGA of 2009 after the training to guide his work, and that he now instructs staff who work under him to familiarize themselves with this key piece of legislation and to follow its provisions, especially with regard to PFM practices.

challenges the institution is confronting, as well as reporting on how identified challenges are being resolved. These research assignments gave meaningful opportunities to engage and interact in "live" exercises with state Ministers and their Directors General (DGs), in order to improve their understanding of how various government agencies are performing public service delivery. For example, at the MOFTI, participants held discussions with officials about the Ministry's planning and budgeting process and linkages with the other stakeholders and Ministries, and learned about challenges during the 2012 budget cycle. The group also gained an understanding of revenue sources and how these are distributed and allocated between states and counties, as well as financial control systems that exist within the MOFTI that are designed to ensure proper fund utilization at the counties

Additionally in FY 2012, BRIDGE conducted follow-up interviews with former LGAOs to determine the extent to which they have benefitted from, and are using, the new skills and knowledge gained from previous LGAO trainings in NBG, Warrap, Unity and Jonglei. Overall, LGAOs interviewed said the training has helped improve their understanding of community engagement principles and practices, and that they are now able to link their work directly to important legislation including the LGA of 2009, the PFMAA of 2011 and the Transitional Constitution of South Sudan.

Training to Selected State Technical Spending Agencies

BRIDGE technical assistance to state spending agencies included all four BRIDGE target states in FY 2012, beginning in November and December 2011 with the wrap-up of a pair of sector-specific planning and budgeting workshops for county and state education officials in Jonglei and WASH officials NBG. These two workshops completed a series of planning and budgeting activities launched in FY 2011, and enhanced officials' knowledge of best practices for integrating planning and budgeting between various development sectors and between state and county agencies. As a result of this assistance, participants¹⁷ were able to produce state-county integrated plans and budgets during the 2012 supplementary budget cycle period, as well as for the new 2012/2013 fiscal year budget period in South Sudan, which began on July 1, 2012.

¹⁷ A total of 38 officials attended the two, two-day workshops at each site; 23 in Jonglei and 15 in NBG.

BRIDGE also provided two-week computer fundamentals training courses in FY 2012 to key state and county officials involved in planning, budgeting and financial management in NBG, Warrap, Unity and Jonglei, to enable them to use desktop computers distributed by BRIDGE to state and county PUs in FY 2011 and FY 2012¹⁸ (see section I.1.1, above, for details on computers distributed to PUs). In total, since these courses began in December 2011, 68 officials from NBG, Warrap, Unity and Jonglei have now received computer fundamentals training through BRIDGE, learning the essentials about computer hardware components, software applications and the internet, as well as delving more in-depth into essential programs including Microsoft Word, PowerPoint and Excel. Participants also practiced completing assignments directly related to their work responsibilities, including database setup and storage, design, production and printing of documents, and networking.



Adau Marko Mading, a cooperatives officer in the Warrap Ministry of Cooperatives and Rural Development, works at a BRIDGE-provided computer in Gogrial West County, Warrap.

Results of pre- and post-tests indicated that most participants started the coursework with very little knowledge about computer usage, and by the end of the course, their knowledge had improved. For example, test scores in Unity rose from 18.2 percent in the pre-test to 42 percent¹⁹ in the post-test, while in Jonglei, scores rose from 48 percent to 67 percent. The trainings provided a helpful boost to officials as they began executing their 2012 supplementary plans and budgets and prepared their 2012-2013 annual budgets in line with South Sudan's new financial year. For those offices where computers have been delivered (see above table for detail) and connected, state and county officials reported during BRIDGE interviews that generally, they are now spending less time producing financial documents and have improved the integrity and security of the process by producing their documents in-house, instead of having to contract typists from the local market to prepare and print their documents.²⁰ The introduction of computer skills and equipment is expected to gradually improve the overall quality of budget execution and monitoring, as well as accounting and revenue collection processes and will be monitored by BRIDGE in FY 2013.

In Q3 of FY 2012, BRIDGE conducted consultations with state officials to identify planning and budgeting knowledge gaps in collaboration with officials from the Ministry of Water and Rural Development Infrastructure²¹ (MWRD) and the Ministry of Environment and Natural Resources (MENR) in Unity; the Ministry of Agriculture and Forestry (MAF) in Warrap; and the MOGELs in Unity and Jonglei. BRIDGE has delivered planning and budgeting trainings involving officials from these Ministries in previous years, and this new round of consultations gave insight into the specific needs of participants this year, particularly on topics that still needed to be reviewed. Some of the major findings included the limited ability of the MOFTIs to provide the kinds of experienced-based exercises in planning and budgeting needed for spending agencies to truly grasp and be able to produce quality budgets; non-governmental organization (NGO) and United Nations Development Programme (UNDP) support for planning and budgeting focuses more on the county level than at the state spending agency level; limited availability of reference materials; and an over-emphasis on planning and not enough on budgeting.

¹⁸ In Q1, BRIDGE procured 29 desktop computers to support the MOLGs and county planners in NBG, Warrap and Jonglei. Nine were designated for PUs. Three computers were sent to Aweil East, Aweil South and Aweil North County PUs in NBG; three went to Tonj North, Gogrial West and Twic County PUs in Warrap, and three were distributed to the Jonglei MOLG for distribution to the Bor, Pibor and Akobo County PUs.

¹⁹ Variations in test score improvement percentages are affected by language barriers and the level of difficulty of questions included on tests from state/state.

²⁰ The provision of computers and computer fundamentals training is the subject of a BRIDGE Success Story; see Annex I.

²¹ This Ministry's official name changed during FY 2012 and was formerly known as the Ministry of Physical Infrastructure.

In response, BRIDGE developed tailored planning and budgeting training programs for each of the selected line Ministries, and rolled them out utilizing Sector Spending Agency guidelines provided by the national government that focused on the relevant sector spending agencies.

In Q4 BRIDGE carried out a series of four, multi-day planning and budgeting “refresher” trainings focusing on BRIDGE-targeted sector spending agencies in NBG, Warrap, Unity and Jonglei. With input from government partners, officials who were selected for training comprised two groups of staff: 1) Staff who are directly responsible for pulling together their spending agency’s budget and submitting it to the MOFTI and who would be called upon to explain and or defend the budget provisions (such as Directors of Planning and Budgeting, and other DGs in their capacities as accounting officers, and Directors of Finance and Administration); and 2) Staff of spending agencies who contribute to the budget making process by submitting draft plans and cost estimates for their respective units or departments, but are not directly involved in assembling the spending agency’s budget, and do not participate in explaining proposals (including accountants and other technical staff from the respective Ministries). These sessions, held across all four BRIDGE target states, enabled state officials to develop action plans that will help shape their respective spending agency plans and budgets for the upcoming fiscal year in South Sudan, and enable them to focus on improvements in the next budget cycle. For more details on the content and outcomes each of these sector-specific planning and budgeting workshops, please refer to section 3.13 (for MAF in Warrap); section 4.1.1 (for the MWRD and MENR in NBG and Unity, respectively); and section 5.1.3 (for the MOGEL in Unity and Jonglei.)

Technical Assistance to the State Council of Ministers

By the close of FY 2012, the state COMs in all four BRIDGE target states had finalized, approved and actively begun using new COM Handbooks, which were developed with extensive government inputs, BRIDGE training and technical assistance beginning in FY 2011. The Handbooks, along with related training and hands-on support from BRIDGE, have helped each of the COMs streamline some procedures for running their inter-ministerial coordination meetings, and establish new and uniform standards and codes of conduct that are now guiding Ministers’ communications and interactions with each other, their constituencies, and Members of the SLAs in their respective states. In FY 2012 BRIDGE produced and distributed finalized copies of the Handbooks to each of the state COMs, resulting in some immediate administrative improvements and increased efficiency within the Councils. For example, according to information collected during BRIDGE follow-up interviews with participants of the COM activities, the Unity COM used information from its Handbook to re-organize and improve state agency filing systems, beginning with the MENR, which became the first Ministry in the state to redesign its process for storing documents, citing provisions in the Handbook regarding confidentiality and the protection of personnel data. Specific BRIDGE follow-up supports to the Ministry (related to development of the COM Handbook) included helping the Ministry set up a detailed new file indexing and coding system for subjects including personnel management, financial reports, correspondence, development projects and matters related to development partnerships, among others. These improvements prompted the state’s SG in Q4 to request that all other Ministries also adopt the new filing system in accordance with training they received during BRIDGE-sponsored COM Handbook workshops and retreats, improving the quality of public service delivery by boosting office efficiency and preventing time-consuming searches for misplaced or incorrectly filed or labelled documents. In addition, as an outgrowth of the COM training, the state’s SG submitted a formal request to

“Ministers are now interacting more with counties and communities,” said the Jonglei Secretary General, Arop Leek Deng. “The recent peace initiative has intensified the relationships as there are now frequent visits to counties. Their process is indicated in their summary (travel) reports after a Minister has taken a trip,” Deng said, in reference to practices that have changed as a result of adoption of the state’s COM Handbook.

the Governor for the establishment of a new Director of Resolutions to help better organize and formalize the documentation of all resolutions stemming from Council business.²²

During Q2, in Warrap, the Governor, Her Excellency Nyandeng Malek Dielic, said the Handbook development and training process helped her realize the dire need to immediately create individual Ministerial Mandates, or written scopes of duties, for each of the members of the Council, none of whom had ever before received a written description of their varying responsibilities and jurisdictions as Ministers. BRIDGE helped draft the Mandates, which were reviewed, adapted and handed directly to each of the state's new Ministers during their swearing-in ceremony in May 2012²³. The Governor then made an urgent request to BRIDGE to provide further training to the new members of her COM and their key support staff, which BRIDGE carried out in June²⁴. After the Warrap request for assistance developing Ministerial Mandates, BRIDGE complied with similar requests to help draft Mandates for the COM's of NBG, Unity and Jonglei, all of which have been reviewed and provided to Ministers to help focus their work. Follow-ups with COMs will continue into FY 2013 and updates will be reported in Q1.

Human Resources Assistance to the NBG and Warrap Ministries of Labour, Public Service and Human Resource Development

In FY 2102, BRIDGE substantially completed²⁵ construction of the Ministry of Labour, Public Service and Human Resources Development (MOLPSHRD) headquarters offices in Bentiu, Unity, and initiated construction of new MOLPSHRD office buildings in NBG and Warrap, with work expected to be completed in FY 2013. Construction of these buildings was identified as a top priority during consultations with government in the three states in FY 2010 and FY 2011, in order to provide separate, secure workspaces for government officials handling sensitive and/or confidential personnel issues and data. At the Warrap work site, construction progressed faster and farther in FY 2012 than in NBG, where work was slowed by inaccessibility issues caused by flooding during the latter two quarters in the fiscal year²⁶. The state governments of NBG and Warrap have each contributed to the cost of the projects by designating and clearing land, and participating in the bidding, design and engineering design and supervision processes, which were overseen by BRIDGE. In Unity, in late August 2012, MOLPSHRD officials moved into their new official headquarters building, though some work to be completed by the government, including construction of latrines, was still pending at the end of the fiscal year. The provision of this vital of functional workspace complements human resources development (HRD) assistance provided by BRIDGE in the state during FY 2010 and 2011 (including restructuring MOLPSHRD



Abraham Tut, the Director General of the MOLPSHRD in Unity, (behind desk) in his office at the new Ministry headquarters.

²² The Governor has approved the request but directed that creation of the new position be delayed until after financial austerity measures have ended, to ensure funding for the new post.

²³ The Warrap Ministerial Mandates are included in Annex V, Key Deliverables.

²⁴ In Warrap, BRIDGE COM trainings and executive retreats drew a total of 86 participants, including the Deputy Governor, eight state Ministers, the Commissioner General, the Acting Secretary General, two COM advisors, and the Director of Resolutions. In addition, high-level officials from the state MOLG, MOFTI, MAF, MOGEL, Ministry of Physical Infrastructure and the Ministry of Youth, Culture and Sport attended.

²⁵ Work was 95 percent complete by the end of the fiscal year. The Unity State government agreed to make in-kind contributions to the project's completion by constructing latrines and providing fencing around the property, but this work had not yet occurred as of the end of FY 2012.

²⁶ Others factors that slowed construction of the Labor Ministry buildings in all three states included insecurity challenges, which caused substantial price increases for construction materials and/or the inability of contractors to readily obtain needed building supplies.

organizational charts and drafting job descriptions). The Unity State government contributed financially by covering one-third of the building's cost, approximately \$41,666.00.

Other targeted BRIDGE human resources assistance wound down early in FY 2012, with the completion of HRD training programs in NBG and Warrap in support of each state's MOLPSHRD. BRIDGE helped the Ministries in both states to clearly define their mission, delineate their specific organizational structures, and clarify job descriptions for senior management so that, with its own functions and structures clearly established, the Ministry could assist other state agencies with their reorganizations, enabling the recruitment, hiring and promotion of qualified professionals using a set of standardized procedures. In addition, at the request of the governments of both states, BRIDGE conducted needs-based assessments in FY 2012 of HRD strategies, including recruitment and placement policies and procedures, to help in the future development and design of their own, comprehensive state-wide HRD strategies. In Unity, BRIDGE was unable to complete planned HRD assistance due to insecurity, but helped develop draft job descriptions for the Ministry for adaptation and application.



The Director of Education in Gogrial West County, NBG, signs the three-year Strategic Plan in February, on behalf of the County Commissioner.

BRIDGE also provided on-the-job training in FY 2012 on the application of HRD recruitment and placement policies to selected MOLPSHRD senior managers, including Directors and Assistant Directors within the Ministry, as well as Senior Inspectors in both states. BRIDGE successfully completed the process in NBG during Q1, and progressed toward this goal in Q1 in Warrap, where MOLPSHRD leaders worked with BRIDGE to develop job descriptions for Deputy Directors as indicated in previously-approved organizational charts (developed in FY 2011 with BRIDGE assistance) for the Ministry. BRIDGE also completed a draft Human Resource Development Guide²⁷ supported by practical examples for planning the management and restructuring of the MOLPSHRDs in NBG and Warrap, but was unable to do so in Unity due to the reasons cited above.

1.1.2 County-Level Planning and Budgeting

County Profiling and Strategic Planning

In FY 2012, BRIDGE aided officials in a total of 12 counties²⁸ in NBG, Warrap and Jonglei in the successful completion, approval and official “launching” of their first comprehensive county profiles and three-year strategic plans since the nation's independence. In collaboration with county government officials, drawing upon data from UNDP's Crisis Recovery Monitoring Analysis project and Local Government Recovery Programme, in addition to information collected on the ground through BRIDGE-supported consultations at the payam and county level, the completion of these plans and profiles marks a significant milestone for county planners. Not only do these plans allow local government officials and their development partners to better understand and share information about community priorities, enabling them to articulate and advocate for

²⁷ Though this guide can greatly assist in the successful completion of human resources reform plans in the states, continued progress will ultimately depend upon the engagement and involvement of MOLPSHRD leadership, and the motivation level of state COMs to approve and support state-wide implementation. While BRIDGE HRD assistance to NBG and Warrap in FY 2011 and Q1 of FY 2012 helped get these processes off the ground, in order for further reforms to take hold, executive and administrative leadership must demonstrate the political will and leadership necessary to build on this foundation.

²⁸ Strategic plans were completed and launched in all five counties in NBG; in Gogrial West, Tonj North, Tonj South, Tonj East and Twic counties in Warrap; and in Bor and Akobo counties in Jonglei. In Gogrial East County, Warrap, another NGO (VSF International) has been supporting the county in planning/budgeting and BRIDGE was not involved in the strategic planning process there; in Pibor County, Jonglei, county officials had prepared a draft strategic plan but had not yet finalized or officially launched it by the end of the fiscal year.

their needs, but they also provide a multi-year framework for government to engage development partners, and serve as the master-plan for all government planning and budgeting over the next three years.²⁹

The strategic plans and profiles were used widely in Q3 of FY 2012 by community officials during participatory planning and budgeting activities including payam feedback sessions and County Budget Conferences, which BRIDGE helped organize to assist counties with the assembly of their plans and budgets for the new 2012/2013 fiscal year in South Sudan, which began in July. (See sections below “*County Annual Planning and Budgeting*” and “*Participatory Planning and Budgeting*” for more details.) In addition, BRIDGE shared information from these documents with community members during BRIDGE-facilitated community engagement and civic education TOTs, referenced in section 2.0, below.

The completion and official launching of the strategic plans also has attracted attention from other development partners in the state who have begun using the documents to help coordinate their project work, in recognition that they must assist and support counties to complete their own documented plans. Planners in some BRIDGE-supported counties are now clearly directing development partners to follow the structure of their strategic plans, as informed by each county’s individual profile. For example, on August 29, 2012, Salifu Kamara, the Civil Affairs Officer for the United Nation Mission in South Sudan State (UNMISS) in NBG was advised by Aweil Centre County officials to align future UNMISS proposals for intervention in the county with the county’s previously developed and approved strategic plan. UNMISS officials later requested copies of all five county strategic plans for the state so that it could review its own development proposals and align them with the priorities of the county as summarized in the strategic plan.

Also in FY 2012, BRIDGE began the process of documenting experiences and lessons learned across the entire spectrum of BRIDGE planning and budgeting and related supports during the previous years of program implementation, including an examination of county profiling and strategic planning exercises. The work started in Q3 with information collected from sample counties in NBG and Warrap, to discern what insights and skills were gained. With this information, BRIDGE will create a planning and budgeting Practice Manual based on the experiences of BRIDGE in the four states, to provide practical examples of how to conduct successful county profiling and strategic planning, beyond theoretical and/or textbook approaches. The manual will serve as a reference guide for those engaged in county profiling and strategic planning exercises, as well as the annual planning and budgeting process. It will be used to help identify and problem-solve around capacity gaps, to help in the development of future interventions, and for training and capacity building activities. Initial insights confirmed the importance of data collection and management in the accuracy of plans and budgets as well as its role in advocating for support in their counties. There also was a strong emphasis on the importance of experience and being guided through the process of communication consultations and planning and budgeting processes. With hands-on experience, officials noted greater comfort in engaging with communities and also greater confidence in their ability to independently develop budgets for their respective counties.

County Annual Planning and Budgeting

In FY 2012, in preparation for the new fiscal year and annual planning and budgeting cycle in South Sudan, BRIDGE carried out a series of consecutive activities that helped BRIDGE-supported counties in NBG (all five

²⁹ Strategic plans and profiles are the subject of a BRIDGE Success Story in Annex I.

counties), Warrap (four out of six counties, excluding Gogrial East and Tonj East³⁰) and Jonglei (three counties³¹), develop, publicly present/review and finalize draft county annual plans and budgets. At the close of FY 2012, focal counties in Jonglei, and three counties in Warrap (Gogrial West, Tonj North and Twic) had approved annual plans and budgets. Still pending were all counties in NBG as state budget ceilings had not been released on time, and two counties in Warrap (Tonj South and Tonj East) due adjustments to state budget ceilings and delayed approval of state budgets by state legislators.³² BRIDGE activities in support of the development of county annual plans and budgets in FY 2012 included:

- i) Use of the BRIDGE Community Engagement Facilitation Tool for Local Government to conduct community engagement TOT for payam and boma administrators, other local government officials, traditional authorities, community members and leaders of community-based organizations (CBOs) to ensure widespread understanding and community participation in the planning and budgeting cycle. TOTs helped to build trust between community members and government, as well as lay important groundwork for final plans and budgets (see section 2.1.1, below for details);
- ii) Conducting consultative payam feedback sessions in selected, accessible payams³³ across the counties to review status of the previous budget and share results of three-year strategic plans and county profiles with community members; and
- iii) Facilitating County Budget Conferences in the counties. (See table in section 1.1.3, below, for further details of the TOTs, payam feedback sessions and County Budget Conferences held in Q3.)
- iv) Providing technical assistance in BRIDGE-supported states for the preparation of sample Appropriations Bills, and raising awareness among planning and budgeting staff to enable them (when Legislative Councils are constituted) to finalize the bills and submit them (with the county budget) for approval and enactment into Appropriation Bylaws.

BRIDGE also provided support as needed to help ensure community priorities were given attention in the final budgets. For example, Gogrial West County, Warrap, BRIDGE discovered that county officials submitted a budget to the MOFTI in July that covered *only* projects to be implemented via conditional grants distributed by the RSS, which totalled SSPs 2,433,977³⁴. These projects targeted renovation or construction of government-related buildings, as well as health and water facilities, focusing exclusively on the following departments: general administration; social development; water and health, with the other sector plans and priorities to be covered by development partners' budgets, while others were put aside for consideration in the

In County Budget Conferences held across NBG in FY 2012, a wide variety of issues were discussed, including how County Development Grants and County Constituency Development Funds could be used in a more transparent manner by the respective local governments of the three counties. Participants also learned about which services are delivered by the various levels of government in the RSS, while county PU staff, assisted by BRIDGE, walked participants through the service delivery model of South Sudan.

³⁰ By agreement with county officials in Gogrial East, Warrap, BRIDGE was not involved in supporting the development of the annual plan and budget due to the involvement of VSF Germany in that county; in Tonj East, BRIDGE activities were limited due to accessibility problems caused by insecurity, compounded by severe weather and flooding later in the fiscal year.

³¹ Bor, Pibor and Akobo counties. BRIDGE support to county officials in Akobo and Pibor counties started later than anticipated (June 2012) due to ongoing insecurity in Jonglei.

³² The PFMAA 2011 stipulates that plans and budgets for counties and states were supposed to be approved by June 30, 2012, so that implementation of budgets would coincide with the start of the new South Sudan fiscal year on July 1, 2012.

³³ With the early start of rains in some of the BRIDGE-supported states, accessibility to payams was determined by weather and road conditions at the time of the scheduled support activities. Payam feedback sessions were not conducted in Jonglei due to insecurity.

³⁴ Converted to U.S. dollars at the current Bank of South Sudan official rate of 2.99 SSPs/dollar, amount would be \$814,039.04

next financial year due to limited funds. BRIDGE technical assistance helped to adjust the proposed budget to incorporate unfunded projects prioritized by communities, as well as unfinished projects from the prior year's budget, to enable development partners to explore opportunities to bridge gaps as future funding opportunities arise, and helping to prompt county officials to recognize the importance of including community priorities in the budget, in addition to projects prioritized by government.

BRIDGE support also helped officials in Twic County, Warrap, produce and revise a county budget that better reflected community priorities. During follow-up visits to assess the status of the county budget, it was discovered that officials had allocated almost the entire Chapter Three³⁵ budget ceiling of 2,044,654 SSPs³⁶ to the general administration category of the budget for construction of the County Commissioner's house and guest house, and a payam administrative office. After BRIDGE's assistance, changes were made to re-distribute budget funds to a range of other priorities identified by communities, including 550,000 SSPs³⁷ for education; 400,000 SSPs³⁸ for the health sector; 180,000 SSPs³⁹ for WASH, 70,000 SSPs⁴⁰ for social welfare and 22,000 SSPs⁴¹ for information technology. (The agriculture sector was not included in these allocations because the county intends to use Constituency Development Fund monies for agriculture-related projects.)

Because some planned County Budget Conferences did not take place prior to the submission of initial budgets (resulting from severe weather and/or the late release of budget ceilings), BRIDGE helped organize a number of one-day "post-budget" conferences in NBG and Warrap after final draft budgets were prepared, to help county officials: 1) Formally present revised budgets to county departments and development partners; 2) Discuss, agree and formally approve draft budgets (County Commissioner and Executive Director); 3) Publicly share experiences and challenges in the budgetary process; and 4) Make recommendations for better budget preparations in the future. BRIDGE facilitated this process in Gogrial West, Tonj South, Tonj North and Twic counties in Warrap.

Training to Members of the State and County Legislative Bodies

In August-September 2012, BRIDGE provided a three-and-a-half day training to Members of the Jonglei SLA in Bor, enabling legislators to gain new parliamentary skills and knowledge about their basic functions and duties as lawmakers, including their core budget oversight responsibilities. The training, coordinated with the offices of the Assembly Speaker and Clerk, was attended by 36 lawmakers, 10 of whom were women, and covered topics including the organization of Assembly business; the role and powers of the Speaker; how to properly initiate motions; key debating rules; the functions and powers of parliamentary committees; the law making process; the purpose of analyzing legislation; the functions and importance of the state budget; the role of the Assembly in the budget process; budget analysis; and the importance of the PFMAA of 2011.

One of the core exercises during the training involved analysis of the costs and benefits of the state's Land Bill, a key piece of already-passed state legislation. During the review, all present acknowledged that the bill's

³⁵ Capital expenditures.

³⁶ USD \$633,830.76 at current Bank of South Sudan (BOSS) exchange rate.

³⁷ USD\$ 183,946.48 at current BOSS exchange rate.

³⁸ USD \$133,779.26 at current BOSS exchange rate.

³⁹ USD \$60,200.66 at current exchange rate.

⁴⁰ USD \$23,411.37 at current exchange rate.

⁴¹ USD \$7,357.85 at current exchange rate.

objectives, language and its interpretation were not clearly understood. Lawmakers concluded that land fees stipulated in the bill were too high for citizens to afford and had deterred investors, resulting in a large volume of unutilized land in the state. The analysis prompted some legislators to call for revisions/amendments to the bill. “We could have done better work in analyzing our bills, but we will do things differently from now onward,” said one Member of Parliament, the Honorable Peter Wal Athiu. The training was highly interactive and participatory in nature, with practical group exercises being organized on the key topics of legislative analysis and drafting. BRIDGE also printed and provided copies of the State Transitional Constitution and Conduct of Business Regulations for distribution to each Member.

As a result of the assistance, visible improvements in the SLA’s performance have been reported, including the production of a substantive, four-page report by a specialized finance committee; more focused, on-point debate by Members who are now more closely following agendas; and generally improved orderliness during sessions.

1.1.3 Participatory Planning and Budgeting

BRIDGE engaged communities in the 2012/2013 planning and budgeting cycle by building on the strong activism of motivated CAGs, Women’s Support Groups (WSGs), Water Management Committees (WMCs), PTAs and producer groups supported by BRIDGE over the previous three years of program operation. To ensure maximum community input and understanding of the annual planning and budgeting process at the county level -- including the change in South Sudan’s fiscal calendar (July 1, 2012 to June 30, 2013) -- in Q3, BRIDGE conducted an extensive series of community engagement TOTs⁴² (see sections 2.1.1 and 2.2 for details), followed by payam feedback sessions in accessible payams in all five counties in NBG and in three counties in Warrap⁴³. Payam feedback sessions could not be facilitated in Jonglei due to restricted travel and accessibility caused by insecurity, though County Budget Conferences involving community members and local government officials were conducted at the Bor, Pibor and Akobo county headquarters. As county annual plans are based on the strategic plans, the county planning and budgeting process for 2012 also was delayed. To adapt to these circumstances, BRIDGE conducted County Budget Conferences and incorporated the feedback aspect of the payam feedback sessions into the conferences.

Payam feedback sessions in NBG and Warrap were conducted in collaboration with local government officials, with county PU staff members directly facilitating the workshops with BRIDGE support. These sessions also provided an opportunity for citizens in the payams to discuss, share experiences, and give recommendations to help better inform annual plans and budgets for 2012/2013, and to strengthen links between local government and communities in development planning and budgeting cycles.

These vital community gatherings helped to put community members and government officials on the same page in the county annual planning and budgeting process, and to further strengthen the spirit of trust and collaboration.

In Kuac North Payam, Gogrial West County, Warrap, Payam Administrator Lino Aguerdit said the “payam feedback approach to planning and budgeting is a crucial method of enhancing transparency and accountability.”

⁴² The Community Engagement Facilitation Tool for Local Government has been distributed to government officials in NBG, Warrap and Jonglei and is now in use; field testing of the BRIDGE Civic Education Learning Tool was completed in FY 2012 with roll-out of TOTs beginning in Q4; see section 2.2, below, for details.)

⁴³ Payam feedback sessions were not completed in Q3 in Tonj East, Tonj South or Gogrial East counties, Warrap, due to the delayed mobilization of community members/government resulting from the north-south conflict.

As an example, in Pagol Payam, in Tonj North County, Payam Administrator Joseph Madut noted during the feedback session in early June 2012 that both the Pagol Primary School and Pagol Primary Health Care Unit had been damaged by wind in early May 2012, and recommended that renovation of the two structures be included in the county's new budget. Also in Tonj North, a boma administrator in Majok, Simon Kuanac, recommended that the county should collect social service taxes from September to January each year, when communities have plenty of food, rather than collecting the taxes from April to June, when food supplies are running low. These inputs were noted during the discussions and the community's priorities were included in adjusted plans and budgets.



Group discussions about community priorities were held during a BRIDGE-supported payam feedback session in Mangartong Payam, Aweil East County, NBG.

After the feedback sessions, County Budget Conferences were conducted beginning in Q3, led by the Directors of the county PUs, who introduced each respective county's three-year strategic plans and county profile to the audiences. The directors then reviewed the 2010/2011 plans and budgets for "lessons learned" to improve on FY 2012/13 plans and budgets, and drew the activities from strategic plans that could be implemented given the limited resources available in the counties.

County Budget Conferences attracted widespread involvement and participation from local government officials as well as community members and CBO leaders,⁴⁴ with participants stating that they were highly appreciative of being included in the budget conferences for their respective counties, and that they wanted local government to continue to engage them consistently for their input, ideas and recommendations on the way forward for planning and budgeting implementation in their communities. It should be noted that although BRIDGE consistently encourages women's participation in payam feedback sessions, this was a particularly difficult challenge this year as these meetings coincided with the beginning of the planting/growing season, during which women take on the majority of the burden for preparing the fields. As noted in the BRIDGE FY 2012 draft Citizens' Perception Survey (included in Annex V, Key Deliverables), findings indicate that women, overall, report that government does little to include them in participatory activities, and has not succeeded in even coming close to the "25 percent" goal for women's representation in government positions. BRIDGE recognizes the wide gap between expectations and reality regarding women's involvement in development projects and planning and will redouble its efforts to engage/mobilize women in all BRIDGE activities in FY 2013. The table below shows the location, dates and turnout for BRIDGE-supported payam feedback sessions conducted in NBG and Warrap during Q3:

County	Payam Consultations	County Budget Conferences	Number of Participants in Attendance			
			Males	Females	TOTAL	% of women
Northern Bahr el Ghazal Totals	26	5	849	233	1243	19%
Aweil North County	6	1	217	54	271	20%
Aweil West County	6	1	165	40	205	20%

⁴⁴ A total of 188 people attended the three County Budget Conferences, including 21 women. Participants included county administration officials and departmental sector representatives, payam and boma administrators, traditional leaders (chiefs, deputy executive chiefs, executive chiefs and paramount chiefs), members of CAGs and WSGs, WMCs, PTAs, trade union representatives and members of youth groups.

County	Payam Consultations	County Budget	Number of Participants in Attendance			
Aweil East County	7	1	302	81	383	21%
Aweil South County	4	1	165	40	205	20%
Aweil Center County	4	1	161	18	179	10%
Warrap Totals	20	-	300	129	429	30%
Gogrial West County	7	-	118	68	186	42%
Twic County	6	1	117	37	154	24%
Tonj North County	8	1	149	29	178	22%
Jonglei Totals**	-	2	59	10	69	14%
Bor County	-	1	22	2	24	8%
Pibor County	-	1	20	4	24	17%
Akobo County	-	1	17	4	21	19%
BRIDGE Totals Q3	45	8	1,504	417	1,921	22%

**Payam Feedback sessions were not conducted in Jonglei. County strategic planning activities were delayed due to insecurity and accessibility in 2011. As county annual plans are based on the strategic plans, the county planning and budgeting process for 2012 was also delayed. To adapt to these circumstances, BRIDGE conducted County Budget Conferences and incorporated the feedback aspect of the payam feedback sessions into the conferences.*

1.2 Strengthen Procurement Practices through Local Government Development Fund

1.2.1 Selection of Unfunded Priorities and Identification of Milestones

In FY 2012, BRIDGE modified its approach toward selection and initiation of work on unfunded government/community development priorities by consulting closely with government officials at both state and county level. In order to ensure LGDF projects were utilized for intended purposes, BRIDGE first secured government commitment to fully engage and participate in planned BRIDGE trainings and OJTA. For example, the initiation of the LGDF-funded installation of pre-fabricated offices to house state and county PUs was precipitated by a commitment to ensure relevant officials to BRIDGE trainings and OJTA in PFM and planning and budgeting, as well as other trainings such as LGAO orientation and computer fundamentals. (Please see section 1.1.1, “Orientation Training to Local Government Administrative Officers” and “Training to Selected State Technical Spending Agencies,” above, for descriptions of LGAO and computer trainings; please see section 1.3.1, below, for information about BRIDGE PFM-related activities.) This model was employed for other sector projects as well.

1.2.2 Procurement and Project Awards

As part of BRIDGE’s ongoing efforts to streamline and accelerate implementation of LGDF projects in FY 2012, BRIDGE conducted a one-week training course on procurement, tendering and contract management in Warrap in October 2011 and in Jonglei in November 2011, modelled on the procurement training piloted by

BRIDGE in NBG in late September 2011.⁴⁵ The Warrap and Jonglei trainings gathered a total of 102 government staff involved in procurement,⁴⁶ including senior-level DGs, County Commissioners and County Executive Directors, along with other staff designated as procurement officers from state Ministries and counties. Through the workshop, participants strengthened their skills and knowledge on procurement rules and contract laws and their ability to manage contracts and procure goods in a more transparent and accountable manner. Participants developed action plans and gained insight about the need to practice uniform public procurement and contracts management procedures to help them more efficiently and equitably deliver public services. Officials surveyed during the training said the BRIDGE-sponsored workshops helped motivate them to work on a system for standardizing public procurement procedures, and created awareness of the need to urgently establish procurement-specific organs within their respective agencies, guided by South Sudan's Interim Public Procurement and Disposal Regulations of 2006 and Contracts Act of 2008.

One example of impact from this training is seen in the work of the Tonj North County Executive Council, which formed a new procurement committee to handle all necessary procurement work on behalf of the Council, and which seeks at least three quotations from vendors prior to finalizing purchases. In addition, most procurement requests and purchases are now documented and receipts obtained and filed to ensure improved accountability and transparency in the county. Previously, all procurement work for the Council was handled by a single individual who was not required to provide documentation or accounting data to superiors. The Council's procurement team also requested copies of BRIDGE training manuals on procurement processes, produced in FY 2011, to help guide them in their daily work.

As part of procurement-related supports, BRIDGE also engaged and supported both government officials and contractors in each step of the tendering, procurement and contract award process for construction projects in an effort to improve execution, management and oversight. In March 2012, BRIDGE hosted pre-bid meetings, during which state officials and prospective contractors received overviews of the procedural, technical and quality control expectations, including scopes of

Arop Wandit James, Acting Director for Administration in the Warrap MOLPSHRD, noted that the BRIDGE-sponsored pre-bid meetings held to brief state officials and potential contractors on expectations for the completion of upcoming LGDF construction projects were the first ever to involve government officials. He appreciated the BRIDGE approach, stating that it will "promote government transparency and competence among the contractors."

work, technical evaluation aspects, the importance of reading and understanding all bid documents, project objectives, project supervision and activity schedules. By using actual LGDF projects to illustrate how the step-by-step procurement and project management process is expected to unfold, officials and contractors gained invaluable first-hand experience to strengthen their ability to transparently and professionally manage the selection, implementation and monitoring of development projects. In Warrap, for example, a company representative bidding on the payam office construction projects stated that the BRIDGE-sponsored meeting helped in the company's rate analysis and work planning process, and would ultimately help them improve the overall quality of their finished construction projects. On the government side, officials stated that the information helped them learn how to better perform quality control activities, as well as monitoring and supervision on the LGDF projects, because the contractors are now better informed and aware of the performance standards that are expected of them.

⁴⁵ Details of the NBG procurement training pilot project are included in the BRIDGE FY 2011 Annual Report.

⁴⁶ 55 participants attended the procurement training in Warrap; 47 participants attended in Jonglei.

1.2.3 Project Monitoring and Funds Disbursement

LGDF Construction Projects

BRIDGE initiated and/or successfully completed work on 15 major LGDF construction and renovation projects across all four BRIDGE target states in FY 2012 (see table, below, for details). All of these projects were unfunded priorities from local government and communities in previous annual plans and budgets, and included significant in-kind contributions of construction materials such as bricks, sand and water, as well as labour. The table and footnotes below summarize the status/completion rate of each project:

State	LGDF Construction and Renovation Projects	Percentage Completion
Warrap	Kuajok Girls' Primary School ⁴⁷ (construction)	100%
	Malual Tit Primary School (construction)	72%
	Lukluk Primary School ⁴⁸ (renovation)	100%
	Ameth Primary School ⁴⁹ (renovation)	95%
	Nyiel Abiel Primary School ⁵⁰ (renovation)	100%
	MOLPSHRD Headquarters ⁵¹ (construction)	50%
	Manlor Payam Administrative Office (construction)	20%
	Aliek Payam Administrative Office (construction)	05%
NBG	Akoch Atong Primary School ⁵² (construction)	100%
	Marial Bai Primary School ⁵³ (renovation)	100%
	Maper Pingdong Primary School ⁵⁴ (construction)	50%
	MOLPSHRD Headquarters (new construction)	50%
Unity	Guit Secondary School (new construction) ⁵⁵	90%
	MOLPSHRD Office Building (new construction) ⁵⁶	95%
Jonglei	Ministry of Local Government HQ (construction)	Work not started

In Q2, nearly all contractors working on remaining LGDF construction projects improved their productivity (as evidenced either by the completion or near completion of their projects) in the month of March. In Warrap, by the end of the fiscal year, four out of five planned LGDF-funded schools were 100 percent complete (Kuajok Girls', Nyiel Abiel, Ameth and Lukluk schools) with the remaining projects targeted for

⁴⁷ BRIDGE completed new construction of a block of four classrooms at the school.

⁴⁸ Winrock completed the school after local communities constructed a brick super-structure. The school comprises seven classrooms in two blocks.

⁴⁹ The school structure (brick walls) was started and mostly completed by the local community, showing their dedication and commitment to secure a better education for their children. BRIDGE helped to complete the walls, installed roofing and completed other finishing items around the building. Walkway repairs were pending at the end of FY 2012.

⁵⁰ BRIDGE completed the school after local communities built a brick structure.

⁵¹ Roof, walkways, plastering and painting, doors and windows, sanitation and electrical network are pending.

⁵² Two new classrooms were constructed.

⁵³ BRIDGE renovated selected buildings at this large school to provide a better education environment for students. After the contractor completed the work, community members (including PTA leaders) and students helped with internal painting. In all, 12 classrooms, two offices and four teachers' dormitory rooms were rehabilitated by BRIDGE. Marial Bai School is the subject of a BRIDGE Success Story; please see Annex I of this report.

⁵⁴ BRIDGE is in the process of constructing four classrooms and three administrative offices at the Maper Pingdong Primary School in Aweil East County, NBG. The project stems from the county's annual plan and budget process in 2010, when community members prioritized construction of the school, and then began providing tangible contributions by forming and laying most of the bricks used in the building's structure. The project has been delayed due to fraud allegations, site accessibility and severe weather. Work remaining includes roofing, plastering, painting, doors and windows, and walkways.

⁵⁵ Information on progress is based on contractor and government reports.

⁵⁶ Awaiting in-kind contributions from state government to complete the building, including construction of latrines and fencing.

completion in FY 2013, as soon as the dry season commences, while in NBG, two out of three LDGF schools (Akoch Atong and Marial Bai) were finished. In Unity, construction work on the planned MOLPSHRD headquarters and the Guit Secondary School were both substantially complete by the end of the year. Completion of most of these long-standing construction projects in FY 2012, in the face of economic austerity measures and insecurity that posed intermittent difficulties for contractors, represents the culmination of a positive collaborative partnership between communities and local government, with citizens contributing their own time, energy and available local resources to help push them along, ensuring the projects remained a priority in annual plans and budgets – even if government itself did not possess funds to complete them. At the Nyiel Abiel school, state government contributed to the effort by participating in the tendering and project award process, including advertising and bid analysis, providing technical support by availing government engineers to monitor construction during site visits, and agreeing to hire additional teachers and support staff to operate the school, per the terms of the MOU with BRIDGE signed at the onset of the project⁵⁷. The completed school buildings are providing an improved learning environment for 3,423 school children.

Some buildings near completion have also already been put to use. For example, officials from the Unity MOLPSHRD moved into their new official headquarters in late August, following the near completion of construction of their new building through the LGDF program. The establishment of functional, separate workspaces for MOLPSHRD officials in Unity, complements human resources development assistance provided by BRIDGE during fiscal years 2010 and 2011 (including restructuring MOLPSHRD organizational charts and drafting job descriptions), and was prioritized during consultations with state government. The state government contributed financially by covering approximately one-third of the building's cost. Construction of the Labour Ministry buildings in NBG and Warrap is now proceeding steadily, with both projects scheduled for completion early in FY 2013. The state governments of NBG and Warrap have each contributed to the projects by designating and clearing land, and handling the bidding, design and engineering processes.



BRIDGE completed renovation of the Lukluk Primary School in Warrap (above) and new construction of the Akoch-Atong Primary School (below) in NBG in March.



In addition, LGDF projects helped provide a wide range of material supports to government and communities across all five states during FY 2012. The chart below provides details about selected LGDF material assistance provided in FY 2012. (For details about BRIDGE LGDF-related projects in FY 2012, please see Annex III, Summary of LGDF Progress.)

State	Sample of FY 2012 LGDF Project Disbursements	Status
NBG	Distribution of 10 desktop computers to MOLG and county planning offices	Complete

⁵⁷ At the Nyiel-Abiel School, towards the end of June 2012, BRIDGE management received allegations of possible wrongdoing on the project and reported it to USAID, the Inspector General and Winrock in July 2012. Winrock conducted an investigation and will report all findings to USAID.

State	Sample of FY 2012 LGDF Project Disbursements	Status
	Installation and furnishing of prefabricated offices for the State MOLG PU and the Twic County PU, including provision of two generators (one per PU)	Complete
	Rehabilitation of 50 non-functional boreholes across all five counties	Complete
	Drilling of 27 boreholes in five counties in NBG	Seven boreholes pending completion in the beginning of the dry season in Q1 of FY 2013
Warrap	Distribution of 10 computers to MOLG and county planning offices	Complete
	Delivery of seven bicycles to payam WASH supervisors	Complete
	Installation and equipping of pre-fab office spaces for the state MOLG PU and Twic County PU including two generators (one per PU)	Installation complete; generators in process of being hooked up
	Purchase of 150 ox-plows from Uganda for distribution to farmers trained in animal traction and crop production techniques by state extension workers	Complete
	Purchase and install two grinding mills for members of BRIDGE-supported agriculture enterprise groups	Complete
Unity	Delivery of four motorbikes to county Assistant WASH Commissioners and the state MENR	Complete
Jonglei	Delivery of 10 motorcycles to education officials in Jonglei	Completed; 10 additional motorbikes have been procured and will be delivered in FY 2013
	Installation and furnishing of pre-fab office spaces for the state PU, including generator	Complete
	Delivery of nine desktop computers to MOLG and county planning officials	Complete

In FY 2012, BRIDGE received a report of alleged fraud at three construction sites, one in NBG and two in Warrap. The allegations were immediately reported to Winrock headquarters, USAID and the Inspector General. Winrock conducted an investigation to inspect and verify whether any construction defects existed at the three sites. One site did not meet specifications and measures have been put in place at no additional cost to rectify the problem with the building. A correction plan was developed which included more oversight, training of contractors and the deployment of a senior construction expert to review and oversee all remaining construction activities. BRIDGE also organized an ethics and code of conduct seminar for staff, held in September and October 2012 in Juba and in field site locations, to ensure personnel are familiar with both Winrock and USG procurement requirements and codes of professional conduct and ethics.

1.3 Improve State and Local Government Financial Management Capacity

In FY 2012, BRIDGE began implementing its PFM support strategy through classroom and regular OJTA to provide the level of guidance and support needed to fully implement the PFMAA 2011. The objective of the RSS reforms is to improve fiscal discipline and promote effective, accountable and transparent use of public resources, and to contribute to the establishment of a standardized PFM system for all levels of governments in South Sudan for effective service delivery. In early FY 2012 BRIDGE worked closely with the RSS MOFEP to prepare and review draft training materials and to collect their input in advance of PFM classroom trainings and OJTA, targeting both state and county-level officials responsible for PFM and planning and budgeting. Materials were shared with MOFEP, and the Ministry supplied BRIDGE with the final version of the PFMAA 2011, which served as the main document guiding the planned training, which was followed-up by mentoring and OJTA throughout Q3-Q4.

1.3.1 State-Level Financial Management

By the second quarter of 2012, BRIDGE's strategy of increasing the frequency and scope of its in-office, hands-on technical support to state officials responsible for PFM and planning and budgeting began to show positive results, especially in NBG and Warrap. For example, by the end of February 2012, key personnel in the NBG MOFTI were observed to be regularly coding and recording expenditures using new requisition forms, purchase orders, payment vouchers and bank reconciliation forms as a result of weekly technical assistance provided by BRIDGE, improving the transparency and accounting of public funds. Providing a mix of substantive classroom-style trainings across all four BRIDGE states combined with frequent, in-office OJTA to state officials who manage public finances is a central part of BRIDGE's approach to improving PFM systems in South Sudan and builds upon a successful series of BRIDGE-sponsored PFM workshops held in NBG and Warrap in FY 2011. In the latter part of the year, BRIDGE provided support to the MOFEP for distribution to state officials of revised, standardized financial forms, followed by assistance to enable officials to properly code and fill out the new forms.

The Warrap State Minister of Finance, H.E. Majok Bol Kur, who attended the closing day of the BRIDGE PFM workshop in Kuajok, said the technical assistance provided by BRIDGE came at a critical juncture in the nation's history, considering that "... the Republic of South Sudan is going through difficult times, the time when oil production is shut down leaving us with no oil revenues but only non-oil revenues."

In NBG, adoption and proper use of the new forms helped improve transparency and accountability because transactions posted on the forms are now better coded to the official Chart of Accounts and used to link expenditures to the approved budget. The forms also help monitor expenditures, commitments, purchases, and requisition transactions in line with official procedures and the PFMAA 2011. In addition to helping MOFTI staff properly use the new forms, BRIDGE OJTA in NBG included assisting Ministry officials with computerized weekly uploads of data reflecting expenditures and transfers of payments to counties into the national Financial Management Information System database, enabling officials to better analyze and monitor their execution of county budgets. As a result, MOFTI officials are now able to better track expenditures of public funds and upload data into the national database. While BRIDGE consulted regularly with Deloitte on these issues, Deloitte has focused more on the Financial Management Information System operations while BRIDGE has focused more broadly on building PFM through OJTA and mentoring, due to the program's on-the-ground presence in the states.

In Warrap, BRIDGE held a series of day-long PFM mentoring sessions in Kuajok involving 28 state officials, at the request of the state government, to address the MOFEP strategy for strengthening state PFM practices, and to institute PFM reforms led by the state MOFTI. The four-day sessions targeted book keepers, cashiers

and accountants in the MOFTI and other agencies charged with the responsibility to collect revenues in a more professional manner. Through this hands-on technical assistance, officials gained critical knowledge and skills to apply internal financial controls in line with the PFMAA 2011 as well as other state and local government laws and regulations. Officials learned through practical review and experience, utilizing forms they themselves had previously completed. The coaching process included detailed reviews of participants' previously completed official forms and the actual work flows and processes related to previously-executed transactions. Participants articulated their individual challenges, and subsequent to each review session, advisors and participants developed corrective processes and procedures to rectify shortcomings and comply with the PFMAA 2011.

BRIDGE OJTA to state and county government officials is helping to improve public financial management practices in South Sudan by ensuring that dozens of new, standardized financial forms issued by the MOFEP are distributed, adopted and properly used by those responsible for accounting for public funds. Mentoring and in-office assistance provided by BRIDGE on the proper use of these new RSS-issued forms -- which BRIDGE helped to deliver to state officials in NBG, Warrap, Unity and Jonglei in coordination with UNDP and Deloitte -- is enabling state officials to begin complying with important aspects of the Transitional Constitution and the PFMAA 2011 regarding the proper recording of financial transactions, ultimately improving the transparency of government financial practices. For example, in August 2012, 80 Warrap state officials gained new skills and knowledge on how to accurately record expenditure transactions to better track public funds using newly-issued financial forms, at a special information session provided on short-notice by BRIDGE during a UNDP training on PFM. BRIDGE conducted the session on at the urgent request of the state MOFTI, to supplement information provided by UNDP during the training in Kuajok, which focused on revenue mobilization. Participants included the state Director of Taxation, the Director of Accounts, Deputy Directors of Accounts and the Controller of Accounts, as well as Cashiers, Book Keepers, Inspectors of Accounts, Accountants and Inspectors of Taxation. The BRIDGE session focused on how to correctly fill out Financial Form 19, the Treasury Chest book, and led to a further request from the Director of Accounts for BRIDGE to provide an additional, half-day technical session⁵⁸ on how to accurately fill out and use some of the other new financial forms issued by MOFEP, which will occur in FY 2013.

BRIDGE also prepared for a new round of Short-Term Technical Assistance (STTA) work to support both state and county government officials responsible for PFM in NBG, Warrap and Jonglei, to bolster officials' skills and knowledge prior to the onset of planning the 2012/13 budget cycle through a combination of classroom training and additional OJTA. As part of the preparations, BRIDGE staff first attended a TOT activity in Juba, with approximately 27 BRIDGE staff members in attendance, to enhance their ability to provide OJTA on their own after the consultant work ended.

In April, BRIDGE completed a series of two-week PFM classroom workshops for state government officials on PFM practices in NBG, Warrap and Jonglei; training was held for Unity officials in July-August. Participants⁵⁹ gained new skills and knowledge on the general principals of PFM, such as an introduction to the PFMAA 2011; guidelines for state and county-level planning and budgeting; planning and budgeting in the PFM cycle, including links to budget execution and reporting, among others. Officials also gained new knowledge of the roles and powers of auditors; the proper use of state revenues; allocation of county development grants; and

⁵⁸ BRIDGE is coordinating with the MOFTI on dates for the proposed additional session.

⁵⁹A total of 67 government officials attended the first three PFM workshops in NBG, Warrap and Jonglei, five of whom were women: 25 participants from NBG; 24 participants from Warrap and 18 from Jonglei. Participants included County Executive Directors; Directors of Administration and Finance; Directors of Accounts; accountants; Book Keepers; Cashiers; and Controllers of Accounts from state Ministries. In Unity a total of 31 participants completed the training, including officials from the MOFTI, MOLG, MENR and MOGEL. County officials from Rubkona, Guit and Mayom attended, including rate collectors, book keepers, cashiers, Controllers of Accounts and Directors of Accounts.

links between state and county planning and budgeting processes. In addition to these broader concepts, participants gained practical skills in cash book maintenance; how to utilize and maintain spreadsheet databases for recording revenues and expenditures; bank reconciliation and reporting requirements; monitoring of budget execution; guidelines for state and county planning and budgeting and linkages to the PFM cycle; and budget variance analysis. As evidence of the knowledge gained, pre- and post-tests conducted during the workshops showed major improvements in participants' PFM knowledge levels. In Jonglei, for example, participants' test scores improved by an average of 70 percent on post-tests.

Complementing the classroom trainings, BRIDGE next began a fresh round of intensified OJTA focusing on state and county officials⁶⁰ responsible for PFM in each state, by providing direct, hands-on assistance to enable officials to improve their collections, tracking and accounting systems for public funds. Follow-up visits were conducted by BRIDGE staff to help strengthen officials' technical skills in the basic principles of PFM, enabling them to establish more effective internal controls and control structures through filling out financial forms correctly (where they had been filled incorrectly), and by recording transactions according to actual activity occurrence and intact description of transactions. (For more information about sector-specific PFM OJTA provided to state agriculture, WASH and education officials, see sections 3.1.2, 4.1.2 and 5.1.2).

1.3.2 County-Level Financial Management

BRIDGE in FY 2012 focused on designing a new, comprehensive TOT program deployed by BRIDGE staff with support from an STTA to provide technical assistance and mentoring to both county and state officials responsible for PFM in the target states. On a day-to-day basis, county financial officials face myriad challenges. The most significant challenges include language barriers as many officials were taught in Arabic, low capacity to carry out financial management tasks, a lack of official RSS financial forms, and the absence of internal audits. Additionally, a significant and on-going challenge throughout the fiscal year has been political interference in county financial procedures, which leads to extra budgetary expenditures, and improper or minimal accountabilities being carried out, particularly regarding bank reconciliations and petty cash. Partially contributing to this are the frequent changes in county leadership. As county leadership changes, knowledge and understanding of financial procedures disappears, and so does the necessary leadership support to ensure financial controls are in place and carried out.

The TOT approach was designed to address these and other challenges and requirements identified by these officials and Members of the LGB during consultative needs assessments conducted in late FY 2011 and early FY 2012. A recurring theme during these assessments was the need for frequent, ongoing OJTA for officials responsible for PFM. In response, the BRIDGE OJTA and TOT approach has become the cornerstone of BRIDGE's support delivery system for PFM. Over the course of the year, BRIDGE staff utilized year-round mentoring, coaching and TOT to provide on-the-job problem solving and technical assistance for county-level government PFM officers.

In April 2012, BRIDGE conducted PFM training for 99⁶¹ county officials from 10 counties in the two states of NGB (five counties) and Warrap (five counties), and in two counties of Jonglei (Bor and Akobo counties⁶²). In

⁶⁰ BRIDGE consultants and/or BRIDGE staff met one-on-one to provide OJTA to 20 state government officials in NGB, including representatives of the state MWRD, the State Revenue Authority, and officials from Aweil East and Aweil South counties. In Warrap, BRIDGE provided OJTA to 13 officials from Gogrial West and 12 officials from Twic County, as well as to four officials from the state. MAF. In Jonglei, BRIDGE provided OJTA to 27 state officials as well as Bor and Akobo county officials. BRIDGE planned to conduct PFM OJTA activities in Pibor County in Q4 but severe weather and insecure limited BRIDGE's ability to travel to the county.

⁶¹ In NGB, training was attended by 30 participants all male; in Warrap, a total of 34 participants attended and in Jonglei, 35 officials completed the training. Participants included county Directors of Administration and Finance, Directors of Accounts, Accountants, Book Keepers, Cashiers, and Controllers of Accounts.

NBG and Warrap, BRIDGE conducted two-week trainings⁶³ while in Jonglei, the three-week training began on April 16 and ended May 4, 2012. Also, per the BRIDGE FY 2012 Work Plan, BRIDGE offered the initial PFM classroom training to officials from all counties in the above states, though follow-up OJTA in PFM conducted by consultants was limited to the original counties where BRIDGE worked previously in NBG and Warrap, and in Bor County, Jonglei⁶⁴. (Follow-up support and mentoring of government officials by BRIDGE staff was provided in July.) The PFM classroom trainings for county officials were similar in nature to those provided to state officials, described above, though county officials received additional instruction/practice in the proper filling out of new RSS financial forms and gained a better understanding of their roles and responsibilities in relation to their counterparts in state offices.

County officials responsible for PFM duties gained the following skills and knowledge:

- ✓ An understanding of the principles of sound PFM practices;
- ✓ Recognition of the roles of individuals involved in revenue mobilization;
- ✓ An understanding of the requirements of the PFMAA 2011 and the LGA 2009 and attendant regulations;
- ✓ An understanding of the importance of correct coding of revenues and expenditures, as well as consistent use of the Charts of Accounts for recording and reporting;
- ✓ An understanding of the planning and budgeting cycle and processes;
- ✓ Comprehension of the basic rules and concepts of revenue collection, remittance, recording, accounting and reporting;
- ✓ An understanding of the procedures of handling funds from various sources including donors;
- ✓ An understanding of the meaning of procurement and the internal authorizations required for procurement of goods and services;
- ✓ An understanding of the basic rules and concepts of the petty cash maintenance and reporting;
- ✓ How to maintain the cash book and bank reconciliations; and
- ✓ An understanding of the reporting requirements in compliance with the LGA 2009 and PFMAA 2011.

During follow-up OJTA in the counties, BRIDGE responded directly to address needs of counties in target states where officials had been instructed by the MOFEP to use new RSS financial reporting forms, and not to develop their own forms, even though the new forms had not yet been provided to them by RSS. In response, BRIDGE collaborated with officials at MOFEP and Deloitte in Q3 to help states more quickly obtain new 2012/2013 financial forms and templates, including the new Charts of Accounts, for use in states and counties where BRIDGE operates. Also, as noted above in section I.I.I, BRIDGE also is providing basic office supplies, including stationery, file folders and filing cabinets, along with office equipment and furniture, to planners in the state MOLG PUs and in two county PUs (Twic County, Warrap and Aweil West County, NBG), to address material deficits that often prevent planners from performing their essential duties.

While the issues and challenges are significant, county officials who participated in the BRIDGE OJTA said the assistance helped raise their awareness of best practices in PFM, and will ultimately enable them to do a better

⁶² Training was not conducted in Pibor County due to insecurity.

⁶³ The trainings in NBG and Warrap were shortened from three weeks to two weeks as a result of insecurity resulting from the north-south conflict over Heglig.

⁶⁴ BRIDGE focused OJTA on these counties because officials there had previously received classroom training (and previous OJTA) and were more likely to benefit from the technical assistance.

job monitoring and implementing public funds. In NBG in particular, officials were very open about their challenges and current practices, acknowledging that sometimes, proper procedures for collecting and recording revenues are not always followed. Nevertheless, they demonstrated a strong willingness to learn and improve their practices throughout the OJTA. As a concrete step towards improving county practices, in-office PFM OJTA coaching sessions in Aweil South County, NBG, helped officials practice using new knowledge and skills in their daily PFM work. Using Aweil South as an example, BRIDGE OJTA teams assisted county officers⁶⁵ in the practice of basic PFM procedures including cash book maintenance (opening and closing the cash book); petty cash replenishment and maintenance; use and completion of financial forms; proper use of the Charts of Accounts; authorization procedures and internal control systems; and bank reconciliation.

In Q4, BRIDGE conducted a series of follow-up visits to officials in NBG who received both PFM classroom training and OJTA in all five counties, for the purpose of determining how county finance officials were carrying out their tasks, and to help troubleshoot any challenges they may have experienced following the training. The visits revealed that the training and OJTA significantly helped county finance officials to use the new Form 40 (payment order) correctly and that they were better able to obtain required signatures relevant for payment authorizations. The trainees also were able to properly use the new Form 19 (cash/chest book), including opening and closing them each working day. (One shortcoming noted regarding use of the cash book, however, was that generally it is only being used to record county employees' salaries, making its usage insufficient.) On the positive side, the four counties demonstrated the ability to follow proper payment procedures and have demonstrated great improvement on the use of budget codes for more than 50 percent of financial transactions. As noted above, county employees' salaries are recorded in the cash book with budget codes included -- a major improvement compared to the situation before they received BRIDGE PFM training and follow-up OJTA. The BRIDGE team observed that each county finance officer is now correctly able to describe most different categories of financial transactions in revenue and expenditure books, and are using supporting documents for payments and various financial manuals/guides for references. The BRIDGE team discovered some minor errors in filling out of Forms 19 (cash/chest book), 39 (Receiving Accounts Receivable), 40 (payment order), and 15 (revenue collection), and coached the respective counties' finance officials on how to correctly fill and properly file these documents.

County finance officers in NBG who received OJTA in August 2012 included Directors of Accounts, Controllers of Accounts, Planning Officers, Accountants, Book Keepers, Cashiers and Rate Collectors from all five counties. The officials were appreciative and enthusiastic about BRIDGE's efforts to bolster PFM practices in their counties. The BRIDGE team noticed improvement in the officials' ability to properly track revenues and expenses compared to how they were handling financial transactions prior to BRIDGE assistance. County officers received training on how to complete financial Forms 15 and 67 (receipt books used to collect revenues), and Forms 19, 39 and 40, which are the entry books use to receive records and revenues collected, as well as salary transfers from the state. BRIDGE also provided photo-copied samples of the new RSS forms for purposes of training, because some categories of new forms (i.e., 19, 39 and 40) had not yet been received at the county from the RSS.

To conduct financial management OJTA, BRIDGE used "live" and/or concrete/real examples of situations faced daily by planners in their work. For example, in Aweil North County, BRIDGE used the level of revenues gathered by rate collectors in the county to demonstrate how financial Forms 15 and 67 should be properly completed. The BRIDGE team also thoroughly checked financial records in the cash/chest book (Form 19), receiving book (Form 39) and payment order (Form 40) for possible mistakes or errors, and

⁶⁵ Aweil South County's Administration and Finance Officer, Head of Accounts, tax collectors and payam head accountant benefitted from the mentoring sessions, as did the county Executive Director and County Commissioner.

corrected them by walking county finance officials through the forms step-by-step. Participants comprised the county finance officers trained by BRIDGE during classroom sessions on PFM in April and May 2012.

In Warrap, BRIDGE conducted follow-up OJTA visits to selected financial managers in Tonj North, Tonj South, Gogrial West and Twic counties late in the fiscal year, to measure their ability to implement practices, procedures and knowledge imparted through previous BRIDGE trainings and supports. BRIDGE OJTA focused on officials who received previous coaching from BRIDGE on completing the new financial Form 15 (official receipt) and 67 (collectors' account), including Senior Rate Collectors, Rate Collectors, Clerks and Planning Officers. Coaching focused mainly on appropriate recording; coding using the new Charts of Accounts; how to identify suitable/appropriate codes for each revenue type; and reporting and remittance of revenue transactions. The rate collectors also were advised to abandon the old Chart of Accounts and begin to use the new charts provided by the MOFEP. Overall, BRIDGE staff in Warrap reported improvements in the recording of revenue transactions and remittance into the chest in four of the five BRIDGE target counties in the state, with Twic County lagging behind in this regard. In addition, the practice of making payments outside the chest has ended, with officials citing their training and increased knowledge of improved PFM practices as among the reasons for the improvements. In Twic County, BRIDGE discovered that a number of PFM practices still require improvement. For example, local revenues are still being spent before remittances are in the chest; vouchers and other supporting documents are not being submitted for procurements made, and alteration of figures by some rate collectors on Forms 15 and 67. Despite these issues, the Twic County Accounts Section has shown some improvement, especially with regard to its use of the new MOFEP forms following the OJTA conducted in June. The biggest challenge in this county seems to be obtaining the full support and buy-in of supervisory officials to put an end some of the practices mentioned above.

In Jonglei, BRIDGE PFM activities were more limited in scope due to the limited ability of BRIDGE staff to travel in the state, as a result of insecurity and severe weather/flooding. However, in August 2012, BRIDGE provided PFM OJTA to the Bor County Executive Director, Paul Monykuer Dut; the Head of the County PU, Akhem Peter Garang; and the county's Finance Officer, Abraham Wuoi Angok. The BRIDGE team shared ideas on the theory and practice of PFM in the county with the Executive Director, and discussed issues and problems relating to planning and budgeting, budget execution, accounting and account reporting, and monitoring and evaluation of PFM in the county. The County Executive Director briefed the team about the recent division of Bor County into separate (Bor Town and Bor Rural) Councils. Given austerity measures, dividing the meagre pool of government resources between two Councils has become a big challenge for both state and county financial managers. For example, in the months of June and July 2012 county officials said they were unable to pay monthly salaries to unclassified workers who are normally paid from local revenue collections/own resources. Further, there are challenges related to the directive from the Government of South Sudan on centralization of taxes/revenues, as no written guidelines had been received from Juba regarding tax management. The PFM OJTA also addressed issues relating to distribution and utilization of the new RSS-issued financial forms, even though most of the new forms had not yet be delivered in Jonglei. (The state MOFTI so far had only received Form 15 (general customer receipts, from the MOFEP as of the end of the fiscal year). The BRIDGE OJTA/assessment team concluded that Bor County appears generally to have a properly functioning PFM system, but will require a great deal of consistent technical assistance and mentoring, especially for newly employed financial officers. It is hoped that the provision of consistent OJTA to financial officials in the county can help to seal the established gaps. Additional assistance is envisioned in Pibor and Akobo counties in FY 2013 when access to those counties is enabled through resumption of air travel.

1.3.3 State and County-Level Financial Management

Through the work described and examples provided above (see sections 1.3.1 and 1.3.2), state and county officials who received PFM classroom and OJTA training through BRIDGE in FY 2012 gained a better understanding of sound principles and concepts of PFM, and learned about the varying roles, responsibilities and linkages between financial officers at both levels of government. All training was linked to helping financial officers better understand and become more familiar with provisions in the PFMAA 2011, especially those provisions governing the treatment (monitoring and execution) of different categories of funds and varying reporting requirements at both the state and county levels.

1.4 Improve Local Government Capacity to Generate Non-Oil Revenue

In Q1 of FY 2012, prior to the imposition of nationwide austerity measures that dramatically altered the economic landscape in South Sudan, BRIDGE conducted three tax survey feedback workshops in Eastern Equatoria and Jonglei, following up on the completion in FY 2011 of a draft BRIDGE study exploring non-oil revenue sources and the potential of property taxes as a new revenue stream for local government. The feedback workshops were conducted in Torit, Eastern Equatoria, and in Bor and Akobo counties in Jonglei, and provided important community input into the creation of an equitable and transparent taxation system. Participants submitted recommendations to the BRIDGE team that included development of a comprehensive public education campaign to explain the benefits, structures, sources, and uses of the revenues collected. During the surveys, participants in both states recommended that government develop regulations to ensure better accountability and legality of collections and use of tax revenues, and expressed support for the abolition of county excise taxes due to their negative impact on product prices.

In late January 2012, as RSS austerity measures began to take effect following the cessation of all oil exports from South Sudan, BRIDGE postponed further activities in pursuit of non-oil revenue generation, in order to take into account the rapidly shifting economic uncertainties in the country, and also, to observe the response and direction given by RSS to state and local government with regard to revenue collection and the new tax regulations. As an example of how austerity measures impacted conditions in the states, in Unity, BRIDGE was advised that block grants and conditional transfers received from the national level for the 2012/13 budget were reduced by 10 million SSP, and the importance of non-oil revenues has now been fully realized by all states and counties.

Because the economic situation and government response to austerity measures has so dramatically altered the landscape for revenue collection, beginning in Q4 BRIDGE disseminated the tax survey in the states and counties where it was originally conducted for the purposes of reviewing, updating and validating information by those who participated previously in the survey. The goal of conducting this fresh review is to capture the changes that have occurred in the tax arena since last year; findings from these discussions will be included in BRIDGE quarterly reporting in FY 2013. It should also be noted that historically, local revenues have generally not been mobilized sufficiently across South Sudan, in part due to the nation's only recent emergence from protracted conflict, but also because many citizens lack a steady source of income. However, with the government's recent recognition of its over-dependence on the oil revenues, in an attempt to address the long-term sustainability of county governments, the importance of local revenues has assumed a new prominence and emphasis.

1.4.1 Revenue Enhancement Assistance to State and Local Government

While BRIDGE's planned revenue enhancement assistance was impacted in FY 2012 by the austerity budget and related measures, in NBG, BRIDGE in Q2 participated in a collaborative meeting with the State Revenue Authority in Aweil to discuss strategies to assist counties in revenue collection and management of both shared and non-shared taxes collected by local government. Though preliminary discussions were held with Revenue Authority officials at this meeting regarding the collection and management of revenues belonging to both local government and the state, including the potential assignment of revenue collectors for each county in NBG, austerity measures and the resulting suspension of grant disbursements from Juba to the states radically changed the state's plans for revenue collections and caused previous and/or preliminary proposals to be shelved.

1.4.2 Social Marketing Products for Revenue Enhancement

Activities will commence in Q1 of FY 2013. Though discussions are currently underway with the MOFEP regarding the details and scope of prospective BRIDGE revenue enhancement activities, currently, BRIDGE tentatively plans to hold validation roundtables in FY 2013 to discuss the results of the BRIDGE tax survey of 2011 in all five states where the survey was conducted. In addition, BRIDGE will consult with MOFEP regarding possible state- and county-level trainings on tax policy and finding alternative sources of revenues/tax bases, improved resource management, community awareness and education on tax rights and responsibilities, and tax campaigns.

1.5 Policy Support and Regulatory Framework for Local Government

To enhance BRIDGE's relationship and facilitate more frequent, two-way communication, BRIDGE in FY 2012 set up a part-time office at the headquarters of the LGB, where seconded Juba-based BRIDGE staff are now working on a weekly basis. This arrangement has helped to increase the level of assistance and availability of BRIDGE advisors to LGB for purposes of policy support and design. The increased level of cooperation has manifested itself in several ways. For example, BRIDGE provided significant technical support to the LGB in advance of the Board's presentation to the national Roundtable Conference on Decentralization, held in Juba from June 28 to 29, 2012. During the conference, high-level state and national officials developed a set of 10 specific policy recommendations designed to remove obstacles to decentralization. BRIDGE assisted the LGB by helping to draft a presentation on implementation of the LGA 2009 and challenges associated with the legislation and related challenges with decentralization. Resolutions resulting from the conference, which was funded by the UNDP, included:

- ✓ The need to develop a written policy and framework for decentralization in South Sudan;
- ✓ The appointment of a Cabinet-level minister and formation of a new Ministry responsible for decentralization and local government issues;
- ✓ The need for immediate implementation of the LGA 2009, with specific emphasis on the legalization of county governments by issuing warrants of establishment;
- ✓ The creation of robust mechanisms for the financing and transfer of resources to counties; and
- ✓ The need to rethink the roles played by County Commissioners in local governance in South Sudan.

Other recommendations stemming from discussions at the Decentralization Roundtable included the need to prioritize the training of County Councillors, since some County Legislative Councils are only now beginning to become functional (Jonglei).

Also in Q3, BRIDGE formally presented a report on the training of LGAOs in Upper Nile to the LGB. It is evident that, with USAID approval, BRIDGE's fast response to the LGB's request to provide this training in Upper Nile (which is outside BRIDGE's four target states) has strengthened relations with the Board, by demonstrating that BRIDGE is able and available to respond positively (when possible) to high priority-requests to strengthen the capacity of the Board by providing technical assistance and consultations. In addition, in September, the Board requested support from BRIDGE in the drafting of its new, three-year strategic plan (a draft plan is expected to be completed in Q1 of FY 2013) and has sought technical assistance from BRIDGE in preparation for the upcoming Governor's Forum, which is expected to be held in November 2012.

2 Strengthen the Capacity of Communities and Government to Jointly Address Community Needs

In its first years of program implementation, BRIDGE helped to create, train and provide ongoing technical support and mentoring to a range of newly established community groups, all of which have helped to launch a nascent culture of democratic practices in South Sudan by holding transparent elections for leadership, practicing participatory decision making, and planning and carrying out collaborative development projects including school and health clinic construction, cooperative food-growing projects, and other activities. Among those groups are CAGs and WSGs, WMCs, PTAs and agriculture producer groups, all of which benefitted from frequent interaction, hands-on training and guidance from BRIDGE as they analyzed and discussed key development priorities in their communities, put together action plans, learned how to interact constructively with government officials and other development partners, promoted hygiene and sanitation best practices, and addressed other challenges.



Above, students at Rukona Primary School work on mudding a wall for a new classroom as part of a community project in Unity State.

In FY 2012, BRIDGE shifted its approach to focus more explicitly on building the capacity of already-functional, motivated and effective CSOs to become involved more directly and meaningfully in county annual planning and budgeting process, which serves as the basis of all development work at the local government level. To do so, BRIDGE consulted closely with government partners at the national (LGB), state (Ministries) and local (county and payam) level, as well as established CSOs in BRIDGE target states, on the design of a pair of new illustrated learning tools aimed at improving the quality and consistency of local government's interaction with communities, as well as building a stronger foundation of knowledge among target communities about the basic responsibilities of citizens in a democracy, with special emphasis on the central role of community members during the planning and budging process. The guides were designed specifically to ensure effective communication with semi-literate or illiterate community members.

BRIDGE in FY 2012 conducted an extensive series of TOT sessions with government officials and CSO leaders in NBG, Warrap, and to a more limited extent (due to insecurity) in Jonglei, using these two culturally contextual guides as the basis for establishing more meaningful, two-way interaction between local government and the communities they serve. With this approach local government – especially payam and boma administrators, as well as traditional authorities – and CSO leaders have a basis from which to gradually and knowledgeably take over responsibility for guiding their peers and fellow community members on how to effectively conduct constructive dialogue, and to maintain consistent and productive communication as a means to improve the quality of local development planning, including annual plans and budgets.

2.1 Build the Capacity of Local Government to Engage with Citizens

Community Action Group/Women's Support Group Strengthening and Follow-Up

In Q1 of FY 2012, prior to field-testing of the Community Engagement Facilitation Tool for Local Government (described in section 2.1.1, below), BRIDGE community development activities focused primarily on completing CAG/WSG strengthening and follow-up assistance and mentoring that was targeted for FY 2011, but could not be finished in all areas due to weather-related inaccessibility and/or insecurity. In all, BRIDGE conducted six CAG/WSG strengthening sessions in NBG and Warrap⁶⁶ and facilitated 38 follow-up meetings with groups, where local officials and community group leaders led discussions and training activities together

⁶⁶ Four in Warrap and two in NBG.

on conflict mitigation techniques, group dynamics, gender sensitivity and leadership skills, as well as hygiene and sanitation education. Follow-up sessions assisted and supported CAGs/WSGs in identifying resources, developing action plans for launching or completing identified development projects, and providing input and technical assistance as needed. Throughout all strengthening and follow-up sessions, BRIDGE facilitated the participation of local government officials such as boma and payam administrators, WASH officials, and others as appropriate, and obtained involvement from traditional authorities to promote continued interaction and collaboration between communities and local government.

These sessions showed that BRIDGE-supported CAGs/WSGs since their inception have made steady progress on a wide range of local development priorities, assisted regularly by local government officials in various capacities. For example, a pair of motivated CAGs/WSGs in Gogrial West County, Warrap, achieved a number of their most important local development goals by the end of FY 2012, including construction of new classrooms to improve the learning environment for students, erecting fencing around boreholes to protect local water sources, construction of household pit latrines to improve hygiene and sanitation, and planting vegetable gardens to supply food during the annual lean season (see table, below). BRIDGE staff reviewed the status of some of these projects through visits in early FY 2012 to still-active CAGs and WSGs in NBG and Warrap,⁶⁷ verifying that groups supported formerly by BRIDGE continued to actively work with government to make progress on a range development projects, a sampling of which is included, below:

Location of Group	CAG/WSG-Assisted Community Achievements FY 2012
WARRAP	
Dong Boma (Gogrial West)	Bricks burned for primary school; construction of three pit latrines
Kuac South (Gogrial West)	Primary school construction; bricks burned for a health clinic; construction of a women's center; ox-plow training provided by BRIDGE
Rup Boma (Gogrial West)	Construction of four pit latrines; hygiene and sanitation training conducted in the Milo Market; community agreement to collect community fees to pay for hand pump mechanics to repair Milo Market borehole
Wunkueldit Boma (Gogrial West)	Community burned 36,000 bricks and CAGs/WSGs mobilized communities to contribute SSP 9,800 (USD \$3,277.0) to pay for labor for contractors to construct a school
Tharkueng (Gogrial West)	Six bulls trained in ox-plowing; 600,000 bricks burned for construction of a primary school
Maper Boma (Gogrial West)	Community burnt 30,000 bricks for the construction of Maper Boma offices in Aweng Payam
Awilgik Boma (Twic County)	Community burnt 20,000 bricks for the construction of Awilgik Primary school in Wunrok Payam
Majok Nyanga Boma (Tonj North)	Community burnt 28,000 bricks for the construction of Majok Nyanga Primary School in Pagol Payam
NBG	
Wunkuel (Aweil East)	CAG worked with local government to reach a compromise among communities on a suitable site for a planned BRIDGE borehole; in collaboration with the CAG/WSG, the chief mobilized community members to clear a new site, enabling drilling to begin
Jaach (Aweil)	CAG conducted successful farming-as-a-business venture entailing collaborative planting and tending of two acres of ground nuts, resulting in communal harvest of

⁶⁷ Approximately 50-60 percent of CAGs/WSGs who received support from BRIDGE in FY 2012 remain active and engaged as of the end of the fiscal year, based on field visits/observation and interaction.

North)	10 bags of nuts for sale in February 2012 from which the group earned SSPs 1,500.00 (USD \$517.24)
Agoor (Aweil West)	Reported 40 percent growth in membership of community vegetable garden group; garden continues to produce significant volume of onions, pumpkins, okra, tomatoes even after BRIDGE's direct involvement with the group ended (in October 2011); garden model has been replicated in nearby villages.

In addition, BRIDGE's efforts to promote gender equity promotion and training during CAG/WSG strengthening sessions also began to yield dividends in FY 2012. For example, Peter Deng Majok, a boma administrator of Farasika in Tonj North County, successfully advocated to local government officials for the employment of two women, Abuoldit Akuei and Rebecca Anyangit Majok – both of whom are members of the local WSG and who have helped to advocate in their community for women's inclusion in decision making -- to ensure that women are represented and actively involved in local government. (Akuei is now a boma sector official and Majok was hired to work on women's issues at the payam level.) Girls' school enrolment also increased locally, according to the Farasika Boma CAG Chairman, Zakaria Arou, who reported to BRIDGE that the number of girl pupils increased from 42 last year to 75, which he attributed to PTA and gender sensitivity trainings conducted by CAG/WSG groups in and around the Rumthony Primary School. In NBG, local officials appointed Abuk Madut Majir,⁶⁸ a former BRIDGE WSG chairwoman, as the first-ever female payam administrator in Gogrial West County, in Akon North Payam. Officials cited her leadership skills and active involvement in successfully planning and carrying out a wide range of community improvement projects as the basis for her selection.



Above: Abuk Majir, a former WSG Chairwoman, is the first ever Payam Administrator in Akon North Payam, Gogrial West County, NBG.

CAG/WSG strengthening and follow-up visits in early FY 2012 also confirmed that CSOs in BRIDGE-supported states are communicating more frequently with local government about development projects, and are able to advocate for their own prioritized needs, as evidenced by constructive dialogue with BRIDGE and local government regarding the location of planned BRIDGE borehole construction in their communities. Community members also demonstrated increased understanding of the importance of self-reliance in order to achieve sustainable community improvement. For example, in NBG, the Agoor and Jaach CAGs/WSGs, established in FY 2010, continued to actively work on self-initiated food production projects geared toward supplementing their household incomes through communal growing projects. Specifically, the Jaach WSG worked together to grow a surplus peanut crop that enabled them to sell 10 large sacks of peanuts in February, while the Agoor group⁶⁹ significantly expanded a community garden and uses equipment (treadle pumps) and tools provided by BRIDGE to grow food to supplement their diets, and to sell at market, even in the dry season. (The Jaach group earned SSPs 1,500.00 from sale of the nuts, or approximately USD \$517.24). It should be noted that while some former BRIDGE-supported agriculture groups such as those noted above have flourished, others are less active and/or inactive. As with some former BRIDGE-supported tradesmen who were interviewed for follow-up purposes during the fiscal year, members of some group-oriented profit-making endeavours formerly supported by BRIDGE, including vegetable growers, struggled in FY 2012, affected by an overall slow-down in trade resulting from austerity measures, the on-again, off-again military conflict with the north, flooding and the steep hike in prices for basic goods and services.

⁶⁸ Majir is the subject of a BRIDGE Success Story; see Appendix I.

⁶⁹The Agoor garden in NBG is the subject of a BRIDGE Success Story; see Annex I.

2.1.1 Establishment of Community Engagement Facilitation Tool for Local Government

Following field testing of the new BRIDGE Community Engagement Facilitation Tool for Local Government in NBG, Warrap and Jonglei, BRIDGE in FY 2012 conducted an extensive inventory of CSOs in all counties in the three states, in preparation for its CSO Capacity Assessment, which helped BRIDGE to better understand the functional dynamics of each CSO and to determine their training needs prior to rollout of the new tool. This inventory exercise enabled BRIDGE to identify functional CSOs to serve as effective conduits to improve interactions between communities and local government before, during and after annual payam feedback sessions. In all, BRIDGE conducted assessments in Q2 with 75 CSOs⁷⁰ in the three states.

BRIDGE then provided support and guidance to local government officials (including county planners and payam administrators) to help them learn to effectively utilize the new tool during training sessions to guide discussions with community group representatives, CSO leaders, citizens and local government officials in all three states. Through these interactive TOT sessions, state and local government officials initiated good dialogue, obtained meaningful community input, and strategized with community leaders on building stronger, lasting collaborative partnerships. In addition to developing improved two-way communication skills, TOT participants learned about the legal underpinnings, structure and functions of South Sudan's different levels of government, the annual planning and budgeting cycle, and discussed strategies for conflict mitigation, increased promotion of gender equity, and techniques for conducting participatory consultations. In all three states, TOT participants represented a diverse range of government and community interests. County planning directors, agriculture extension workers, LGAOs, payam and boma administrators, teachers, trade union representatives, school administrators, PTA members, and payam WASH officials participated in these TOTs, as did the leaders of CAGs, WSGs, agriculture groups, youth groups and other civil society representatives.

Community Engagement Training-of-Trainer Sessions in BRIDGE Target States

State	Counties	No. of Payams Covered	No. of Community Engagement TOT Participants	No. of Women Participants
NBG	Aweil West	24	1,243	233
	Aweil Centre			
	Aweil North			
	Aweil South			
	Aweil East			
Warrap	Gogrial West	20	429	129
	Twic			
	Tonj North			
	Tonj South			
	Tonj East			
Jonglei	Bor	3 (county level)	69	10
	Pibor			
	Akobo			
TOTAL	13	47	1,741	372

⁷⁰ 17 in NBG; 43 in Warrap and 15 in Jonglei. Staff mobility was limited in Jonglei to Bor Town due to insecurity and the government's disarmament program in Q2.

Feedback from participants indicated that the illustrated guide, with its colourful, pictorial messages depicting officials and citizens interacting in culturally appropriate contexts, has enabled citizens, including those who are illiterate or semi-literate, to more readily absorb vital information on the roles and responsibilities of communities in a democracy, as well as more complex subjects such as the constitutional basis for community participation in decision making and the concept of decentralization in South Sudan. The hand-held flip-chart design is easy to use and emphasizes the important role of government officials in encouraging citizens to articulate community priorities, as well as how to facilitate avenues for communities to participate in development projects. The tool also highlights the crucial role of communities in the creation and execution of annual plans and budgets.

Many officials who participated in the TOTs said the guides, which were distributed to government officials and community leaders⁷¹ by BRIDGE after the sessions, are helping to build trust between communities and government. Others said BRIDGE's strategy of empowering and training government officials to lead the TOTs is helping to increase public confidence in the ability of local government to improve public service delivery.

BRIDGE's goal with this activity is to ensure that local government and CSO leaders can use the guides independently of BRIDGE assistance to create and maintain strong relationships and to engage the wider community in development planning and budgeting. To that end, BRIDGE in Q4 began attempts to follow up with already-trained local government officials in NBG and Warrap to monitor the status of their action plans for using the new illustrated tool to engage communities beyond those that were previously involved in the BRIDGE-facilitated TOTs in Q2 and Q3. Specifically, BRIDGE conducted a total of 20 follow-up visits⁷² in Q4 in NBG and Warrap to local government officials who participated in community engagement TOTs previously. Nearly all of the local government officials and CSO leaders interviewed said they had not yet been able to initiate community engagement TOTs under their own auspices, due to a variety of challenges, including extreme weather conditions which caused widespread flooding, restricting accessibility and keeping local government officials grounded in their headquarters and offices. In addition, ongoing RSS financial austerity measures have crippled the ability of local government officials to carry out planned activities, including community engagement TOT, with many officials reporting in September that they had not received salaries for the past three months, dampening their motivation for further building on community engagement and/or civic education gains made during the launch of TOTs for the new BRIDGE guides. Some local government officials also expressed great concern about the plight of their community members, whose agriculture-based livelihoods have been impacted by severe flooding, with many community members in some areas forced to relocate from their homes to higher ground areas or alongside trunk roads. With the economic crisis ongoing, local government officials are unlikely to possess the funds to organize and/or conduct widespread TOTs within their own communities any time soon. BRIDGE in FY 2013 will continue to monitor and follow-up with previously trained local government officials and CSO leaders to gauge the extent of their promotion of the TOTs and provide encouragement and assistance as appropriate.

Notably, however, one CSO, the Wanh-Alel Youth Association, in Tonj South County, Warrap, reported in September that they worked with local government officials to successfully conduct two community engagement trainings under their own auspices and using the new engagement tool, in Mabior Yar and Muortok Bomas, in Wanh-Alel Payam. Altogether, leaders of the youth group reported that they successfully

⁷¹ In all, 130 copies of the tool were sent to each state (NBG, Warrap and Jonglei) for distribution to officials within the state MOLGs, county planners and sector officials, payam administrators and CSO leaders.

⁷² Eleven in Warrap and nine in NBG.

mobilized 47 participants including 17 women during their first-ever community engagement training in September at the Mabor Yar Health Center, and then reached an additional 35 participants, 20 of whom were women at a second-training at Muortok Boma Headquarters.

In Jonglei, where CAGs/WSGs were not previously formed and where local government officials have not worked widely with BRIDGE on specific community development initiatives, BRIDGE encountered a unique set of challenges getting TOTs rolling. For instance, although there is a core of active CSOs in the state, BRIDGE observed some to be unenthusiastic about the idea of linking with government and/or other partners in pursuit of common development goals, apparently because of quasi-competitive relationship between these organizations and government, fuelled by competition for increasingly scarce resources. Moreover, BRIDGE has observed reluctance on the part of some local government officials with regard to training and/or uptake of new community engagement techniques, with some officials repeatedly demanding sitting allowances as a condition of their involvement before agreeing to participate or take responsibility for leading in engagement activities with their own constituencies. This sense of entitlement to fees in exchange for participation may be engendered by other organizations that provide such allowances.

Despite these and other challenges in some BRIDGE target areas, the BRIDGE Community Engagement Facilitation Tool for Local Government and associated TOTs generally have received acclaim from government officials and CSO leaders, alike, who now possess a high-quality tool to help build stronger links between government and communities. The new guide also has attracted strong interest and enthusiasm from the upper echelons of national government. In September, during a meeting with BRIDGE, the RSS Advisor for Decentralization, Tor Deng, expressed appreciation for the tool, citing it as an extremely effective method for promoting community engagement practices and providing practical steps for local government to take to collaborate with communities to bring about positive change. Deng described the tool as “The best road map for showing communities and local governments how to work in a participatory manner for development planning and achievement,” and noted that the tool – which is on display in his office --has attracted strong attention from development partners, officials and elected leaders who visit him, including His Excellency Salva Kiir Mayardit, the President of South Sudan.

2.1.2 Build the Capacity of Civil Society to Effectively Engage with Local Government

The BRIDGE Civic Education Learning Tool is a pictorial flip-chart similar in design and concept to the community engagement tool, described above, but focuses more explicitly on ensuring that citizens are fully informed and aware of their rights and responsibilities in a democratic society, as outlined by legislation including the LGA 2009, the Transitional Constitution, and the PFMAA 2011. The tool includes an easy-to-understand introduction to the principles of democracy and representative government, citizen rights and responsibilities, the organizational structure of various government levels in the RSS, and a practical guide to citizen participation in the planning and budgeting process.

During civic education TOT in Aweil West County, NBG, County Executive Director Peter Garang Anyuon urged BRIDGE to work to incorporate similar civic education knowledge into the new national syllabus “at all schools, so that the younger generation can better understand their civic roles....and better prepare to become responsible citizens and civil servants.” In Gogrial West County, Warrap, the executive chief of Alek South Payam said: “We have known today that the powers are with us, but before this combined training of chiefs, local government and CSOs, we feared to ask for our rights from government.”

In Q4, BRIDGE unveiled the civic education guide in a series of TOTs to key local government officials at the county level.⁷³ BRIDGE presented samples of the guide itself, as well as information about its effective use and

⁷³ County level TOTs will be followed by government-led payam level trainings in FY 2013.

target audience, to county officials including County Commissioners, Executive Directors, County Sector officials, payam administrators, payam sector officials, boma administrators, and paramount and executive chiefs as well as CSO leaders. In all, BRIDGE civic education TOTs reached a total of 306⁷⁴ government officials and community leaders in NBG and Warrap. In Jonglei, civic education TOT for the targeted audience occurred only in Bor County due to flooding and insecurity which made accessibility difficult in Akobo and Pibor counties. Uptake of civic education TOTs independently of BRIDGE was affected by some of the issues experienced following completion of community engagement TOTs – notably, financial austerity measures limiting their resources, exacerbated by severe weather and flooding that greatly limited mobility. However, trained officials pledged their commitment to undertake training in their communities in the dry season by any means possible. BRIDGE staff will continue to follow up and monitor follow-through in Q1 of FY 2013⁷⁵.

Despite the obvious challenges, many civic education TOT participants embraced the concepts within the guide, and at some of the trainings, questioned why basic civic education, including instruction about a citizen's rights and responsibilities in a democracy, is not yet part of the national primary school curriculum. County officials also took the opportunity to exhort community members to pay their taxes on time in order to ensure that the community's own development priorities are funded, and noted that county financial planners are now practicing improved PFM and more closely monitoring and executing county budgets with assistance from knowledgeable BRIDGE staff who are providing hands-on OJTA in targeted counties.



Martha Angou, a health worker in Tonj South County, Warrap, leads a group discussing the importance of civic education during a TOT in the county.

The table below provides details on BRIDGE's civic education TOT sessions in NBG and Warrap in FY 2013.

Civic Education TOT by County in NBG and Warrap

State	Counties	Total Civic Engagement TOT Participants Per County	Total Women Participants Per County ⁷⁶
NBG	Aweil West	132	29
	Aweil Centre		
	Aweil North		
	Aweil South		
	Aweil East		

⁷⁴ There were 132 participants in NBG, including eight women; 174 in Warrap, including 11 women.

⁷⁵ Some local government officials in NBG have begun to organize and conduct civic education TOTs in their communities independently of BRIDGE since participating in the TOTs. These first few sessions occurred in FY 2013 and will be reported on in Q1.

⁷⁶ The average total percentage of women's involvement in civic education TOTs was only 12 percent. This is likely due to the low numbers of women in key local government positions, especially in the lower levels of government (payam and boma levels). Additionally, the timing of trainings overlapped somewhat with the beginning of the planting season in South Sudan, when many women were beginning to become increasingly involved in agricultural pursuits.

State	Counties	Total Civic Engagement TOT Participants Per County	Total Women Participants Per County⁷⁶
Warrap ⁷⁷	Gogrial West	167	8
	Twic		
	Tonj North		
	Tonj South		
	Tonj East		
TOTAL	13	299	37

⁷⁷ Gogrial East is not included due to the involvement in this county of another NGO, VSF International, implementing similar programs.

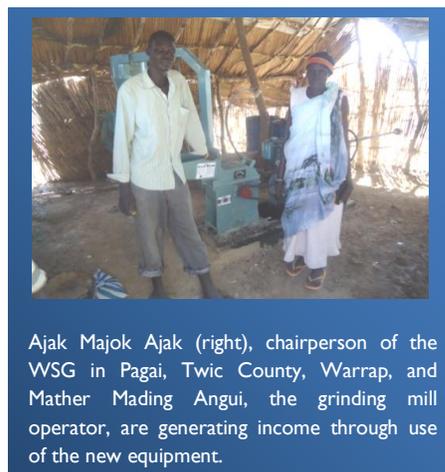
3 Increase Food Security and Promote Rapid, Broad-Based, and Self-Sustaining Economic Growth through Development of the Agriculture, Fisheries, Livestock and Non-Timber Forest Product (NTFP) Sectors in NBG, Warrap, and Unity

In FY 2012, BRIDGE consulted with the Warrap MAF, targeting primarily the Department of Planning and Department of Extension Services, to review the approved 2012 county annual plans and budgets to determine the top agricultural training needs and areas requiring BRIDGE technical support. As a result of the findings, BRIDGE developed a proposed list of trainings and activities related to staple crop production to support extension workers as they geared up to fully take on responsibility to train farmers and help improve local food security. BRIDGE also devoted considerable time and energy during the fiscal year to following up with the recipients of previous BRIDGE agriculture and livelihoods supports, to determine the extent to which new skills and knowledge delivered by BRIDGE, combined with material assistance in the form of subsidized seeds, agriculture equipment and tools, and/or in-kind grants of materials distributed to entrepreneurs, were being used for the intended purpose. Though challenges exist for farmers, agriculturalists, entrepreneurs and former vocational trainees, follow-ups have revealed many positive impacts on household food security, income and livelihoods.

3.1 Strengthen Government Capacity to Support the Agriculture Sector

Enterprise and Vocational Grants and Training

BRIDGE began FY 2012 by focusing on the completion of agriculture and livelihoods-related activities that were targeted for completion in FY 2011, but which were delayed or interrupted due to fighting along the north-south border and/or inside BRIDGE target states. For example, in Q1 BRIDGE completed the distribution of 10 new sewing machines to BRIDGE-sponsored graduates of the AMURT International Vocational Training Center in NBG. The new equipment helped these women merchants expand their enterprises and boost household incomes by increasing their productivity and efficiency. Some of the women have also used their skills to help train others in their communities using the sewing machines. Also in early FY 2012, BRIDGE provided business skills development training to 26 women grantees in Warrap, all of whom own food-oriented shops or restaurants. The women gained skills and knowledge on the management of working capital and marketing to increase their client bases, and were further supported by BRIDGE through the provision of in-kind grants of equipment and materials including furniture (tables and chairs), utensils, nut grinding machines and timber to assist in the planned expansions of some of their shops.

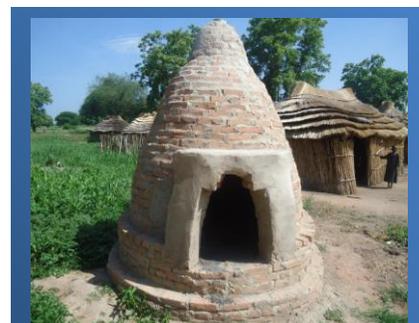


Ajak Majok Ajak (right), chairperson of the WSG in Pagai, Twic County, Warrap, and Mather Mading Angui, the grinding mill operator, are generating income through use of the new equipment.

In Q3, BRIDGE completed distribution of livelihoods in-kind grant materials, including two large grinding mills that were part of the BRIDGE enterprise grants program first initiated in 2010. The mills were delivered to the Pagai Women's Business Group in Twic County, Warrap and the Majok Nyang Women's Business Group in Tonj North County, Warrap. Five additional WSG members who run small enterprises in NBG and Warrap also received grant materials through BRIDGE in April 2012. These items enabled women entrepreneurs to expand and sustain their businesses despite the declining economy, which has seen prices for basic commodities rise dramatically as a result of the nationwide austerity budget.

Other grant items distributed to entrepreneurs in Q3 included a peanut grinding machine, chairs, tables, cups, hand-washing barrels and building supplies including lumber, nails and poles. Recipients of these grant items each contributed toward expansions of their businesses by supplying labour and additional materials to complete planned enlargements of their businesses, which include tea shops, restaurants and peanut paste-making enterprises.

Monitoring visits conducted by BRIDGE with recipients of business skills and grant assistance, including graduates of AMURT, indicate that the depressed economy in South Sudan has taken a toll on the ability of some of these skilled labourers to make a good living. A number of AMURT graduates interviewed, including carpenters, masons and welders, said they were able to obtain jobs after finishing their BRIDGE-sponsored programs at the school in 2010, and that their household incomes rose for a time, but that finding steady work in South Sudan over the past 12 to 18 months has been difficult. For example, one AMURT graduate, Manut Arol Deng, Manut Arol Deng, who received training in welding and fabrication, said his new training and skills, along with in-kind grants of tools, enabled him to obtain a job with another welder in Aweil East County, NBG, for approximately six months, where he had earned approximately SSPs 300 every month. Deng said he has shared his welding skills with one other person and that was proud to have passed his skills on to someone else, though he has been out of work for several months. Another AMURT graduate, Santino Bol Ngor, who received welding and fabrication training, said he worked as a subsistence farmer earning almost no extra income prior to enrolling in the BRIDGE-sponsored course at AMURT. However, after receiving his certificate, he said he immediately obtained a job with Eyat Company, a road construction company out of Wau, Western Bahr el Ghazal, and that he now earns approximately SSPs 1,500 as his monthly salary. Ngor said he is happy with his job and appreciative of USAID and BRIDGE for providing what he described as “a wonderful opportunity to gain a better living.” Ngor said he uses his salary to feed his family and to buy cereals such as sorghum, simsim, and groundnuts which he later sells for extra profits.



The Pankot Boma WSG in Tonj North County, Warrap, built this new oven with BRIDGE assistance, enabling them to expanding their baking business.

Other FY 2012 grant recipients also have shown signs of success. For example, the Pagai Women’s Group (10 members), which received grinding mill machinery in July 2012, reported that they brought in cumulative revenues of SSPs 2,300 in the first two-and-half months of their operations. So far, the business has employed three workers (grinding mill operator, assistant grinding mill operator, and a cleaner) who are paid daily to grind cereals, such as sorghum and maize, brought in by community members. The group saves profits from the business in a locked savings box kept by the group’s treasurer. During the BRIDGE follow-up visit, the group mentioned challenges including difficulties in accessing spare parts in Twic County when the machine breaks, and the affects of this season’s unusually heavy rains, which limited movement of people from their homes and villages to the mill site, resulting in lower than expected income. The mill operator and other members of the group said their goal is to raise enough money to open a new business and/or purchase a second grinding mill to expand their enterprise.

Established entrepreneurs with longer experience in their trade and who received BRIDGE grants in the past also reported modest increases in FY 2012 in their daily profits, which they attributed to a combination of their new management skills and new materials and equipment that would otherwise have been too expensive and/or difficult for them to obtain. Information collected by BRIDGE from five follow-up visits conducted in Q3 with past grant recipients (all restaurant owners) indicate that BRIDGE-supported entrepreneurs reported

an 85 percent increase in profits after receiving training and grant materials. While businesses still face significant challenges, particularly in acquiring input materials for their restaurants in local markets and the high cost of basic commodities, improved profits have made it possible for some of these entrepreneurs to hire additional employees for their businesses. Additionally, business owners reported utilizing improved business practices after BRIDGE assistance, with 80 percent of respondents stating they improved their inventory systems by buying in bulk, and 40 percent reporting they now keep written records of sales and expenses to help them make informed decisions about business operations.

3.1.1 Improve the Capacity of State and Local Government to Execute the 2012 Agriculture Plans

Post-Harvest Support for 2011 Harvest Season

In November 2011 BRIDGE conducted post-harvest handling (PHH) trainings for 335 farmers in Aweil East, West and North counties, NBG. Farmers learned new organic pest-control and mould prevention techniques, and received help building improved grain and seed storage facilities using materials provided by BRIDGE.

The information and equipment provided by the training helped farmers maximize gains from harvests of crops and increase available local food supplies. The groups received carpentry tools to construct storage structures or improve already-existing structures with the goal of reducing harvest losses inflicted by insect damage, rodent infestation and other problems with poor or inadequate storage and handling of harvested crops. BRIDGE-trained county agriculture extension officials conducted the training sessions with assistance from the BRIDGE agriculture team in NBG.



Extension workers in Tonj North County, Warrap demonstrate the salt method of testing the moisture content of dry grains during BRIDGE PHH training.

Animal Traction and Staple Crop Production Refresher Training for 2012 Growing Season

To build upon gains in the agriculture sector stemming from previous BRIDGE supports in Warrap, where state and county officials have shown great interest and motivation in continuing to grow their agriculture sector capacity, in Q2 of FY 2012 BRIDGE began a new round of sequenced TOT and farmer training activities. BRIDGE streamlined its approach, drawing upon the expertise and experience of trainers from the Yei Agricultural Training Center, who provided hands-on instruction to a core group of 26 agriculture extension workers identified by the Warrap MAF,⁷⁸ each of whom gained practical experience with the technical aspects of ox-plow technology, including construction of wooden yokes from locally available materials, how to train bulls to pull the implements, language instruction for the bulls, and basic animal health. Complementing these topics, extension workers also reviewed staple crop (sorghum and peanut) production techniques focusing on agronomic best practices such as early land preparation, line planting, optimal plant spacing, crop protection (natural pest control), and water and soil management. On the final day of the TOT, the Warrap Minister of Agriculture and Forestry Kuot Mawin Kuot demonstrated his support by announcing that he expects the increased use of new ox-plow techniques and technology in the state to be effectively disseminated by the extension workers, and set a target of 500 feddans⁷⁹ per county to be cultivated using

⁷⁸ Six extension workers were selected by the MAF from each of the three former BRIDGE target counties in Warrap (Gogrial West, Twic and Tonj North counties) and four extension workers were selected from each of the three remaining counties (Tonj South, Tonj East and Gogrial East).

⁷⁹ One feddan is equivalent to .42 hectares or approximately 1 acre.

animal traction methods. The Minister also stated that the government plans to expand upon the initiative sparked by BRIDGE and provide a minimum of 30 additional plows to designated farmers trained by extension workers in each county.

The three-week TOT course prepared the 26 government extension workers to conduct ox-plow and crop production training in April 2012 to 158⁸⁰ farmers, most of whom were identified by extension workers, with BRIDGE-supported CAGs also identifying some farmers who previously received BRIDGE ox-plow training. BRIDGE also procured 150 new ox-plows from a supplier in Uganda and transported them to Warrap, where they were transferred to a Twic County-based vendor who sold the equipment at subsidized rates to the farmers who completed animal traction training. Also in Q2, BRIDGE conducted seed germination tests and then procured 1.6 metric tons⁸¹ of sorghum and peanut seeds from seed vendors in Warrap. Results showed germination rate percentages above 90 percent for the recommended sorghum seed variety. Procured seeds were distributed in Q3 during and after the scheduled staple crop production training given by extension workers to designated farmers.



Farmer John Manut Malual, of Akon South Payam, Gogrial West County, Warrap, plows a furrow using oxen and a plow purchased with a BRIDGE subsidy. In June, Malual said ox-plow training and equipment enabled him to triple the volume of land planted compared to last year.

Throughout May and June 2012, extension workers provided ongoing field support to farmers as they used their new equipment and skills to expand cultivation of their lands in advance of the growing season. Follow-up visits with extension workers after these trainings revealed even greater reach. Going beyond the targeted number of farmers, five extension workers across Twic, Tonj North and Gogrial West counties reported that they trained an additional 71 community farmers on ox-plow and staple crop production techniques, for a total of 228 farmers overall.

By the close of Q3, 115⁸² of the farmers who attended the MAF's ox-plow and crop production trainings in May had purchased ox-plows at prices (subsidized by BRIDGE) for 214 SSPs, each. The plows were supplied by the BRIDGE-supported merchant⁸³ in Twic County, who has collaborated with BRIDGE for two years and who remains actively engaged in establishing an ox-plow equipment and parts supply network. This merchant is forging strong business relationships with blacksmith groups who previously received training from BRIDGE in Wau and Tonj North County, Warrap. By developing a viable, local plow and spare parts supply chain, farmers are gradually becoming able to access plows and replacement parts that have not been readily available in the past in areas where ox-plow technology is employed⁸⁴. (See sub-section below, "Support for Ox-Plow Supply Chain," for further details about BRIDGE assistance to blacksmith groups.)

⁸⁰ Farmers were from Twic, Gogrial West and Tonj North counties and were selected mostly by MAF officials in Q2 based on their ownership of trainable bulls and an adequate volume of land suitable for cultivation. BRIDGE-trained community groups also nominated some farmers for inclusion in the training.

⁸¹ 1.1 metric tons of sorghum seeds and 0.5 metric tons of ground nuts.

⁸² BRIDGE was engaged in discussions with the Warrap MAF at the close of Q3 regarding sale of the remaining plows to trained farmers, which is expected to occur in Q3.

⁸³ BRIDGE purchased 150 ox-plows from ASIA Agro Company in Kampala, Uganda, for distribution by the BRIDGE-supported merchant.

⁸⁴ BRIDGE support for development of the ox-plow spare part supply chain in Warrap is the subject of a BRIDGE Success Story; see Annex I.

On-the-Job Technical Assistance and Material Support to the Warrap Ministry of Agriculture and Forestry

Follow-up visits and OJTA support provided by BRIDGE to extension workers in accessible parts of Warrap during Q3 and Q4 revealed that trained workers were interacting with the farmers they had previously instructed, providing weekly advice and hands-on help with ox-plowing techniques to ensure good uptake and expanded land cultivation. Extension workers noted that the trained farmers are continuing to use the new ox-plow technology and are planting and weeding their fields earlier, as a result of the training and supports. Challenges remain, however, with all nine extension workers noting that they faced constant logistical difficulties reaching farmers to provide mentoring assistance due to the vast distances involved when farmers are out in their fields, compounded by lack of reliable transportation. In addition, a majority of farmers trained by extension workers continue to sow their seeds using the broadcast method (instead of line planting), because broadcasting is faster and easier. BRIDGE will continue to mentor and advise extension workers into FY 2013 to encourage farmers to practice line planting and to highlight the successes of farmers who are successfully using line/row planting techniques.

Also in FY 2012, to assist extension workers in monitoring and mentoring farmers during poor weather, BRIDGE distributed equipment including gum boots and rain coats to 22⁸⁵ BRIDGE-trained extension workers in Twic, Tonj North, Tonj South and Gogrial West counties⁸⁶. Additionally, BRIDGE followed up with county officials in Warrap to check on the impact of transportation assistance rendered by BRIDGE to agriculture officials in the previous fiscal year. In FY 2011, BRIDGE distributed three motorbikes (one per county) and 18 bicycles (six per county) to county senior inspectors of agriculture in Twic, Gogrial West and Tonj North counties, respectively. During interviews conducted in Q3, officials said the bicycles and motorbikes have greatly assisted inspectors in the performance of their duties by enabling them to travel faster and farther to manage and monitor agriculture projects in the state,⁸⁷ though challenges persist in finding funds to adequately maintain the motorbikes when repairs are needed; BRIDGE is currently exploring ways to help repair/maintain distributed motorbikes.

While most BRIDGE agriculture sector assistance in FY 2012 focused on Warrap, BRIDGE collaborated with state MAF workers in NBG in April 2012 to distribute 36⁸⁸ plows to farmers trained by BRIDGE in animal traction techniques in FY 2011. The plows originally were slated for distribution in FY 2011 but due to the invasion of Abyei by the Sudan Armed Forces and the subsequent closure of the north-south border, the



Agriculture extension workers practice training oxen to pull plows during animal traction TOT in Kuajok, Warrap State. Below, extension workers show ox-plow yokes they made from locally available lumber and other materials, during a training session.



⁸⁵ An additional four kits for trained extension workers (including gum boots and rain coats) will be distributed in Q1 of FY 2013; four extension workers could not be reached for delivery of these items before the end of the fiscal year due to flooding and poor road conditions.

⁸⁶ BRIDGE experienced difficulty in FY 2012 accessing Tonj East County, in part due to inter-ethnic fighting between Tonj North and Tonj East Counties, as well as cattle raiding into Tonj East County by armed youth from Unity. In addition, severe weather and flooding cut access to much of the county beginning mid-year.

⁸⁷ As of the end of Q4, two of the three motorbikes (in Twic and Tonj North) were in need of repairs. According to county officials, the current national austerity budget resulted in the loss of funds distributed to counties to maintain the motorbikes. The inspectors typically pay out of pocket for fuel costs and have lobbied the Ministry to pay for repair of the downed motorbikes. BRIDGE is exploring means to help repair the motorbikes.

⁸⁸ The plows were distributed as follows: 10 to the Mabok Tong Farmers' Group in Aweil East County; 13 to the Mangar Ater Farmer's Group, six to the Malek Deng Aguot Farmer's Group and four to the Mayom Adhal Farmer's Group, all in Aweil North County; and three to the Akewic Farmers' Group in Aweil West County.

plows could not be obtained until after last year's harvest season ended. An additional leftover 19 plows were distributed to the MAF in NBG for their own distribution to other farmers capable of utilizing ox-plow technology. Follow-up visits by BRIDGE confirmed that the MAF had delivered the plows and farmers had utilized them. As an example, Deng Mawien Dhal, a grower from Aweil South County, NBG, who received a BRIDGE ox-plow via the MAF in May 2012, said that use of the plow and oxen had enabled him to cultivate additional land this year, including a record 14 feddans of peanuts and 15 feddans of sorghum. Another NBG farmer, Akol Ring Akuoch, said he planted one additional feddan of maize using his ox-plow, from which he expects to reap approximately 10 sacks of grain by the end of the season. BRIDGE also conducted spot-checks in May with four farmers who received ox-plows and training from extension workers in Tonj North County, Warrap. On average, the farmers said they were able to cultivate six feddans this year, compared to four feddans last year, by using the plows. One of the four farmers added that he has also earned an additional income by hiring out his plow services to other local farmers at a rate of 100 SSPs per feddan, raising additional household income to support his family.

Additional follow-up visits to Warrap farmers conducted jointly by BRIDGE and trained agriculture extension agents in July 2012 showed that farmers who used ox-plows to cultivate their fields uniformly increased the volume of land cultivated this year compared to last. For example, field visits to five farmers in Gogrial West County, Nyokthiang Boma, indicated that farmers were able to plant five feddans of land with staple crops per farmer this year, compared to average cultivation of 3.5 feddans per farmer, last year. Out of the five farmers visited, two farmers also reported that they hired out the services of their plows and oxen to prepare land for another 12 farmers in their village, at a cost of 150 SSPs per feddan, raising added income for themselves in the amount of 1,800 SSPs. However, the visits also revealed that farmers in Nyokthiang are continuing to use the broadcasting method of planting rather than line planting (recommended during their crop production training) because they felt line planting is too tedious, time consuming and tiresome. Though extension workers have followed up by advising farmers to practice thinning crops to create optimum plant spacing so that crops do not have to compete for nutrients, water and sunlight, this continues to be a challenging area of slow change.

In Tonj North County, six farmers growing groundnuts and sorghum were visited by BRIDGE and extension workers for observation in July 2012. Field monitoring showed that their groundnuts were planted in lines/rows, though sorghum had been broadcasted. Extension workers advised the farmers to practice thinning the sorghum crops to create optimum crop spacing to avoid crop competition for nutrients, water and sunlight, and provide them with adequate space, which can help facilitate inspections of planted crops. On average, by adopting the use of ox-plowing methods, the six farmers reported an increase in the volume of land size planted to approximately six feddans per farmer this growing season, compared to an average of four feddans per farmer cultivated last year. The estimated yield of sorghum produced from one feddan is (conservatively) about five bags per feddan, with one bag weighing approximately 90 kilograms.

Differences in the productivity and amount of increased land cultivation by ox-plow farmers between various BRIDGE-targeted counties in Warrap can be attributed at least in part to the varying abilities and motivation levels of agriculture extension workers supporting farmers in these counties. For example, extension workers in Tonj North are making regular follow-up and monitoring visits to trained farmers, and are committed to their work. By comparison, in both Twic and Gogrial West counties, fewer follow-up visits were made to farmers. In Gogrial West, for example, one extension worker was injured (and not working) in July and another was sent to Yei by another development partner for agricultural training, affecting their ability to carry out follow-up visits to farmers. In Twic County, extension workers are often unable to regularly visit farmers for monitoring, due to the vast distances they need to cover to visit farmers in places like Mangok, for

which they would need reliable transportation, which is currently lacking. (Though BRIDGE distributed one motorbike and six bicycles previously to help Tonj North extension officials travel farther, faster, the motorbike is currently in need of repairs and the county is unable to afford to fix it. At the end of the fiscal year, BRIDGE was exploring ways to assist the county.)

Post-Harvest Handling Training and On-the-Job Technical Assistance

In September 2012, BRIDGE followed up its delivery of animal traction and crop production training to extension workers by providing post-harvest handling (PHH) training to 10⁸⁹ of the previously-trained extension workers. Though the training was ongoing as of the end of the fiscal year, so far, extension workers (all of whom attended previous BRIDGE training on ox-plowing and improved crop production and management techniques) have participated fully in the PHH refresher OJTA. The training, which was provided by experienced BRIDGE agriculture staff in the field, helped reinforce and refresh the knowledge and skills of extension workers on proper threshing techniques for grains/seeds, as well as proper methods for cleaning, sorting, drying, processing, preserving, packaging and storing the proceeds of harvests, with the goal of helping farmers to reduce post-harvest losses and improve the quality of harvested crops. An updated BRIDGE PHH training manual, which is part of the BRIDGE crop production manual completed in Q3, was provided to extension workers and used during the TOT. Once training is complete, the extension workers will promote use of these skills by providing hands-on training and technical assistance to the same group of 150 farmers who previously received ox-plow and crop production training.

The PHH training for extension workers was expected to be complete before the end of FY 2012, but due to the limited ability of county government in Twic and Gogrial West to provide transportation for some extension workers, the trainings in these two locations were interrupted and slightly delayed. In response, BRIDGE adjusted by setting up three trainings in areas located closer to the trainees who were having transport problems, to ensure their inclusion.

Support to Blacksmiths

Three blacksmith groups that received training from BRIDGE in FY 2010 on the fabrication of spare parts for ox-plow equipment, as well as in-kind grants of tools (fire blowers, vises, sledge hammers, saws and anvils) and raw materials (scrap metal pieces) this fiscal year, successfully began producing and selling spare parts, including replacement plowshares and wheels, supporting the ongoing development of the ox-plow supply chain in Warrap. BRIDGE also continued to work with an active merchant, based in Twic County, Warrap, who is motivated and experienced at providing ox-plows and parts regionally, by supporting linkages between the blacksmith groups and the merchant, who has in the past sold more than 300 ox-plows to farmers in Warrap, and who has agreed to sell ox-plow spare parts fabricated by BRIDGE-supported blacksmith groups to farmers across the state.



Chol Agou Deng, a member of a BRIDGE-supported blacksmith group in Warrap, with some of his new supplies.

⁸⁹ Five of the trained extension workers are from Tonj North County and five are from Twic County in Warrap; an additional five extension workers from Gogrial West County will be trained in Q1 of FY 2013.

Specifically, BRIDGE provided scrap metal for two blacksmith groups in Tonj North County and one group in Wau, Western Bahr el Ghazal enabling members to immediately begin using their skills to fabricate spare parts for ox-plows in advance of next year's growing season.⁹⁰ Since receiving the scrap metal pieces from BRIDGE in September, the Sherika Abuduga reported that they have used the metal to manufacture a total of 308 new plow shares, which will be purchased by the Twic County-based merchant. To further support the link between producers and merchants, BRIDGE facilitated visits between the merchant the blacksmiths in Wau, enabling the buyer to inspect the products. Ultimately, the merchant will sell the spare parts to farmers in BRIDGE-target counties (Gogrial West, Twic and Tonj North) at subsidized prices⁹¹, per the terms of MOUs signed by the merchant, the blacksmith groups and BRIDGE.

Already, from previous BRIDGE support, some blacksmiths have used skills from previous BRIDGE trainings. For example, one of the two blacksmith groups in Tonj North (Warrab) reported that they were able to fabricate 15 new plow shares and 60 axes, and that they have sold these tools directly to farmers at 75 SSPs/share and axes for 25 SSPs/axe, raising total revenue for both products of approximately SSP 2,625. The other group in Tonj North (Farasika) had not begun manufacturing spare parts for ox-plows by the end of FY 2012 because they have been heavily affected by flooding and road closures in their business location.

3.1.1 Financial Management Assistance to Selected State Spending Agencies

In FY 2012, four Warrap MAF officials gained new PFM skills and knowledge to provide improved oversight and execution of budgets through a two-week⁹² PFM classroom training session conducted in Kuajok. The MAF Director of Programming and Budgeting, Deputy Director of Accounts, and two Accountants participated in the course, which was followed by PFM OJTA, conducted in the office of the state officials who attended the previous training, and provided by a BRIDGE consultant in May. BRIDGE also provided follow-up PFM OJTA in June 2012 to 25⁹³ county officials.

During the classroom course, 23 state and county officials learned key PFM principles, best practices, procedures for petty cash maintenance, and improved their understanding of internal control systems related to procurement as well as the Financial Management Information System and centralized payment system procedures. Participants also gained practical skills in completing relevant financial forms related to revenue, procurement, payments and petty cash, which are vital to ensuring government and service delivery transparency and accountability. Following completion of the classroom training, BRIDGE provided one-on-one OJTA in late May 2012 to each of the four MAF officials to help strengthen the ministry's PFM systems, processes and procedures and enable officials to manage public resources in a more effective, efficient and economical manner. To begin with, BRIDGE and MAF officials, along with MOLG and MOF officials, reviewed the current procedures being carried out. On examination of Form 15 receipt books and Form 67 daily summaries, the BRIDGE team discovered that revenues collected were not well documented and that the daily summaries were completed improperly. As a result, the Ministry's two rate collectors were provided in-office training from BRIDGE on the accurate completion of receipt forms to ensure revenues are described correctly and included in the Form 67.

⁹⁰ The groups in Tonj North received 21 pieces (Farasika group) and 30 pieces (Warrab group), respectively. The larger blacksmiths group, Sherika Abuduga in Wau, Western Bahr el Ghazal, received 70 pieces of scrap metal.

⁹¹ Per the MOUs, the blacksmiths in Wau will sell plowshares to the merchant at 35 SSPs per share, and the merchant has agreed to sell them to farmers for 60 SSPs per share. In Tonj North, blacksmiths will sell fabricated spare parts directly to farmers at agreed prices.

⁹² The course initially was scheduled for three weeks (15 days) but was shortened to 10 days due to insecurity stemming from the north-south border conflict.

⁹³ 13 officials received FM OJTA in Gogrial West and 12 in Twic County.

The BRIDGE OJTA also revealed the MAF has not consistently maintained a cash book, because the required forms were not available, and that a spreadsheet recording system for revenue and expenditure that was introduced to the MAF last year has not been maintained, probably due to the lack of power. However, the office of the Controller of Accounts has since been wired for a generator, and it is hoped that the future use of a computer and spreadsheet system for tracking revenues and expenditures will result in improved accuracy, efficiency and transparency of PFM procedures in the office. As the next step, BRIDGE field staff will assist in training the Controller of Accounts on recording of revenues, expenditures and fixed assets as soon as the office has reliable power for its computer systems, and will provide ongoing, in-office technical support and OJTA to improve the MAF's PFM systems, in FY 2013.

3.1.2 Assistance to State and Local Government for the Drafting of the 2013 Agriculture Plans

In July 2012, BRIDGE conducted a refresher workshop for its staff on planning and budgeting for state spending agencies in Juba, followed by state-by-state refresher trainings for state sector officials, beginning in Warrap with the state MAF. A total of 10 officials attended the Warrap training (all men). The participants were staff from the state MAF, the MOLPSHRD, and MOFTI, as well as county inspectors of agriculture and county planners.

The refresher workshop helped enhance the knowledge and skills of officials involved in planning and budgeting, through the sharing of experiences of staff from state Ministries, county staff and BRIDGE staff in planning and budgeting processes and practices. The main purpose was to obtain best practices and challenges in planning and budgeting processes and develop action plans to address the challenges and cement lessons learnt on planning and budgeting.

At the end of the training, participants identified what worked well (e.g. boma and payam feedback sessions and consultations; information sharing, and data gathering) during planning and budgeting processes, and what did not work well. Areas that need improvement were listed by participants as:

1. Harmonization between counties and line Ministries to avoid duplication of activities;
2. Timely disbursement of the budget ceilings;
3. Improved communication between state and counties;
4. Budgeting for training and capacity building for counties;
5. Data management and filing systems;
6. Information flow should be two ways at all levels;
7. Election of County Legislative Councils;
8. Increase (hire more) extension workers;
9. Involvement of all community sub-groups in the planning and budgeting process;
10. Provide frequent planning and budgeting refresher training courses;
11. Provision of means of transport, stationery, and computers to enable full participation from all parties for the planning and budgeting process; and
12. Executive Council should be fully involved in the process throughout.

BRIDGE will follow up with participants from the training in FY 2013 to gauge their level of utilization of skills and knowledge gained from the trainings.

4 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

In the WASH sector, BRIDGE continued supporting state and county Rural Water Departments (RWDs) to plan, coordinate, manage, and monitor the delivery of WASH services to respond to the requirements of the South Sudan planning and budgeting cycle, and to sequence WASH activities accordingly.

In NBG and, to a lesser extent, in Unity (due to insecurity throughout FY 2012) BRIDGE has partnered closely with WASH officials, and has assumed a leadership and coordinating role in the state's WASH sector by facilitating and hosting bi-monthly WASH cluster meetings involving county Assistant WASH Commissioners, state officials from the new MWRD (formerly known as the Ministry of Physical Infrastructure), and other development partners. These bi-monthly meetings have helped state and county officials better coordinate work on high-priority sector initiatives, such as water point mapping and registration, borehole drilling and rehabilitation, and standardization of hygiene and sanitation (H&S) trainings; (see sections below on "Water Point Mapping" and "Hygiene and Sanitation" for detailed information about related activities.) For example, during a WASH cluster meeting held at the BRIDGE compound in Aweil in July 2012, state officials announced a new plan to ensure that all H&S training materials used during public events in the state be uniform, to ensure consistency and control over H&S messaging and education. The Ministry encouraged other agencies and officials in all five counties to use the BRIDGE illustrated H&S flipcharts -- which have been translated into Dinka and Nuer -- during trainings; copies of the chart are now available to all development partners at the MWRD headquarters. These and other initiatives show that through BRIDGE's example and leadership, state government is gradually becoming better equipped and better capable of coordinating and policy in the WASH sector in NBG.

At the national level, BRIDGE participated in September 2012 in a two-day validation and costing workshop for the development of three-year WASH sub-sector action plans, for the period 2012-2015, for the Rural Water Supply and Sanitation (RWSS) Directorates of all 10 states in South Sudan. The workshop, held in Juba, included discussion of coordination and lobbying; development of an institutional framework; dissemination of guidelines, regulations, strategies, targets, indicators and surveys; encouraging private sector involvement in the WASH sector; technical studies and strengthening of rural WASH programs, among other topics. Prior to the workshop, BRIDGE helped WASH officials in Unity develop and review their sub-sector action plan during an integrated sector planning and budgeting workshop held in Bentiu in September (described in detail, below in the "Financial Management Assistance to Selected State Spending Agencies and Local Government" section.)

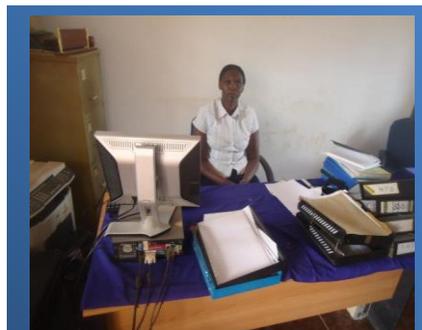
Water Point Mapping, Registration and Inventory Maintenance Support

Mirroring the support given to BRIDGE target counties in NBG in FY 2011, BRIDGE supported the NBG MWRD in Q3 by providing ledger books⁹⁴ for water point registration to WASH officials in the newly supported counties of Aweil South and Aweil Center. Preliminary reports⁹⁵ indicate that the distribution of the ledger books, accompanied by OJTA from BRIDGE on how to properly log and update data using hand-held Global Positioning Satellite (GPS) data and RSS forms, is helping county Assistant WASH Commissioners in these counties better monitor, manage, and plan for public water point maintenance needs. As seen in Aweil

⁹⁴ BRIDGE provided 15 ledger books; nine for Aweil South County and six in Aweil Centre County.

⁹⁵ Preliminary documentation verifying the usage of ledger books was received in Q1; additional documentation about mentoring and further use of these ledgers will be collected and reported in FY 2013.

North, Aweil West and Aweil East counties where ledger books were distributed in FY 2011, there has been an improvement in the documentation of the status of water points, with specific emphasis on functionality and non-functionality. Similar results are also expected from these two new counties. The introduction of a uniform system of data collection and maintenance in NBG helped county Assistant WASH Commissioners provide more comprehensive, accurate, and up-to-date information to the RWSS, and contributed to improved strategic planning, county profiling and annual planning and budgeting for the state's WASH sector, especially in terms of targeting resources for the provision of water to underserved areas. For example, as noted below in the sub-section on "Borehole Construction and Rehabilitation," BRIDGE worked with government in FY 2012 to use information collected through mapping and database activities to identify and then successfully rehabilitate of 50 boreholes in NBG. The database has become a critical tool for use by counties as they regulate and monitor the distribution of new water points across the counties.



Winie Akinyi, an IT officer in the NBG MWRD, said she is able to complete more work in less time after receiving BRIDGE computer fundamentals training and a new computer.

In addition, in Q3, BRIDGE helped both state and county WASH officials revise existing water point inventory databases (mostly maintained in ledger books) in NBG to include maintenance records as part of the main data fields used by RWSS to assess functionality of hand pumps. However, the county Assistant WASH Commissioners still require additional technical guidance and support in order to consistently and accurately record and log information about routine and preventive maintenance of water points. BRIDGE first raised this issue in June 2012, while hosting the bi-monthly WASH coordination meeting in Aweil. All WASH stakeholder representatives (including NGOs and county WASH officials) present at the meeting agreed to provide support in their respective counties to help government officials improve data collection and management in the area of preventative maintenance. BRIDGE has been in the forefront in ensuring that maintenance records are included as part of the main data fields in the electronic inventory system at the state level in NBG. The extent to which these maintenance records are managed properly and usefully will be gauged by BRIDGE in FY 2013 through follow-up visits and on-site technical assistance to county Assistant WASH Commissioners.

In Unity, with BRIDGE technical support, the RWD (housed in the MENR), began in late in FY 2012 to transfer and consolidate water point information from ledger books into a computerized database. This effort was facilitated by BRIDGE's provision of a desk top computer to the RWD in Q1. Additional details about the progress and status of Unity's effort to move to an electronic inventory system will be included in the Q1 FY 2013 quarterly report.

In Warrap, early in FY 2012, BRIDGE staff in Twic, Tonj North and Gogrial West counties provided technical assistance and materials including ledger books, pens and GPS equipment to assist county water sector officials⁹⁶ in updating the state's Master Registry of water points, and mentored officials on how to use the data to project upcoming planning and budgeting priorities. BRIDGE assisted payam⁹⁷ officials in those counties with new water point information to record, ensuring that officials properly record information including GPS coordinates for each water point, the dates that boreholes were drilled, functionality of the boreholes,

⁹⁶ Officials trained include: the Gogrial West County Assistant WASH Commissioner and Deputy WASH Commissioner, the Twic County Assistant WASH Commissioner and the Tonj North Assistant WASH Commissioner.

⁹⁷ Including Aweng, Turalei, Wunrock, Gogrial, Kuac North, Akon South and Akon North payams.

frequency of repairs, and water sample collection data for bacteriological testing. For water sample testing, BRIDGE provided hands-on technical assistance to county and payam WASH officials to conduct water testing and accurately record the data accompanying county and payam officials during trips to water points to conduct bacteriological testing and by providing portable, disposable micro-biological water testing kits in Q1 and Q2.

In addition, in December 2011, BRIDGE provided two weeks of basic computer training to four officials from RWDs in NBG and Warrap,⁹⁸ ensuring they can make maximum use of new desktop computers provided by BRIDGE to their departments in FY 2011.⁹⁹ Late in FY 2012, BRIDGE procured (but had not yet distributed as of the end of the fiscal year), five additional new desktop computers for distribution to county Assistant WASH Commissioners (one per county,¹⁰⁰) and will follow up their distribution with additional planned computer fundamentals training in FY 2013 and hands-on support (after the training) to ensure proper use of the computers and skills gained in the training.) The soon-to-be-distributed new computers and training in database management represent a major step forward in improving the collection and maintenance of data about water sources in the state, and will help create faster, easier access to reliable data at the state level, which can in turn be relayed to the MWRI's national water strategy. Though this is an ongoing activity, water point registration helps government officials at key times during the year to prioritize interventions in the WASH sector and enables them to prepare accurate and well-informed plans and budgets. One challenge for government, however, will be ensuring the availability of power at the various county offices where the computers will be distributed. Other challenges include the lack of comprehensive information about the status water points in all counties; lack of knowledge on the part of some county water officials about how to accurately take GPS measurements and record them; lack of adequate GPS systems/equipment; inaccessibility of sites (due to road conditions and/or insecurity); and the absence (to date) of good data on maintenance/preventive maintenance/repair records.

Technical Assistance for Government-Led Water Quality Testing and Control

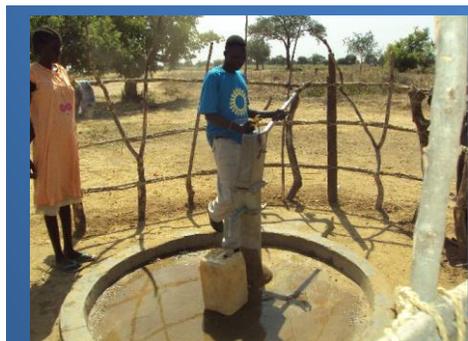
In May, 2012, BRIDGE trained 14¹⁰¹ government laboratory technicians from NBG and Unity on how to conduct water quality control and surveillance, and to interpret the results of physico-chemical and microbiological testing using South Sudan and World Health Organization water quality standards. Topics were tailored to meet participants' needs, and a series of practical, hands-on activities conducted to demonstrate various procedures required for conducting water tests and surveillance. By the end of the training, participants had gained new knowledge about water quality parameters, surveillance and treatment

⁹⁸ Two officials were from NBG and two from Warrap; the computer training in early FY 2012 (Q1) is further described in section I.1.1.

⁹⁹ BRIDGE provided two desktop computers in NBG, Warrap and Unity in FY 2011.

¹⁰⁰ The five new computers were in Juba at the end of FY 2012 and were scheduled to be shipped to NBG in October 2012 (FY 2013) for distribution to the county RWDs.

¹⁰¹ Two water quality inspectors from each of the five counties in NBG were selected to attend the training by the RWSS, in addition to two state-level water quality inspectors. Two county-level lab technicians from Rubkona and Guit counties in Unity also attended the training.



Twic County WASH Coordinator Joseph Kiir uses a hand-held GPS to log the location of a functioning borehole in Machar Village. After inputting data into the state's master registry of water points, Machar conducted bacteriological testing to ensure the water produced by the borehole remains safe for consumption. BRIDGE provided training to Machar and other WASH officials to support ongoing water point mapping efforts and follow-up water quality testing.



options, as well as how to conduct water sampling using scientific techniques and water testing kits.¹⁰² As a result of the training, inspectors gained the basic skills to carry out periodic water testing, establish routine water testing schedules, and record the results, providing critical data on the water quality status of water points in their jurisdictions, as well as remedial actions that include disinfection of boreholes by using chlorine.

In NBG, laboratory technicians will be able to put their water testing skills into practice upon completion of a new laboratory (supported by the Multi-Donor Trust Fund - MDTF) at the state MWRD in Aweil, which remained under construction as of the end of FY 2012. (A similar state lab is also being built in Unity and funded by MDTF but construction had just commenced in late FY 2012/early FY 2013 and will likely not be complete for some time. Due to the limited ability of technicians in Unity to practice their skills, BRIDGE will focus its follow-up technical assistance in FY 2013 in NBG.) Following completion of the new state laboratory in NBG in early FY 2013 (estimated in Q2), BRIDGE will provide OJTA to state technicians to better equip them with the practical knowledge and skills needed to address water quality concerns in their respective counties on an ongoing basis. Once operational, county level technicians trained by BRIDGE in FY 2011 on microbiological testing techniques (using portable water testing kits) will be able to link with state level technicians to address water contamination issues in NBG. In the meantime, however, many challenges remain with regard to conducting bacteriological water testing at water points in the two states. For example, despite the provision by BRIDGE of some motorbikes and bicycles in FY 2011 and 2012 to help county and payam-level WASH officials in targeted counties reach water points (see section below on transportation supports), in general, lack of mobility for officials continues to be a major issue, with some WASH officials reporting they simply lack adequate transportation to reach water points sites to conduct testing, surveillance, and follow-up with regularity. In addition, they lack funds to obtain an adequate supply of water testing kits, and most technicians will need ongoing guidance/OJTA on how to properly interpret water test results and provide corrective measures using the correct ratio of chlorine.

Despite these and other obstacles, BRIDGE in FY 2012 made some progress in the water testing arena. For example, in Warrap, as part of ongoing efforts to ensure the safety of operational water points, BRIDGE helped RWD officials in Twic (Warrap) and Gogrial West (NBG) counties early in FY 2012 to conduct water testing at eight selected water points in the county, enabling WASH officials to carry out basic water quality monitoring and analysis themselves, including the counting and interpretation of results after incubation. The test results led to recommendations for disinfection via chlorination at one of the sites tested, and water protection measures including fencing to prevent subsurface contamination. At the contaminated site, the Nyapkuotjok borehole in Gogrial Payam, Gogrial West County, NBG, government officials successfully disinfected the water point.

4.1.1 Improve the Capacity of State and Local Government to Execute the 2012 WASH Plans

In September and November 2011 BRIDGE staff and state MWRD and county WASH officials from all five counties in NBG reviewed 2011 WASH sector county plans as part of preparations for presenting new WASH sector plans for inclusion in the state's 2012 supplementary budget period, which ran through the end of June 2012. The workshop on integrated WASH sector state and county planning and budgeting helped guide RWD officials to identify priority areas for funding under the supplementary budget.

¹⁰² The training included both theoretical information and practical exercises. The state RWSS supplied water testing equipment (DeAgua water testing kits) that were used by participants for the hands-on exercises, while Winrock provided the reagents used. The MWRI plans to equip the newly-constructed laboratory in Aweil with testing materials, after which BRIDGE will continue providing technical assistance on water testing as part of OJTA.

This workshop was followed by further support to the WASH sector in July in NBG and September in Unity by a three-day sector specific planning and budgeting training in each state. Through the training, those responsible for planning/budgeting and PFM from state Ministries, as well as in BRIDGE-supported counties¹⁰³ develop integrated action plans tailored to the respective WASH and education sectors, identifying both existing linkages and gaps in the state's current planning and budgeting operations.

In NBG, the training engaged 16 state and county officials, and in Unity, 20 state and county officials¹⁰⁴ from Mayom, Guit and Rubkona counties. The training built upon previous BRIDGE supports to the planning and budgeting process in both states, which focused on gathering and prioritizing community needs through payam consultations and county budget conferences. While the training in NBG was a refresher training to reinforce knowledge gained in FY 2011, the training in Unity marked the first integrated sector planning and budgeting course in Unity. Both workshops helped to sharpen the planning and budgeting skills of government officials by clarifying roles and responsibilities of key personnel, developing joint action plans shared between different sectors and Ministries, reviewing past budgeting experiences to identify best practices, and providing detailed explanations of constitutional directives. This final aspect of the training was especially beneficial in Unity, as many of the trainees said that until then, they had been unaware of the relationship between their planning and budgeting processes and existing legal mandates, including the fact that all budgets are a matter of public record. By the end of the training, participants were able for the first time to cite key constitutional and other statutory provisions that directly impact their roles as stewards of public funds.

4.1.2 Financial Management Assistance to Selected State Spending Agencies and Local Government

During a two-week PFM classroom training provided in March and April 2012, five¹⁰⁵ officials from the NBG MWRD gained new skills and knowledge regarding budget execution, monitoring and oversight processes; accounting and financial reporting; and the PFMAA of 2011. These Ministry officials were among 24 state and county officials who attended the BRIDGE training, during which participants reviewed existing PFM procedures, accounting principles and regulations, legislation; as well as examined and practiced using currently available PFM forms, schedules, and manuals.

Classroom PFM training was followed up by one day of OJTA with two¹⁰⁶ MWRD officials, which included one-on-one consultations in their offices, to ensure application of the principles and practices covered in the classroom sessions. (Please refer to section 1.3 for more details about BRIDGE's PFM OJTA activities.)

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

4.2.1 Construction and Rehabilitation of New Water Points

In total during FY 2012, in consultation with state and county WASH officials as well as community members, BRIDGE drilled 28¹⁰⁷ new boreholes in NBG and Warrap states,¹⁰⁸ providing improved access to safe drinking

¹⁰³ Rubkona, Guit and Mayom counties.

¹⁰⁴ The county Directors of Planning and Budgeting from each of the three counties in Unity participated in the training. In all, nine WASH officials participated (two per county and three from the MENR).

¹⁰⁵ MWRD officials who attended the PFM classroom training included the Director of Administration and Finance; a Cashier; a Book Keeper; the Controller of Accounts; and the Acting Director of Planning and Budgeting.

¹⁰⁶ The MWRD officials who received PFM OJTA were a Book Keeper and the Controller of Accounts.

¹⁰⁷ In NBG, 23 out of 27 boreholes targeted were completed. Four could not be completed due to the onset of the rainy season in Q2, which limited contractors' ability to reach all planned drilling sites. These will be completed in Q1 FY 2013. Documentation for completed boreholes will be reported in Q1 of FY 2013.

water supplies for 25,682 people in the two states. Prior to drilling at each of the new sites in NBG and Warrap, which were chosen in collaboration with CAGs/WSGs and government officials, BRIDGE visited sites with county officials for verification and collection of GPS coordinates before submitting proposals and MOUs to counties to begin construction. These procedures ensured that sites were selected in a participatory manner, and gave government officials an opportunity to practice their oversight responsibilities.

Twelve of the boreholes drilled in FY 2012 initially were planned for completion in FY 2011, but were delayed due to insecurity and adverse weather.¹⁰⁹ BRIDGE had also planned to complete in FY 2012 six additional boreholes in Unity that were leftover from FY 2011. However, due to intermittent insecurity problems in the first half of the fiscal year, followed by the start of the rainy season and subsequent flooding, completion of these boreholes has been postponed until FY 2013. In addition, dramatically rising costs associated with purchasing and transporting construction materials and equipment in FY 2012 were cited as reasons why prospective drilling contractors passed on these bids, meaning that BRIDGE was unable to access these sites during the planned time frame. BRIDGE will commence drilling in those remaining locations as soon as the sites are accessible in FY 2013.

Also in FY 2012, BRIDGE worked successfully with community members and government WASH officials to identify, plan and carry out rehabilitation of 50 additional, previously inoperable boreholes in NBG, all of which were cited as priorities by communities during borehole mapping exercises supported by BRIDGE in FY 2011. As a result of these rehabilitations, access to safe water was restored to 30,122 people. Similar to the process carried out prior to drilling of new borehole sites in the state in FY 2012, BRIDGE visited each site with county WASH officials prior to beginning repair. The planned repairs of an additional 10 boreholes, in Unity were rescheduled for the dry season in FY 2013 due to flooding and inaccessibility of borehole sites.



Above: this borehole in Dokul Village, Baach Payam, Aweil East County, NBG, was identified as a priority for repairs by county WASH officials and community members. The borehole was rehabilitated with funding from BRIDGE.

To accomplish the rehabilitations in NBG, BRIDGE worked with private sector hand pump mechanics¹¹⁰ associations, comprised of hand pump mechanics previously trained by BRIDGE, in all five counties to examine 10 selected boreholes needing repairs in each county. To ensure the quality of rehabilitation work, payam WASH supervisors and county Assistant WASH Commissioners supervised the hand pump mechanics and verified completion of rehabilitation forms before signing off on completed work. In addition, County WASH Commissioners used information collected during the rehabilitation process to update the functionality status of boreholes in their respective counties using ledger books provided previously by BRIDGE.

At each new and/or rehabilitated borehole site, BRIDGE assisted county and payam WASH officials, as well as members of local community groups, to conduct H&S education (see section 4.2.3, below) and to form

¹⁰⁸ An M&E visit to one of the Tonj North boreholes in August 2012 revealed that one of the boreholes was experiencing cylinder problems and that community members were having difficulty with the hand pump. The issue was identified and communicated to the contractor, who has agreed to send his team to the site to fix the problem as soon as it is accessible (following the end of rains, in Q1 of FY 2013).

¹⁰⁹ These included four in Aweil East County, NBG, and eight in Tonj North County.

¹¹⁰ Associations of hand pump mechanics were formed in FY 2010/2011 through coordination with WASH stakeholders in NBG, to create business opportunities for trained hand pump mechanics in the state. The initiative also was intended to promote private sector development in operation and maintenance and gradually shift community (WMCs) focus toward a working cost-recovery system, where they water point users contribute monthly dues in order to quickly locate and pay accessible, trained pump mechanics for repairs and rehabilitation of their boreholes. However, it is BRIDGE's observation that although these associations are supposed to function as private entities, in practice they rely heavily on spare parts provided by the government and donor organizations.

WMCs (see section 4.2.2, below) to encourage communities to take control over the protection, maintenance and sustainability of their water points, and to adopt the use of household pit latrines for waste management and improved hygiene.

The table below details the number of boreholes drilled/rehabilitated by BRIDGE over the life of project:

Boreholes Completed												
	Boreholes Constructed				Boreholes Rehabilitated				Hand-Augured Wells			TOTAL
	FY09	FY10	FY11	FY12	FY09	FY10	FY11	FY12	FY09	FY10	FY 11	
NBG	20	20	20	17	34	90	1	50	0	37	1	290
Warrap	20	20	26	13	93	78	62 ¹¹¹					312
Unity	20	12	7		20	61	1					121
Total	60	52	53	30	147	229	64	50	0	37	1	723

4.2.2 Assistance to Water Management Committees

Throughout the fiscal year, BRIDGE supported county and payam WASH officials in the NBG and Warrap to set up and train 26 new WMCS in NBG and Warrap in communities where new BRIDGE-funded boreholes have been drilled. Each new WMC, typically a 12-person committee, received training on water point management and the safe water chain, H&S education and linkages between water, hygiene and sanitation. After training, each WMC is tasked with overall responsibility for oversight and management of the water point, including regular cleaning of the apron, drainage channel, fencing, reporting on water quality concerns, reporting on malfunctioning of the pump, and collecting water user fees. In June 2012, in order to maximize use of BRIDGE resources and reinforce good H&S practices, BRIDGE combined its Community Led Total Sanitation (CLTS)-based H&S education and TOT sessions to coincide with WMC trainings, which were led by BRIDGE-trained payam and county WASH officials. (For more details on H&S education sessions, see section 4.2.3, below.)

Mary Akon Pach, treasurer of the Aguat Boma WMC, in Aweil West County, NBG, said that ensuring that money is on hand for conducting routine maintenance, instead of waiting for breakdowns to occur, keeps the community's vital water supply flowing. In addition, the WMC keeps the site cleaned and fenced, to prevent livestock from trampling the apron and/or contaminating the area around the water source.

Follow-up visits by BRIDGE in FY 2012 indicate that most of these groups remain active and involved in protecting community water points, and are in the forefront of the effort to promote safe water handling and other good H&S practices in their communities. For example, in Warrap, BRIDGE accompanied two county RWD officials in late January to 18 sites in Gogrial West and Twic counties where BRIDGE-drilled boreholes are overseen by local WMCs. The teams found that WMCs at 16 of the 18 sites had successfully fenced in their water points, cleared the surrounding areas of trash and debris, and drained waste water to maintain clean and safe water supplies for area residents. Leaders of the WMCs interviewed said that training provided to their communities by government WASH officials, facilitated by BRIDGE, helped them employ improved water handling, transportation and storage practices and, in their view, resulted in fewer cases of water borne diseases. In addition, the WMCs reported high levels of cooperation between their groups and payam hand pump mechanics when boreholes need to be repaired. The visits demonstrate that many WMCs are increasingly able to proactively and/or quickly address their own maintenance problems by keeping cash

¹¹¹ 29 borehole rehabilitations completed in FY 2010 are included in this number because they were not previously reported. Documentation was received in FY 2011.

reserves from user fees on hand and collecting fees to pay mechanics quickly for parts and labour, resulting in more reliable access to safe improved water supplies.

In NBG, during BRIDGE spot-checks and follow-up visits to the recipients of previously drilled boreholes in Aweil West County, NBG, WMC leaders said they have worked with local government to maintain access to improved drinking water by utilizing cost recovery and other preventative operations and management strategies gained through BRIDGE trainings. As an example, follow-ups revealed that the BRIDGE-drilled borehole at Aguat Boma, Gomjuer East, drilled in 2010, is still providing water daily, and, according to community members and WMC leaders, has never been out of commission, thanks to the WMC's strategy of collecting 1 SSP per month from users, some of which is designated for periodic preventative maintenance work. Maintenance on the borehole is conducted by BRIDGE-trained mechanics, with whom the WMC has established good working relationships.

4.2.3 *Hygiene and Sanitation Marketing and Promotion*

Improved H&S behaviour remains a critical pillar of the national government's WASH strategic framework. In FY 2012, BRIDGE helped support government-led H&S promotion through the CLTS approach in selected counties in Warrap where new boreholes were drilled, and in all five counties in NBG, by assisting county and state WASH officials to conduct H&S TOTs with the assistance of WMCs. In all, the number of people trained through BRIDGE-facilitated H&S messaging sessions and trainings in FY 2012, including WMC members who were trained on the same topics, totalled 7,490 people, 3,379 of whom were female.

To facilitate these trainings and to ensure that communities and government possess practical and proven tools to use in the promotion of improved H&S practices, BRIDGE distributed 530 copies of its customized H&S illustrated flip-charts – which have been translated into Dinka to ensure widespread understanding and adoption – to the NBG MWRD, and an additional 400 copies of the tool to Warrap WASH officials. In Unity, BRIDGE did not work directly with government WASH officials to provide H&S trainings, but supported the RWSS in FY 2012 by distributing 172 H&S training flip-charts translated into the Nuer language to WASH officials in BRIDGE-supported counties.¹¹²

Since their distribution, local government officials have used the tools widely during trainings. For example, in Tonj North County, Warrap, the Pankot Boma Administrator, James Malong Akol, used the flip-chart during a community H&S training in February that targeted members of the local CAG/WSG, traditional leaders, and members of the local PTA and WMC. Akol exhorted participants to act as role models in the community to spread messaging about the link between improved public health and good H&S practices, and used the guide to walk participants through topics including causes of water contamination, the safe water chain, fecal/oral transmission routes and preventative measures, proper management of water points and water and sanitation-related diseases.

Household Latrine Construction

To help communities put H&S knowledge into practice, BRIDGE coordinated with WASH officials in FY 2012 to distribute 280 concrete slabs, as well as digging tools including shovels, hoes and pick-axes, to selected

¹¹² The materials were distributed as follows: Mayom County -50 copies; Guit County - 50 copies; Rubkona County - 50 copies and state RWSS – 22 copies.

households in four counties in NBG.¹¹³ Community members had the option of choosing a preferred latrine design based on affordability and availability of materials, to maximize the uptake of this practice.



This household latrine, belonging to Majok Deng Deng in Gokmachar Payam, Aweil North County, NBG was built with BRIDGE-supplied tools and hardware.

By the end of the fiscal year, 94 households had completed construction of new household latrines in the state. Construction was slow because nearly all community members were focused on land cultivation activities at the time the slabs, materials and tools were distributed. Follow-up monitoring visits revealed many household latrines were constructed according to guidelines. Other field visits conducted by BRIDGE to the recipients of slabs, materials and tools, along with H&S training earlier in FY 2012 and in FY 2011 indicate that community members in Ariath Payam, Aweil North County, and Akuankngap Payam in Aweil West County, (NBG), properly built their own latrines after receiving the slabs from BRIDGE, and were actively modelling good sanitation practices in their communities. In addition, BRIDGE follow-up visits in Rup Boma, (Gogrial West County, Warrap) revealed that 28 out of 39 concrete slabs and

ventilation pipes distributed previously to citizens who attended H&S training have been put to use by community members who obtained other locally available building supplies, including wood poles, bamboo matting, and thatched grass, to construct their own structures.

Furthermore, in March, an interview with Rebecca Abuk Deng, a resident of Ariath Payam in Aweil North County who built her own simple household pit latrine in FY 2011 after receiving BRIDGE training and materials, said her facility is heavily used by up to 13 households daily. Deng also maintains a hand-washing basin with soap and water near the latrine, which she cleans twice a day, ensuring fresh layers of ash are sprinkled to keep flies and insects away. Another nearby recipient of H&S training and latrine construction materials, Aluak Ariik Lual, said her Ventilated Internal Pit latrine is visited by members of 10 different households in her community. Since building the latrine last year, Lual said her family has had fewer stomach-related illnesses, which she attributed to a reduction in the disease-carrying fly population resulting from improved sanitation practices. Lual also keeps a hand-washing station near her latrine and instructs users to be sure to wash their hands with soap after using the latrine.

Though many households are successful in constructing their own pit latrines and putting H&S knowledge into practice, some households still face challenges. For example, some households continue to dig their pits too wide for the slabs provided and some



Above: students at Kuajok Area Primary School participating in "Global Hand Washing Day" in October. BRIDGE supported the activities, which promoted good H&S, at designated schools across South Sudan. Below: students at the Nyamlel Primary School in Aweil West, NBG, held a competition including songs and dramatic presentations about the importance of hand washing and practicing good hygiene. BRIDGE staff helped students prepare presentations and provided materials and water for the event.



¹¹³ Aweil East, Aweil North, Aweil South, Aweil West counties; slabs were distributed to community members who attended H&S education/promotion trainings.

have not properly installed ventilation pipes. To address some of these challenges, for example, BRIDGE, along with a team from the state government travelled to Udhum Boma, Aweil West County. During this visit the team supervised installation of ventilation pipes at the sites of several household latrines where owners had not followed guidelines provided in training for proper latrine construction. In all, a total of 11 households were provided with assistance to properly install/fit ventilated pipes in their latrines, improving ventilation and aeration and reducing odors.¹¹⁴

It is also worth noting that in Aweil East County, NBG, BRIDGE-supported H&S education and awareness sessions that were conducted jointly with Aweil East County WASH officials have helped to create strong demand for household latrine slabs to support households whose members have already dug their pits. In all, an estimated 300 households have registered with the county RWSS requesting concrete slabs, going well beyond BRIDGE's original target supply of 60 slabs for the county. In response, BRIDGE held discussions with Aweil East County officials to explore alternative ways of meeting demand, including the possibility of engaging private entrepreneurs who have been trained in masonry techniques by other development partners/agencies in the area. This approach, if adopted, could help stimulate private sector business opportunities while simultaneously encouraging communities to meet the cost of completing their own household latrines.

4.2.4 *Hygiene Training for Schools*

In October 2011, BRIDGE capitalized on an excellent opportunity to promote improved H&S practices among school children by helping to organize and/or supporting a series of events in NBG, Warrap and Juba as part of international "Global Hand Washing Day 2011." In Warrap, more than 1,000 students from 11 schools came together for the event -- one of the largest in state history -- promoting awareness of the links between washing hands and public health. The celebration was held in Kuajok, the state capitol. BRIDGE staff helped plan and organize some of the activities, which brought together state government officials, development partner organizations, women's groups, members of PTAs and others to highlight the importance of practicing good hygiene. Students learned that many common and potentially fatal diseases can be prevented by the simple act of thoroughly washing hands with soap and water before eating. Acting as change agents, these students were encouraged to spread the word throughout their communities about hand washing and adoption of good hygiene practices.¹¹⁵

Later in the fiscal year, BRIDGE worked with county WASH officials in NBG to provide H&S messaging to a total of 4,514 people, including teachers, school administrators, representatives of PTAs and students, through trainings at six different schools¹¹⁶ in NBG. At each training, government officials led the way. For example, at Akuakngap Primary School in Aweil West, Payam Administrator Peter Kuol Kawach facilitated the training, using BRIDGE H&S illustrated training materials that have been translated into Dinka to introduce improved hygiene practices. School-based H&S training focuses on strategies including hand washing at critical times and maintaining good personal hygiene. During the training at Akuakngap, pupils in upper classes participated in cleaning the toilets and the head teacher developed a timetable for consistent maintenance/cleaning of the latrines on a regular basis.

¹¹⁴ In FY 2013 BRIDGE will continue to follow up with a sampling of owners of new household latrines to ensure required corrective measures are put in place, and to encourage communities on good hygiene practices that include hand washing with soap.

¹¹⁵ In September of 2012 BRIDGE was heavily involved in organizing and implementing the 2012 Global Hand Washing Day activities at the Marial Bai Primary School in NBG, which will occur in October 2012 and will be reported on in the Q1 report for FY 2013.

¹¹⁶ The schools were Wedwil, Aroyo, Pamat, Gok Machar, Akuakngap and Marial Bai primary schools. All six schools received BRIDGE support for construction or renovation of school buildings through the LGDF program.

BRIDGE has also supported WASH activities at schools in other ways. For example, Nyamlel Primary, which was the NBG State host site of Global Hand Washing Day in 2011, benefitted two years ago from construction of a BRIDGE-drilled borehole at the school. Other agencies also have supported the school in constructing Ventilated Internal Pit latrines to create an improved learning environment for children.

During spot-checks and follow-up visits in FY 2012 to monitor school latrine usage and maintenance, BRIDGE learned that good maintenance is strongly tied to the attitudes and/or importance placed by students and teachers on usage of latrines, which, in turn, is tied to the level of involvement of PTAs and members of school administrations. While some schools do have active PTAs, the use of latrines, particularly at a more public place like schools, is still a new concept at odds with a strong sense of traditional practice. Additionally, not all schools are able to erect fencing around their properties and thus are openly used after hours by the wider community, by people who may not have participated in H&S sessions and who are not invested in ensuring the latrines' maintenance or cleanliness. As result, some school latrines built by BRIDGE are misused at night, providing an additional challenge to PTAs and school administrators to maintain them properly.

For example, BRIDGE identified problems in the ongoing maintenance of BRIDGE-built school latrines at both the Mangar and Pariang primary schools, in Gogrial West County, Warrap. It was observed that the latrines were not being well maintained and that after-hours users (community members) were not cleaning them after use. In addition, school management had not provided wash basins, water or soap for hand washing at or near the latrines after use. In addition, at the Pariang school, rains and flooding had caused the latrine blocks to be surrounded by floodwaters, making them vulnerable to damage. At both locations, BRIDGE staff emphasized the need to urgently address latrine-related problems to both community members (PTAs) and school administrators (Head Teachers), who have responded by laying bricks and gravel around the foundation of the latrines to stabilize the structures and agreeing to institute other measures, such as providing washing facilities for students during school operating hours.¹¹⁷

Despite the problems with proper usage of their latrine, some efforts have already been made to promote greater acceptance and use of good H&S practices and maintenance of facilities at the school. During a visit late in the fiscal year to Pariang Primary School (Gogrial West County, Warrap), the BRIDGE team discovered that a H&S club was formed last year (2011) following a H&S promotion session conducted by BRIDGE and county WASH officials that year. Tasked to promote H&S in the school, the club has helped clean the school compound, especially around the borehole area, and keeps the area around the school's kitchen tidy. The school's Head Teacher, Angelo Deng Mabor, also reported that the general attitude toward latrine usage has improved compared to a year ago, when girls generally refused to use the latrine, believing it to be too embarrassing.

4.3 *Strengthen Water Point Sustainability*

4.3.1 *Refresher Training and Transportation for Pump Mechanics*

In November 2011 BRIDGE provided assistance to BRIDGE-trained hand pump mechanics in Warrap by providing them with seven bicycles¹¹⁸ to facilitate their transportation to borehole sites to conduct regular maintenance for non-functional boreholes, and preventive maintenance for functional boreholes. In addition, mechanics used the bicycles during ongoing water point mapping and registration activities, and to attend

¹¹⁷ Follow-up on these issues made will be again made in FY 2013.

¹¹⁸ Four bicycles were provided to mechanics in Tonj North and three to mechanics in Twic County.

scheduled H&S awareness and education sessions with WMCs and WASH officials. BRIDGE is still in the process of following up with mechanics who received bicycles to gauge the extent of their usage, but during one interview in FY 2012, the hand pump mechanic in Aweil West County, NBG reported that he regularly uses his bicycle to travel to water points that require repairs. Additional information about the use of the bicycles will be reported in FY 2013.

In NBG, in September 2012, BRIDGE provided refresher training for 13 previously-trained hand pump mechanics focusing on preventative maintenance services in order to reduce mechanical failures and cut down on expenditures for costly spare parts needed for more serious, major repairs. Earlier this year, BRIDGE, with co-funding from UNICEF, implemented a broad-based assessment of South Sudan's spare parts supply chain and identified several potential weaknesses that could disrupt access to safe drinking water. An increased focus on preventative maintenance was one of several recommendations cited in the study, suggesting that routine, regularly scheduled maintenance must become more a prominent feature in South Sudan's national strategy to enhance the sustainability and access of clean water. As an initial step to address this issue, the four-day BRIDGE-sponsored training brought together 13 private sector hand pump mechanics from all five counties in NBG, and included practical exercises at two borehole locations in Mathiang Village, Aweil Centre County, NBG. In a departure from previous hand pump mechanic training courses conducted in 2010 and 2011 by BRIDGE, the preventative maintenance training emphasized minor repairs that can help prevent more severe breakdowns. Additionally, the participants were instructed how to spot potential warning signs of future malfunctions, which will facilitate more efficient and timely spare part procurement. Information gathered during future preventative checks and services has been shared with the state RWSS to update county database maintenance records on borehole functionality. This also will benefit local communities responsible for the upkeep and maintenance of these sites, because the long-run costs associated with major repairs should diminish over time.

In addition, in FY 2012 BRIDGE completed procurement for 12 new motorbikes which will be distributed to county RWDs in all five counties in NBG, in early FY 2013, to help improve their ability to coordinate with WMCs at various borehole sites, collect updated data on borehole functionality, and effect needed repairs faster.

4.3.2 *Building Spare Parts Supply Chain*

In April 2012, as part of follow-up on the BRIDGE spare parts supply assessment completed in Q2,¹¹⁹ BRIDGE shared the final report with the national MWRI and began preparing to implement some of its major findings and recommendations in partnership with the NBG MWRD and the MENR in Unity, focusing especially on improving the scope and content of the existing water inventory databases by creating additional data fields to capture information on maintenance management, as recommended in the study. The assessment and report yielded valuable guidance and recommended that major efforts be made to better coordinate varying WASH approaches taken by different development partners.

In June, BRIDGE shared the spare parts report with members of the bi-monthly WASH coordination meeting hosted by BRIDGE in Aweil, NBG. Participants included members of NGOs and partner agencies¹²⁰ in the

¹¹⁹ Full details of the consultant's report were included in the WASH section of the BRIDGE Q2 report.

¹²⁰ NGOs and partner agencies involved in the cluster include UNICEF, United Methodist Committee on Relief, Tearfund, Internal Rescue Committee, Action Against Hunger, African Development Solutions, Aweil Window of Opportunities and Development Alternatives, and Swedish Development Cooperation.

WASH cluster in NBG, as well as state Ministry officials and county WASH officials. Participants agreed to work collaboratively to better coordinate all WASH activities across the state, and to submit information about activities on a monthly basis via activity trackers provided to designated county Assistant WASH Commissioners. Updated information will include details of interventions in operations and maintenance, provision of spare parts distinguished by quantity and type, and all achievements to date. Some county WASH officials, notably in Aweil East County, are already beginning to update their records with this new information. At the meeting, the state Ministry recommended the use of a standardized reporting format and urged agencies to support county Assistant WASH Commissioners by assisting with the computerization of data and information and supporting the installation of communications and internet connectivity to more efficiently transmit information. General agreement was reached to focus more energy and resources on preventative maintenance training for hand pump mechanics and to avoid duplication of trainings by improving communication amongst state and county WASH offices and other stakeholders. Also at the meeting, it was announced that BRIDGE H&S illustrated training flip-chart materials (available in English, Dinka and Nuer), have now been pre-positioned at state RWSS offices. It also was agreed that agencies or development partners that wish to use the BRIDGE materials will now lodge a formal request with RWSS and sign for the materials to help the state better track which agency has taken the materials, and where they are conducting training. So far, agencies and partners using the BRIDGE flip-charts include Tearfund, United Methodist Committee on Relief, Swedish Development Cooperation, Action Against Hunger, Samaritan's Purse, the NBG RWSS and Aweil Window of Opportunities and Development Alternatives.

Acting upon recommendations from the spare parts assessment, BRIDGE re-tooled its planned refresher training for pump mechanics to focus more on preventative maintenance (see section 4.3.1, above) and helped re-design database fields for the state's water point registration database to include fields for recording frequency and scope of preventative maintenance conducted or scheduled for water points.

BRIDGE also took on additional coordinating responsibilities in the WASH sector in NBG, by continuing to chair bi-monthly WASH cluster meetings in Aweil and in Juba with members of the sustainable hand pump maintenance working group. This technical working group, co-chaired by Action Against Hunger and Winrock, was formed originally in 2011 and provides a platform for sharing best practices, promoting knowledge development, and advocating for a more sustainable approach to water supply in South Sudan.

Expand Access to Quality Education

5.1 Strengthen Government Capacity to Improve Access to Quality Education

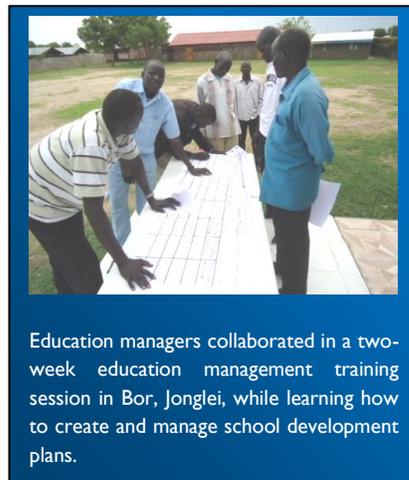
In FY 2012, BRIDGE continued to improve the ability of supported state and local government education officials in Unity and Jonglei to deliver educational services, targeting primarily the execution and drafting of the 2012 and 2013 education plans. BRIDGE encountered many challenges over the course of the fiscal year while providing education sector supports in these two states, both of which were heavily impacted by conflicts, including inter-ethnic fighting (Jonglei) and cross-border military engagements between South Sudan and Sudan (Unity). These armed conflicts and resulting insecurity-related challenges, along with inaccessibility to certain areas due to rains and flooding in Q3, caused BRIDGE to limit the scope of its planned education-related programming and follow-up monitoring activities and to restrict staff movement to safe and relatively accessible areas, mostly in or near the state capitals, Bentiu and Bor. Despite these challenges, BRIDGE provided key assistance to county and state education officials in Unity and Jonglei to ensure that education priorities were included in new plans and budgets; distributed 11¹²¹ motorbikes that enabled government officials to improve their monitoring and communication with schools even in remote locations; worked with state governments to select and send 10 new female scholarship recipients to attend the Yei Teacher Training College; and conducted vital PFM training and OJTA to financial managers to ensure their continued ability to provide improved oversight and transparency in management of public monies.

Throughout the fiscal year, BRIDGE also conducted a variety of monitoring and follow-up visits to help the program assess the impact of its targeted education sector supports to county education managers, PTA groups, Head Teachers and other BRIDGE partners.

5.1.1 Improve the Capacity of State and Local Government to Execute the 2012 Education Plans

Education Management Training for State and Local Education Administrators

In April 2012, 26 school administrators, teachers and state and county education officials from 10 of 11 counties in Jonglei (selected by the state MOGEI) completed an extensive, first-of-its-kind education management training in Bor. The interactive training supported by BRIDGE was participatory in nature, covering a wide range of topics outlined in the RSS's official Education Management Tool Kit. Many of those in attendance from the counties said the training was their first opportunity to obtain information about effective management practices for school administration. In addition, it afforded participants from outlying counties in the state, such as Nyirol and Fangak counties, a unique opportunity to meet and interact with state education officials, whose travel is often limited due to the lack of roads, vast distances between the state capital and their counties, and other logistical challenges. State government contributed to the cost of the training by providing transportation for participants from counties to the training site in Bor.



Education managers collaborated in a two-week education management training session in Bor, Jonglei, while learning how to create and manage school development plans.

¹²¹ Nine were distributed to county education officials in Jonglei as described in further detail below; one motorbike went to the Jonglei MOGEI and one was distributed to the Warrap MOGEI. An additional 10 motorbikes were procured in FY 2012 for the Jonglei MOGEI to distribute to county education officials, but the bikes had not yet been handed over to the MOGEI as of the end of the fiscal year.

BRIDGE follow-up visits conducted in June 2012 with teachers who attended the management training from Bor, Pibor and Akobo counties – as well as with educators from Unity who attended similar education management training in FY 2012 -- demonstrated that educators in these BRIDGE target states are employing the skills and knowledge gained during the workshops. For example, Mayen Deng David, Head Teacher at Bor B Primary School in Bor, Jonglei, said the training energized him to mobilize increased parental and community support to achieve improvements at his school, and enabled him to persuade and recruit parents to help construct a new block of classrooms, as well as a kitchen for teachers, at the school. He added that the training led him to create a new school improvement plan with specific objectives, target completion dates and funding mechanisms, and prompted him to better organize the school's records, including receipts for school fees, improving the school's FM processes. Another Jonglei teacher who attended the training, Makuach Chol Gabriel, said he now meets more frequently with local PTA members, resulting in a stronger partnership between his school and the community. Education officials from Pibor County also reported that the training had a positive effect on the quality of administrative work performed by those who attended. For example, Ajiba Onyong, the Head Teacher at Pibor Secondary School, who was interviewed during a BRIDGE field trip to Pibor County in May 2012, said the training was the first ever provided to officials from the county, and helped equip him with fundamental guidance about how to handle basic administrative procedures at his school that should help it run more efficiently. "I used to have difficulty in handling finance , data and reporting, but the training of Education Managers in Bor, it is indeed a turning point in my administration," Onyong said.

Similar observations about the positive, capacity-building impacts of the education management training were made during BRIDGE monitoring visits in FY 2012 to schools in Unity. For example, in Rubkona County, Education Director David Lual said the education management training provided by BRIDGE in FY 2010 enabled him and his colleagues to develop a better, closer working relationship with other county officials, and that the improved capacity of his staff helped convince the County Commissioner to better support the education department. As an example, Lual cited the increased willingness of the Commissioner to provide fuel for education inspectors using BRIDGE-supplied motorbikes to visit distant payams such as Ngop, Wathjaak, and Dorbor, and that the Commissioner has also helped fund the costs of services and repairs for the motorbikes. (See section below for further details about motorbikes distributed by BRIDGE.)

Transportation Support for State and County Education Officials

In FY 2012, BRIDGE distributed a total of 10 new motorbikes to the Jonglei State MOGEI in Bor – as well as one motorbike to the Warrap MOGEI¹²² -- enabling county and state education officials to increase the frequency and quality of their oversight of schools and education service delivery programs in their jurisdictions.

Nine of the motorbikes delivered in Jonglei were originally intended for distribution in FY 2011 but, due to delays caused by insecurity and weather at the end of the fiscal year, shipping was postponed until Q1 of FY 2012. Based on feedback from state and county officials, those nine



Gatkuoth Simon, DG of the Jonglei State MOE, said "The motorbikes are not only going to facilitate the monitoring and supervision of schools' educational activities and programs, but will also help improve the quality of education and the management capacity of the Ministry of Education."

¹²² This motorbike was to have been distributed in FY 2011 but procurement delays pushed distribution into FY 2012.



Adriano Kiir Ayuel, Director of AES in the Warrap MOGEL, said the new motorbike his department received enabled him to conduct more visits to education facilities in counties and payams across the state, to ensure better compliance and supervision of state education programs. Follow-up visits to education inspectors in Unity who received five motorbikes from BRIDGE last year said the increased mobility has enabled them to attend more meetings at schools and perform their jobs more efficiently. Below, inspector Chuol Machar, of Guit County, Unity, atop a motorbike.



motorbikes, distributed by the MOGEL to county education officials in nine counties across the state,¹²³ have improved the speed and ability of state officials to interact with their counterparts in the counties and to better communicate with administrators and teachers in one of South Sudan's largest and least accessible states.

In April 2012, BRIDGE delivered one additional motorbike, designated for the specific use of the Jonglei MOGEL's Directorate of Planning and Budgeting in Bor, enhancing the ability of state officials to coordinate the collection of data and information for planning and budgeting purposes in advance of the 2012/2013 budget cycle. In September of Q3, in response to input from Jonglei officials and requests for additional transportation assistance, BRIDGE procured an additional 10 motorbikes to support improved teaching and learning through the facilitation of enhanced mobility and oversight of teachers by county education officials. Prior to receiving these motorbikes in FY 2013, the Jonglei MOGEL has agreed to develop a plan for ongoing monitoring and evaluating usage of all motorbikes distributed through the BRIDGE program to ensure the collection and sharing of timely data about usage of their motorbikes. The MOGEL's new process for obtaining more consistent information about the use of the previously distributed motorbikes is being led by Benjamin Mijok, the Ministry's Coordinator for Development Partners. BRIDGE will provide additional details about the motorbikes' usage in FY 2013.

In Unity, BRIDGE follow-up visits in FY 2012 with Guit and Rubkona county education officials – each of whom received five motorbikes from BRIDGE in FY 2010¹²⁴ -- revealed that the motorbikes are being maintained and monitored, and continue being put to good use, enabling officials to conduct more frequent visits to education facilities in hard-to-reach payams, including some areas that were simply unreachable, previously. Prior to receiving the motorcycles from BRIDGE, education officials in Rubkona County said they were only able to visit a limited number of schools located near the county education office, leaving most of the nine payams in Rubkona without a consistent or adequate level of oversight by state officials. Now, however, inspectors said they routinely visit each of the 34 schools in Rubkona County at least once a week and schools within Rubkona Payam twice a week. This has greatly improved the ability of the inspectors to collect vital information, statistics, and reports which are shared with education stakeholders at both county, and state level. Additionally, payment of salaries¹²⁵ and distribution of school supplies is more efficient, as the county education officials now easily and

¹²³ In Q1 of FY 2012, the Jonglei MOGEL distributed one motorbike each to nine of the 11 counties in Jonglei: Pibor, Akobo, Fangak, Piji, Ayod, Uror, Pochalla, Nyirol and Duk. (Twic East and Bor counties will be considered for motorbike distribution by the MOGEL from the batch of motorbikes distributed by BRIDGE in September of FY 2012.) (The tenth motorbike was distributed to a state education official in Bor.) Due to weather conditions and insecurity in Jonglei, BRIDGE was unable to conduct follow-up visits to recipients of motorbikes in all nine counties. However, feedback from county officials in Nyirol, Duk, Ayod and Pibor counties indicated that transportation assistance has significantly improved their supervision of schools and increased the level of interaction with PTA groups.

¹²⁴ BRIDGE distributed five motorbikes each to county education officials in Rubkona, Guit and Mayom counties, in FY 2010. BRIDGE could not conduct follow-up visits in Mayom County before the end of FY 2012 due to insecurity and related restrictions on staff movements within the state.

¹²⁵ Later in the fiscal year, due to the effects of the economic slowdown, payment of salaries to government officials became a challenge, with some county officials reporting they had not received salaries in several months.

quickly deliver these services using the motorbikes, relieving teachers and/or school administrators of burdensome and lengthy trips by foot. This is especially important for payams within Rubkona County such as Dhorbor, Budang, Wathjaak and Kaljak, which – prior to distribution of the motorbikes – had been completely inaccessible during the rainy season, as they are located 30-40 kilometers from the central office in Rubkona.

In addition to the new motorbikes distributed in Jonglei during FY 2012, BRIDGE delivered one new motorbike to the Warrap MOGEI, Department of Alternative Education Systems (AES), in Kuajok. The motorbike was delivered in June 2012 and received by AES Director General Adriano Kiir Ayuel, and will enable him to cover longer distances in a shorter period of time to conduct follow-up visits and routine monitoring of adult literacy centers in counties and payams across the state.¹²⁶

Yei Teacher Training College Scholarship Recipients

Building on the success of the BRIDGE Yei Teacher Training College (YTTC) scholarship program launched in FY 2010, in which four informally educated female teachers from NBG (two), Warrap and Unity (one each) were selected by their state MOGEIs for admission to a two-year, certified teacher training program at YTTC, BRIDGE in FY 2012 collaborated with education officials in Unity and Jonglei to recruit additional scholarship teachers from their states.



Margaret Atherbei, a YTTC graduate who returned to her home in NBG to teach, said she has become a role model for the importance of girls' education.

The BRIDGE scholarship program is predicated on the teachers' agreement with their respective MOGEIs and BRIDGE¹²⁷ to return to their home states following completion of their certificates, to serve as role models, mentor their colleagues and help lead efforts to recruit other female teachers and expand girls' school enrolment rates. However, due to the severity of various military and inter-tribal conflicts in the two states, state officials were able to recruit only 11 additional prospective female scholarship recipients (six from Jonglei and five from Unity) in early 2012. These 11 new female teachers were joined by one of the original four scholarship recipients from Warrap, who had difficulty completing her certificate due to language difficulties and who is now scheduled to graduate in December 2012. Though one of the newly-recruited scholarship students from Jonglei has since left

the school and returned home due to personal issues, the remaining students are performing well and are working hard to adapt to the challenging academic environment at YTTC – the oldest and most respected teacher training academy in South Sudan. A monitoring visit by BRIDGE in September 2012 indicated that the scholarship recipients are doing well academically (passing their subjects) and that each of them is determined to complete coursework successfully.

One specific challenge cited by all of the BRIDGE student-teachers at YTTC, however, is language-related, because classes are taught in English, the official language of the government of South Sudan, and scholarship recipients had varying levels of English language facility prior to beginning classes. In response, the

¹²⁶ BRIDGE will continue to collect and share information about usage and impacts from distribution of motorbikes to education officials across BRIDGE target states throughout FY 2013.

¹²⁷ MOUs are signed by the state MOGEIs, teachers and BRIDGE to ensure that the agreement of the teachers to return to their home states to serve as primary school teachers is kept.

administration at YTTC helped the students adapt by providing a special course for them in remedial English, and the teachers are gradually becoming more skilled at conversing and learning in English. In spite of all the challenges, the students remain determined to continue learning in the college, citing their appreciation of its experienced teaching staff and well-equipped facilities including libraries and science laboratories.

Also in FY 2012, BRIDGE followed up with some of the first group of BRIDGE YTTC graduates, who completed their certificates in December 2012, to check on the status and impact of their transition back into their hometown schools. Interviews with two of the teachers and their colleagues show that they quickly assumed leadership positions and have become mentors for the delivery of improved education services in their school systems. In addition, state and county education leaders are making use of their expanded knowledge and skills. For example, one former YTTC recipient, Magdalena Atherbei,¹²⁸ has become a valuable resource and mentor to colleagues at Panthou Primary School in Aweil Centre County, NBG. The Head Master at Panthou Primary said other teachers regularly consult Atherbei on how to develop and organize lesson plans for difficult subjects, and that the example set by Atherbei as a professional female teacher has had a ripple effect on the enrolment rate of girls at the school, which increased this year to 285 girl students from 200 last year. Another former BRIDGE YTTC scholarship recipient, Grace Dalat, of Unity, was recruited during FY 2012 to design a new campaign to increase girls' enrolment across the state and later selected to represent South Sudan at an international teacher's conference in China.

Follow-Up with Previously BRIDGE-Supported PTAs

BRIDGE conducted follow-up visits in September 2012 with several PTA groups that were previously supported by BRIDGE with training and technical assistance in the development and implementation of action plans, to gauge the extent of their activities and level of interaction and collaboration with local government. In Rubkona County, Unity, the PTA groups contacted by BRIDGE were established in FY 2010 and remain functional and active in supporting school improvement plans, and are even serving as the foundation for active community engagement and interaction with other development partners in the county. For example, four different PTA groups in the county have combined plans to build a total 10 additional, semi-permanent classrooms at four schools in the county in collaboration with Mercy Corps and UNICEF. These two development partners are providing basic construction materials including iron sheeting, timber, nails and technical expertise while PTA and community members are contributing locally available materials including sand and soil, as well as labor.

Additionally, PTA leaders at Rubkona Primary School in Rubkona, Unity, utilizing their school improvement plan, helped build one additional semi-permanent classroom for the school¹²⁹, after determining that the building's eight existing classrooms were not enough to accommodate its 1,252 pupils. The PTA leadership and other community members willingly contributed their labour to erect the new classroom's walls, and donated one bull and other food items to be eaten during the construction work. Similar experiences are being replicated in other schools in Rubkona County such as Yoayang, Dengjak and Pakuor Primary schools. At Rubkona Primary, William Ruot, the deputy PTA chairperson, Maratha Nyawuora, another PTA member, and David Lual, the County Education Director, each expressed their pride in working together to build additional learning space at the school to relieve overcrowding in classrooms.

¹²⁸ Atherbei's work is featured in a BRIDGE Success Story; please see Annex I.

¹²⁹ At the end of FY 2012 the classroom was nearly complete but pending completion of one wall.

In FY 2013, BRIDGE will follow up with additional PTA groups established in previous years to measure their progress and determine whether they are continuing to link with and/or engage local government officials to improve the quality of education services delivery.

5.1.2 Financial Management Assistance to Selected State Spending Agencies and Local Government

BRIDGE continued to support improved budget execution and oversight of 2012 state and county plans in Jonglei by building the PFM capacity of officials from the state MOGEI during a two-week training in April 2012, which was conducted in partnership with the state MOFTI, the MOLG and the MOGEI. Participants substantially broadened their base of knowledge about the PFMAA 2011; guidelines for state and county planning and budgeting with the PFM cycle; revenue and expenditures classification and maintenance of Charts of Accounts; and the proper use of financial forms and templates, as evidenced by their performance on pre- and post-training tests. Results for the 18 Jonglei participants¹³⁰ in the April training indicated a 70 percent improvement in PFM knowledge from the beginning to the end of the course.

In May, BRIDGE provided follow-up OJTA in the offices of the five Jonglei education officials¹³¹ who participated in the previous classroom training to both assess how skills learned in the classroom were being applied, and to support officials in improving government transparency and accountability. During the OJTA, the MOGEI's financial unit presented all financial books and forms used for transactions, while the BRIDGE team verified compliance with PFM best practices. The MOGEI's financial records appeared to be well kept, and officials took advantage of BRIDGE's assistance to seek additional guidance on how to use the appropriate forms for making payments and salary requests.

In late July and August 2012, five¹³² officials from the Unity MOGEI gained new skills and knowledge of PFM practices during a two-week PFM classroom training provided by BRIDGE in Bentiu, which enabled officials to better understand and manage public financial resources and improve on service delivery. Mirroring classroom FM trainings conducted in other states during the fiscal year, participants learned basic financial management principles and best practices, the provisions of the PFMAA 2011, the new centralized payment system, coding revenues and expenditures, and the relationship between planning, budgeting and budget execution, among other topics. The training also focused on accountability and transparency, two very important elements of a good financial management system, and highlighted areas that impact directly on the daily activities of finance staff. Overall, there was a 79 percent increase in scores between pre and post tests, demonstrating a marked increase in their understanding of the basic principles of PFM by the end of the workshops.¹³³

5.1.3 Assistance to State and Local Government for the Drafting of 2013 Education Plans

In July, BRIDGE conducted a two-day refresher training on planning and budgeting in Bor, Jonglei, for state spending agencies specifically targeting the education sector (MOGEI).¹³⁴ The training brought together 16

¹³⁰ Participants included county Executive Directors; Directors of Administration and Finance; Directors of Accounts; Accountants; Book Keepers; Cashiers and Controllers of Accounts from above-referenced state Ministries; five Jonglei education officials participated.

¹³¹ The five Jonglei MOGEI officials who participated in OJTA were the Director of Administration and Finance; the Director of Planning and Budgeting; the Chief Accountant; a Cashier and an Inspector.

¹³² The MOGEI officials who attended included the Director of Accounts, a cashier, a clerk, the Director of Administration and Finance, and the Controller of Accounts.

¹³³ BRIDGE will conduct in-office OJTA with the MOGEI officials in Q1 of FY 2013. For more information about the BRIDGE PFM classroom training in August, please refer to section 1.3.1.

¹³⁴ The refresher training was requested by Jonglei MOGEI officials during a consultative BRIDGE training needs assessment carried out at the MOGEI by BRIDGE in early June.

officials from the MOGEI, as well as county education officials and some officials from the state MOFTI. The workshop refreshed and built up the knowledge and skills of the sector officials in planning and budgeting processes just as they finalized their annual plans and budgets for the new fiscal year in South Sudan based on newly-issued RSS budget ceilings. The training also provided a forum for the sector officials to review past budget plan experiences to identify best practices, and areas of improvement; clarify roles and responsibilities of key actors in the budget planning process and enabled them to develop joint action plans for the sector's annual budget plans. Participants also were shown sample of budget formats and how it should be prepared, including official budget codes which specify various expenditure items in the budget lines. This information was new for the sector officials, who stated that they felt the state MOFTI had not shared an adequate level or volume of information with them, previously, about the details of actual budget plans and particulars

The state MAF Minister, the Hon. Samuel Lony Geng, who was serving as the Acting State Minister of Finance, officially opened the BRIDGE P&B training in Unity. He stressed that planning is important for any program to achieve tangible results and urged participants to turn challenges into opportunities, equating planning to a map which had to be followed and adjusted depending on the emerging issues. **“Spending agencies must spend based on budget plans and adjust the plan to fit the situation,”** the Minister said, encouraging participants to use the capacity gained to influence the government for change.

After the training, MOGEI officials who attended publicly recognized the planning and budgeting process as key to the success of sector policies, objectives, priorities and activities that can help the state achieve desired improvements in service delivery. Additionally, many participants said the training was the first time they had received information about citizen rights and responsibilities, as well as the responsibilities and obligations of public servants as enshrined in the constitution. Although this training came after the 2012/13 annual budget plans were drafted and submitted, education officials who attended the workshop said the knowledge and skills they acquired, combined with BRIDGE technical support on PFM practices, will help them better monitor and execute the 2013/2014 budget, as well as make informed decisions on how future budgets can be managed.

This type of training also was conducted in Unity in September following completion of the 2013 annual plans and budgets. The training brought together 20 officials from the MOGEI, MOFTI, MOLPSHRD, MENR and MOLG, as well as county planning officers from Rubkona, Guit and Mayom counties. During the official opening of the training, which was coordinated with FHI 360, the Director General of the MOFTI, Kai Kueithoy, noted that BRIDGE has consistently provided support to the state – and within the three BRIDGE target counties of Rubkona, Mayom and Guit -- for the development of improved, more accurate plans and budgets over the past two fiscal years, combined with PFM training and OJTA.

Cross-Cutting Issues

Gender Considerations

Over each of the past four years of program implementation, BRIDGE has ensured that gender considerations are emphasized and woven into all sector activities, in an effort to help shift traditional views of gender in South Sudanese society. Throughout FY 2012, as in the previous three years of the program, women were active participants in BRIDGE-supported enterprise and agriculture groups including gardens and communal food-growing initiatives such as the Jaach WSG in Aweil North County, NBG, where women growers worked alongside men to raise a surplus peanut crop that enabled them to raise household income through the sale of surplus peanuts in February 2012, and the Agoor Community Garden group¹³⁵ in Aweil West County, NBG, whose women members helped expand a large garden that uses treadle pumps and tools provided by BRIDGE two years ago to grow food to supplement their diets, and to sell vegetables at market even in the dry season. Other successful BRIDGE-supported, women-run businesses include the Pagai Women's Business Group in Twic County, Warrap and the Majok Nyang Women's Business Group in Tonj North County, Warrap, both of which received in-kind grants of grinding mills in FY 2012 that helped the women increase incomes and highlighted the vital contribution of women to the local economy.

BRIDGE-supported CAGs/WSGs, WMCs and PTAs include women among their elected leadership, and some women have used their positions in these community groups to gain employment in government, including Madut Majir,¹³⁶ a former BRIDGE WSG chairwoman who in FY 2012 was appointed the first-ever female payam administrator in Gogrial West County, Warrap, for Akon North Payam. County officials cited her leadership skills and active involvement in successfully planning and carrying out a wide range of community improvement projects – including an initiative to convince more girls to enrol in school and then, to raise funds to pay for their needed school materials -- as the basis for her selection. In Mulal Bai, NBG, a woman WMC member, Alek Mayan, has helped promote the spread of improved H&S behaviours in her community by embracing the use of the BRIDGE H&S flipchart during a government-led H&S training in Q3, when she provided examples from her own life about the importance of washing hands prior to food preparation and/or before nursing her infant. Though examples like these remain the exception and not the norm in South Sudan, they illustrate a perceptible shift in cultural norms even in hard-to-reach rural areas at the local government level, which is encouraging.

In addition, the importance of gender equity, increased enrolment of girls in school, and the link between the realization of community development goals and the involvement of women in all facets of planning and implementation is a central theme of all BRIDGE sectoral activities. In the education sector in FY 2012, in an effort to increase the number of women in South Sudan's workforce, BRIDGE provided 11 new two-year scholarships to young, informally-trained teachers from Unity and Jonglei to attend YTTC, building on the successful graduation and return to their home states of three previous BRIDGE scholarship recipients¹³⁷ from NBG and Unity in Q1 of FY 2012. One of those three previous graduates, Margaret Atherbei in NBG, is now teaching at Panthou Primary School in Aweil South County, NBG, and has been credited by both her school's Head Master as well as the Payam Administrator with helping to boost enrolment at the school from 200 girls last year to 285 this year (out of a total school enrolment of 710 students).

¹³⁵The Agoor garden in NBG is the subject of a BRIDGE success story; see Annex I.

¹³⁶ Majir is the subject of a BRIDGE success story; see Annex I.

¹³⁷ Atherbei and another previous YTTC scholarship recipient, Grace Dalat from Unity, are the subject of a BRIDGE success story, please see Annex I.

It is also interesting to note that the FY 2012 Citizens Perception Survey¹³⁸ conducted by BRIDGE revealed that overall perceptions by women of government's ability to respond to their needs declined somewhat in FY 2012 as compared to the rate in FY 2011. Though a slight majority of those interviewed attested that government listens to the needs of women, very few women mentioned their involvement in government meetings or consultations. While women are represented in most BRIDGE activities in each state, the tradition of local government calling mostly men to meetings and interacting through traditional chiefs – most, if not all, of whom are exclusively men -- is still prevalent. Some women interviewed during the survey said they retained hope that “the 25 percent” quota mandated by the RSS for women's representation in government means their needs will be met by government to a greater extent, but that for now, this goal is far from being met, indicating that much more work remains to be done in order to involve women in the consultations and decision making processes in these matters. As one part of its efforts to address this huge gap, BRIDGE in FY 2012 incorporated information about gender equity and the importance of women's involvement in decision-making into LGAO orientation training in both Upper Nile and Jonglei, and in payam feedback sessions, H&S trainings and community engagement and civic education training sessions involving local government and CSO leaders in the target states, as noted above. In addition, BRIDGE in FY 2012 developed a number of new tools designed to equip government officials and community leaders both with effective strategies to continue to increase the involvement of women in decision making, development initiatives, and representative government.

Finally, BRIDGE itself emphasizes the hiring and promotion of capable and experienced women for top-level project positions. BRIDGE's current and previous COPs are both women; as is one of BRIDGE's two Deputy COPs, the Senior Governance Advisor, the Director of Programs, the M&E Director and the Assistant Team Leader in Warrap.

Conflict Sensitivity and Peace Building

Since 2009, BRIDGE has contributed to conflict prevention by strengthening the capacity of local government to respond to citizens' 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.

In FY 2012, BRIDGE-facilitated community engagement and civic education trainings, payam feedback sessions, H&S training sessions and County Budget Conferences, among other activities, provided opportunities for government and communities to interact meaningfully across NBG, Warrap and Jonglei.¹³⁹ Specific to conflict-related issues, the BRIDGE Community Engagement Facilitation Tool, which was used extensively during TOTs over the course of the fiscal year, includes detailed information about conflict mitigation and provides easy-to-understand strategies and techniques for local government officials and community leaders to use when handling potential conflict or crisis situations involving differences of opinion. Similarly, the Civic Education Learning Tool, which is now also in use by local government officials and CSO leaders, provides citizens with an introduction to democracy, what it means to live in a democracy, a citizen's rights and responsibilities in a democracy, the organization of the new government of the RSS, and a practical guide to citizen participation in the annual planning and budgeting process. The Civic Education Learning Tool also includes a conflict mitigation module to address issues including causes of conflicts and conflict mitigation

¹³⁸ The draft 2012 BRIDGE CPS is included in Annex V, Key Deliverables.

¹³⁹ These activities did not occur in Unity due to insecurity and conflict that limited most BRIDGE activities to Bentiu.

approaches, as a means to equip local government officials (including traditional authorities and community leaders to address local level conflicts. In addition, BRIDGE began work in FY 2012 (and will complete in FY 2013) a new manual to be used as a conflict mitigation training tool and/or guide by the LGB, entitled "Towards Building Peaceful Communities in South Sudan." The guide had been completed and submitted to the LGB for their review as of the end of FY 2012, but production has been delayed at the request of the LGB pending passage of new national peace-building legislation, which LGB officials have stated they would like to reference in the new manual.

Also in FY 2012, BRIDGE emphasized the importance of ensuring that local government officials acquire and practice conflict mitigation skills, as part of its four-week orientation training sessions provided to LGAOs in Upper Nile and Jonglei, as well as during H&S education and WMC training sessions in NBG and Warrap. In the WASH sector, BRIDGE ensures that both community leaders and government WASH officials are able to analyze why conflict arises, identify key figures in conflicts and address issues/disputes quickly. During H&S trainings, Specifically, BRIDGE ensures that community leaders understand their roles/responsibilities as mediators and peace managers, and the need to work with both local government administrators and traditional chiefs to help solve disputes and provide stability. Groups examine sources of conflict in their communities, define negative impacts of conflict, and discuss strategies for handling disputes or potential disputes including: i) understanding the cause of the conflict; ii) focusing on issues instead of personalities; iii) tackling one issue at a time; iv) addressing problems before they escalate; v) using persuasive and non-judgmental language; vi) searching for common ground; vii) practicing inclusiveness/engagement of all parties/points of view; and viii) seeking solutions that facilitate compromise. The results of this training have become evident as members of WMCs in NBG successfully dialogued and negotiated during the fiscal year with county government and community members over the planned location of a number of boreholes that could not be constructed where they were originally planned due to geological problems (depth of water table) and salinity, avoiding the potential for discord and/or conflict over water resources.

Finally, BRIDGE provides support for peace-building opportunities whenever and wherever opportunities arise. For example, BRIDGE responded affirmatively to a request from the Unity government to support the planned Madhol Peace Conference by purchasing chairs and food¹⁴⁰ for the conference, which aimed to establish peace between tribes from Mayendit County in Unity, Maper County in Lakes State and Twic East in Warrap. Although the conference was postponed past the end of FY 2012 due to the north-south border conflict (Heglig), BRIDGE stands ready to further support the conference as soon as the government announces a new date.

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. On 13 July 2012, Winrock submitted a detailed report on implementation of mitigation and monitoring requirements of activities to date. Additionally, for all WASH projects, BRIDGE routinely conducts bacteriological tests on every borehole drilled with USAID funds.

¹⁴⁰ BRIDGE purchased 85 plastic chairs, 13 bags of rice and 15 tins of powdered milk.

Lessons Learned

Branding and USAID Visibility

BRIDGE revised its 2012/2013 Branding and Marking Plan in Q4 of FY 2012 in response to feedback from USAID/South Sudan representatives about the need to enhance donor/program visibility, especially in the field, through enhanced branding and signage at program sites and communication with program beneficiaries. BRIDGE prepared and submitted a corrective action plan identifying both immediate and longer-term actions, including the design and installation of metal signage (bearing the approved USAID logo, the appropriate state or Ministry logo, and layout/text approved by the AOR) at all LGDF construction sites including the state MOLG PUs in NBG, Warrap, Unity and Jonglei, and the two county PUs in NBG and Warrap, respectively; for the Payam Administrative Offices under construction in Warrap, for the MOLPSHRD headquarters buildings in NBG, Warrap and Unity, at school construction or renovation sites and at all boreholes and school latrines funded by BRIDGE through USAID. As of the end of FY 2012, some of the signs were already up (such as for the PUs and the MOLPSHRD building in Unity, as well as at schools such as Marial Bai Primary in NBG), while others were in the process of being ordered/painted. Also in FY 2012, BRIDGE adjusted the branding of some materials such as banners used at training activities to comport with USAID logo guidelines, after consulting with the AOR. As of the end of the fiscal year, the revised 2012/2013 Branding and Marking Plan was under review by the AOR for final approval.

Government Leadership

Another critical lesson learned throughout BRIDGE program implementation is 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's and MOLGs' active involvement and contributions have been the key to achieve advances in planning and budgeting and PFM activities, and LGAO 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.

Community Ownership

Likewise, ensuring that communities – through representative community groups such as CAGs/WSGs, WMCs, agriculture groups and PTAs, are fully engaged as partners and owners of BRIDGE activities is essential to the success and sustainability of projects. BRIDGE has made community ownership the focal point of the full range of sectoral activities, starting with community input/feedback/participation in the planning and budgeting process through payam consultations and County Budget Conferences, involvement in community engagement and civic education TOTs, enterprise and livelihoods initiatives (including food growing and business start-ups, such as grinding mills), water point management and H&S promotion, and in education initiatives undertaken jointly by PTAs and community members, including school building and improvement projects.

Respectful Collaboration

In any strong partnership, maintaining an open and consistently respectful dialogue that takes into account cultural norms and differences is important. In its relations and communications with government partners at the national, state and local level, as well as with community groups, BRIDGE has learned over the past four

years of implementation to listen and pay attention to what our partners tell us, especially with regard to challenges and/or when differences in approach or perspective arise. BRIDGE encourages clear, two-way communication, with the goal of minimizing surprises and managing expectations. In FY 2012 BRIDGE continued to strengthen its already solid relationship with the LGB by seconding staff to the Board's offices in Juba, and continued its frequent interaction with other important national government entities including the South Sudan Relief and Rehabilitation Commission. BRIDGE establishes MOUs with the leaders of each state government in BRIDGE target states at the beginning of each new Work Plan, which form a framework for activities over the course of the year. In addition, when sensitive or potential "hot button" topics are broached during government/community activities, such as corruption and/or anti-corruption issues, BRIDGE's message is that the public has as much responsibility as the government to help root out malfeasance. To that end, BRIDGE in FY 2012 facilitated numerous opportunities in BRIDGE target states for government and communities to interact and discuss the issues of transparency and honesty in government, through community engagement and civic education TOTs and payam feedback sessions. BRIDGE PFM training and OJTA also directly addresses issues including transparent monitoring of public funds both during revenues collections and budget execution.

Increased Coordination

In FY 2012 BRIDGE increased its level of interaction and coordination with other development partners, in response to feedback from USAID. On Democracy and Governance-related programs including planning and budgeting and financial management, BRIDGE consulted in FY 2012 with other development partners including UNDP and UNMISS, Deloitte, the National Democratic Institute, FHI 360, PACT, AECOM, Chemonics and others to ensure good coordination and avoid duplication of programming. In July 2012, BRIDGE consulted with the International Republican Institute (IRI) to explore possible collaboration on training for SLAs and participated in the RSS General Education Bill Public Hearing, and discussed planning and budgeting refresher training activities with FHI 360 to avoid duplication of activities in the education sector in Unity and Jonglei. BRIDGE also interacted extensively on a bi-monthly basis with numerous other partners and helps to chair of WASH activities both in NBG and at the national level, assisting the MWRI in its efforts to achieve greater collaboration between WASH partners active in the country, and partnering with UNICEF to fund a major hand pump spare parts supply study. By hosting bi-monthly WASH coordination meetings at its compound in Aweil, NBG, BRIDGE played a central role in ensuring improved communication and helping to shape the message of the NBG MWRD to place greater emphasis on improved data reporting and recording and standardizing H&S education programming. Partners with whom BRIDGE communicates on a bi-monthly basis in the WASH sector include Tearfund, United Methodist Committee on Relief, Swedish Development Cooperation, Action Against Hunger, Samaritan's Purse and Aweil Window of Opportunities and Development Alternatives.

Donor Coordination

Another lesson learned by BRIDGE is the need for improved coordination between major donors/funders to ensure efficient and productive use of resources and avoid duplication of efforts by implementers. There is an urgent need for key donors to ensure that open communication and frequent dialogue to share best practices and lessons learned, and to provide updated guidance and programmatic feedback to agencies on the ground, especially with regard to major development initiatives such as hand-pump sustainability and local governance projects.

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

No.	Indicator	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Q1 Actual	FY 2012 Q2 Actual	FY 2012 Q3 Actual	FY 2012 Q4 Actual	FY 2012 Actual	FY2012 Target	EOP Target
1.02	Number of Sub-National Government Entities Receiving USG Assistance to Improve their Performance*	29	42	53				58	58	65	95
1.03	Number of Individuals who Received USG-Assisted Training, Including Management Skills and Fiscal Management, to Strengthen Local Government and/or Decentralization	379	796	1678	179	53	1073	530	1835	2704	2704
	Male	357	746	1568	173	48	1018	515	1754	2596	2596
	Female	22	50	110	6	5	55	15	81	108	108
1.04	Number of Local Mechanisms Supported with USG Assistance for Citizens to Engage their Sub-National Government	15	162	52		0	55	6	61	125	311
1.07	Number of Government Officials Receiving USG-Assisted USG-Supported Anti-Corruption Training	0	80	0	105	0	0	34	139	386	897

	Male	0	79	0	88	0	0	24	112	371	848
	Female	0	1	0	17	0	0	10	27	15	49
1.08	Government Effectiveness Index**	NA	0.13	0.39	-	-	-	0.47	0.47	0.41	0.45
1.09	Citizens' Perception Survey	NA	0.59	0.8	0.6	NA	0.79	0.73	0.79	0.84	0.84
2.07	Stage of Citizen Participation in Government	NA	NA	NA	-	-	-	2.2	2.2	NA	TBD
2.08	Revised CSO Functional Capacity Assessment	NA	NA	NA	-	-	-	0.85	0.85	NA	TBD
3.01	Number of Individuals who have Received USG Supported Short Term Agricultural Sector Productivity Training	839	3,618	3,254	331	26	158	10	525	330	8,071
	Male	477	1903	1,854	191	26	147	10	374	148	4,412
	Female	362	1715	1,400	140	0	11	0	151	182	3,659
3.03	Number of Producers Organizations, Water Users Associations, Trade and Business Associations, and Community-Based Organizations (CBOs) Receiving USG Assistance	104	304	214	7	4	81	34	127	225	1062
3.04	Number of Women's Organizations/Associations Assisted as a Result of USG Supported Intervention	50	170	154	9	0	45	5	59	125	624

3.05	Number of Rural Households Benefiting Directly from USG Interventions	693	16,384	30,649	880	196	3,354	2,465	6895	3,216	53,268
3.06	Percentage Change in Sorghum Productivity per Feddan	0	0	31%	-27%	-	-	-	-27%	25%	28%
4.05	Number of Individuals Trained in Good Health and Hygiene Practices	31,112	27,662	43,136	578	207	4859	2,986	7,875	3,740	105,650
	Male	13,006	14,141	19,521	349	132	2100	1,366	4,368	1,682	48,351
	Female	18,106	13,521	23,615	229	75	2759	1,620	3,507	2,058	57,299
4.06	Number of People in Target Areas with Access to Improved Drinking Water Supply as a Result of USG Assistance	83,500	219,733	80,030	4,076	0	2,091	50,289	56,456	61,600	444,863
	Male	33,400	99,146	34,591	1,898	0	941	23,465	26,304	27,720	194,857
	Female	50,100	120,587	45,439	2,178	0	1,150	26,824	30,152	33,880	250,006
4.07	Number of People in Target Areas with Access to Improved Sanitation Facilities as a Result of USG Assistance	0	2,020	2,744	0	0	51	1656	1707	3,000	7,764
	Male	0	1,310	1237	0	0	20	724	744	1,350	3,897
	Female	0	710	1,507	0	0	31	932	963	1,650	3,867
4.10	Number of Government WASH Personnel Trained in Information Management Systems	NA	NA	33	4	0	0	15	19	38	71

	Men	NA	NA	33	4	0	0	15	19	38	71
	Women	NA	NA	0	0	0	0	0	0	0	0
5.03	Number of Teachers/Educators Trained With USG Support	187	483	528	0	0	16	11	27	24	1,246
	Male	174	455	504	0	0	16	0	16	0	1,133
	Female	13	28	24	0	0	0	11	11	24	113

* As in previous years, the total number of government officials trained reflects the total number trained within FY 2012 without double counting within the fiscal year. Targets are set according to indicator standards, which require no double counting across all years of the program and each total should include all officials trained in previous years. As discussed with USAID in FY 2011, it is of most interest to report the number of government officials trained within the fiscal year in the annual report. As in past years, this total number will be adjusted to include all trained officials from FY 2009 through FY 2012 without double counting across years.

** Government Effectiveness index scores are based on those entities which were assessed. Three entities (Directorate of Tax in Warrap MOF, Warrap MOLPSHRD, and Jonglei MOGEI) were not able to be assessed before the close of the fiscal year due to the absences of several key officials to be interviewed for the assessment.

IV. MONITORING

BRIDGE Impact Assessments

Over the past fiscal year, BRIDGE's monitoring and reporting system was streamlined to focus on the impact of the program in terms of service delivery using three major assessments, namely the Government Effectiveness Survey, Citizens' Perception Survey (draft), and Civil Society Assessment (draft). Together, these assessment tools and their associated indices gave bridge a snapshot of how governance and service delivery systems are functioning, how local communities perceive the implementation of these service delivery systems, and the functionality of civil society which plays a critical role in improving service delivery and governance in advocacy and government accountability.

Major assessments revealed continued positive impacts, though improvements from FY 2011 to FY 2012 were not as great as from FY 2010 to FY 2011. At an institutional level, planning, budgeting and financial management systems at focal state Ministries are improving, with officials showing better understanding of the processes and slowly acquiring more qualified staff, due in part to BRIDGE training and support in these areas. From other spot checks, the SGs of NBG and Jonglei each credited BRIDGE supports with helping improve communication, organization and efficiency within their respective state COMs, while LGAOs at the front-lines of public service delivery at the local level have said BRIDGE-sponsored orientation training enabled them to better communicate and collaborate with community members to achieve concrete development goals, such as road projects and construction of new classrooms. However, the assessment shows that hiring qualified staff is still a major problem for most Ministries, which inhibits these institutions' ability to improve. Dwindling resources, particularly after the oil shut-down, have also continued to play a major role in the inability of Ministries to carry out their roles as service providers. While planning and budgeting processes are gradually becoming better understood and implemented, often the only financial resources available to Ministries are for salaries and minimal operational expenses, preventing implementation of priorities in those plans/budgets unless funds are received from outside donors.¹⁴¹

At the community level, the mentality of "seeing is believing" is still very strong. Although government resources are scarce, visible public service projects (i.e. new boreholes, school buildings and ox-plow trainings) supported by BRIDGE and other development agencies are by far the strongest factor contributing to continued positive perceptions of local government. The Citizens' Perception Survey also verified that in locations where the local government actively, visibly and consistently dialogues and interacts with citizens, public confidence in government is highest. In the absence of tangible services, community engagement is a balancing factor and helps to maintain positive perceptions, giving credence to BRIDGE's expanded efforts in FY 2012 to strengthen collaboration between government and citizens (especially in the planning and budgeting arena, community engagement and civic education).

This year, the Citizens' Perception Survey expanded to collect data on all five counties in NBG, five of the six counties in Warrap.¹⁴² Overall Citizen Perception Survey index scores declined slightly this year to .73 from .8 in FY 2011, but are still strongly positive. The greatest decline in index scores was seen in Warrap, whose scores in previous years were the highest of all BRIDGE states and nearly perfectly positive. As austerity measures begin to be felt at the community level and communities begin to expect more from their

¹⁴¹ While scheduled for completion in Q4, some key Ministry officials, such as the Director for Planning and Budgeting in the Jonglei MOGEI, the Director for Taxation at the Warrap MOFTI, as well as relevant officials at the Warrap MOLPSHRD were not available while the assessment was being conducted before the fiscal year ended. The assessment will therefore be completed in early Q1 FY2013 and the final report will be submitted with the Q1 FY 2013 report.

¹⁴² The remaining county in Warrap, Gogrial East, was not included due to overlapping of VSF's activities.

government, perceptions of local government and the job that local government is doing also begin to shift. Whereas in previous years, high perceptions of local government focused on one or two basic services like water provided by the government, there is a growing demand for different types of services. In Warrap, for example, respondents' demands for services have begun to include communication and road networks that were previously not mentioned. Also affecting overall index scores was the introduction of new counties. While it was not always the case in Warrap, the perceptions in counties that previously did not receive BRIDGE assistance exhibited less positive perceptions of local government than counties with more experience with BRIDGE. In particular, women interviewed as key informants in NBG in new counties more often reported that the government does not understand the needs of women in the community. Key trends, particularly between newly and previously assessed counties, will be tracked and the changes from this year to FY 2013 will be closely analyzed.

In December 2011, BRIDGE also assessed four payams in Bor County, Jonglei. The Citizens' Perception Survey in Jonglei was originally scheduled for completion in Q4 FY 2011 but was delayed until Q1 of FY 2012 due to inaccessibility as a result of heavy rains and poor roads. To ensure a complete report of all BRIDGE states, the 2011 Citizens' Perception Report was finalized in Q1 FY 2012. (For details on this report see Annex V, Key Deliverables.) In line with the timing of the survey in FY 2011, the Citizens' Perception Survey in Jonglei will be conducted in November/December during the dry season. A draft 2012 Citizens Perception Survey Report is included with this report to reflect findings from the other three BRIDGE supported states. The report will be finalized to include findings from Jonglei in Q1 FY 2013.

Coinciding with the Citizens' Perception Survey, BRIDGE also gathered baseline data for the draft Civil Society Assessment for NBG, Warrap and Jonglei. Civil society in these states is still nascent, and as with government entities, CSOs also face the issue of scarce funding that prevents them from helping bring tangible government services to communities. In the absence of funding from these sources, most CSOs do not conduct activities, and thus their roles as interlocutors between the community and government is minimal. Faced with these constraints, collaboration and dialogue with local government has also become an important point of action for these organizations. While local governments and CSOs do interact with each other, the level of their interaction is often narrow and limited to CSOs informing local government of their activities and local government utilizing CSOs as a mechanism to spread government messages or mobilize communities for government programs. Meaningful dialogue and collaboration with local government and community can be an area that would both help improve public perceptions of local government and help better establish CSOs as more credible actors in the eyes of the community and local government. Encouragingly, at the time of the survey, several CSOs responded positively to upcoming BRIDGE trainings on community engagement and civic education, citing an interest in gaining knowledge on how to more effectively work with government and communities. From follow-ups with CSOs, some in Tonj South County, have already taken these tools and begun working with local government officials to train community members. For more details on this survey, see Annex V: draft Civil Society Assessment Report.

In addition to the three major BRIDGE program assessments above, BRIDGE M&E and agriculture staff interviewed selected farmers who participated in staple crop production and ox-plow trainings during FY 2011 to collect data on staple crop production, land cultivation, and productivity per feddan. Data collection took place in three counties in NBG and Warrap. Although originally slated for inclusion in the survey, data collection activities did not take place in Unity due to insecurity and the inability to travel within BRIDGE-supported counties due to the presence of land mines. Data collection results are detailed in section three, above.

Spot Checks

Supplementing overall program impact assessments, the BRIDGE M&E team developed a spot-check strategy and plan to collect data to demonstrate impact of the BRIDGE program. Focusing on prominent impacts overall for each component, in Q3 BRIDGE began rolling out the plan in the following areas: public financial management, local government administration, agricultural extension and food security, workforce and small business development, healthy communities (H&S behavior change), and water point information management. While originally planned for Q4 of FY 2012, BRIDGE will begin follow-ups to measure the extent of impact from BRIDGE activities with state COMs and SLAs, state/county planning and budgeting exercises in all states, as well as education management training in Jonglei, in Q1 of FY 2013.

V. PROJECT ADMINISTRATION

Constraints and Critical Issues

Security

Insecurity and related challenges continued to hamper full implementation of planned BRIDGE activities in FY 2012, especially in Unity and Jonglei, -- which (during the year) were considered to be the most insecure locations inside South Sudan, but also in Warrap, where inter-ethnic fighting in Tonj East caused program implementation problems. In Unity, the presence of land mines and continued anti-government militia fighting in early FY 2012 caused markets to remain severely depressed in Q1, with many basic food stuffs and commodities simply unavailable, including fuel; those limited supplies which intermittently appeared in Unity had tripled in price early in the fiscal year, causing many NGOs including BRIDGE to scale back or postpone activities. Additionally, in Q2, threats of major new attacks from rebel militias including the South Sudanese Liberation Army, travel restrictions due to the presence of still-uncleared landmines, and cross-border hostilities between Sudan and South Sudan, including the aerial bombardment of oil fields near Bentiu, the capital of Unity, by the Sudan Armed Forces limited staff movement to Bentiu and its environs and hampered BRIDGE's efforts to conduct some planned activities inside Unity. Despite these constraints and related issues including rising food and fuel costs, BRIDGE managed to carry out a number of major activities in Unity, including computer fundamentals training for 20 state and county officials responsible for PFM and completion of a draft COM Handbook.

In Q3, rapidly escalating military conflict between the South and North (including the South's invasion of Heglig) led to border closure and caused inflation and prices to rise dramatically, especially in rural areas outside the capital, such as in Bor, which are dependent on imports of commodities and food from Kenya and Uganda. South Sudan's currency also weakened dramatically against the dollar. Due to uncertainties related to the possibility of a broader military conflict, BRIDGE national staff in Unity was granted administrative leave for several weeks in April 2012 to take care of themselves and their families in case the crisis deepened.

In Jonglei, inter-tribal fighting between Murle and Nuer tribes erupted in December 2011 and lasted into March 2012, with thousands reported dead, wounded or missing, with Pibor County among the hardest-hit areas¹⁴³. As a result of, BRIDGE staff were pulled from Pibor and Akobo counties in Q1 of FY 2012 and largely restricted to Bor, the state capital, as was the case with most other major NGOs. The insecurity situation in

¹⁴³ The fighting in Jonglei displaced up to 60,000 inhabitants of the state, according to UN reports, prompting the RSS to officially declare Jonglei a disaster zone in January 2012.

Jonglei also was affected by the RSS's implementation of a voluntary civilian disarmament campaign, aimed at confiscating weapons in the possession of civilians, during which some members of the military were accused of aggression. As a result of the significantly changed security landscape, in Q2 BRIDGE sought and obtained direct input from Jonglei government officials including the Minister of Local Government, Diing Akol Diing, to adjust planned BRIDGE activities and priorities in the state to ensure the safety of field staff while maximizing the use of available resources. With the agreement of government and USAID, BRIDGE's revised strategy for Jonglei restructured the original program expansion strategy (which had intended to provide coverage for the three counties of Akobo, Bor, and Pibor), to focus primarily on strengthening the state MOLG and SCO, offer a number of training for county officials at the state capital, pilot selected activities in Bor and provide limited technical assistance and OJTA to Akobo and Pibor.

Despite insecurity and the severely depressed economy resulting from imposition of nationwide austerity measures in January 2012, BRIDGE remained flexible and adaptive with its programming, adjusting planned activities in targeted states and counties as necessary in consultation with the appropriate governmental authorities. In addition, all BRIDGE staff members received detailed briefings and instructions on security contingency plans from BRIDGE management, including information about emergency evacuation procedures.

Nationwide Austerity Measures

The RSS's decision in January 2012 to shut down all production from its oil fields inside South Sudan due to its unresolved dispute with the north over oil pipeline transit fees was followed by self-imposed, nationwide government austerity measures including a 50 percent reduction of all non-salary spending and the elimination of unconditional grants to state governments. The oil shutdown caused prices and unemployment to rise across South Sudan, with the cost of commodities increasing dramatically and causing the SSP exchange rate to weaken significantly against the U.S. dollar. By February 2012, inflation rates of around 42 percent had crept higher in places like Bor, due to the added costs of transporting food and commodities across long distances as a result of ongoing north-south border closures. In addition, the oil shutdown resulted in a surge of new "high taxation" rates, meaning that authorities had begun collecting duties from merchants much more aggressively than prior to the shutdown, pushing the costs of commodities even higher¹⁴⁴.

High food prices and other increased costs continued to drive concerns about looming food shortages, with the UN estimating in March 2012 that 7 to 37 percent of households in NBG, Warrap, Jonglei and Unity (among other states) were food insecure as a result of ethnic and cross-border conflicts, poor harvest yields from 2011, and erratic rains. The World Food Programme declared a Level Three" food emergency in South Sudan in February, citing the impact of austerity measures and the bleak food outlook resulting from ongoing conflict. Rising prices made it difficult for BRIDGE to locally procure some items, including those authorized for procurement through enterprise grants for members of BRIDGE-supported WSGs. For example, the price for purchasing a standard plastic table in the market in Aweil rose from 160 SSPs to 210 SSPs in February.

In addition, austerity measures affected government's ability to follow-through with planned contributions to BRIDGE projects. In response, BRIDGE dialogued extensively with state and local government officials, as well as community leaders to identify alternative arrangements to implement scheduled activities. Despite the fluid and uncertain economic and military situation, with a few exceptions, BRIDGE successfully completed nearly all planned FY 2012 Work Plan activities, though several were shortened due to concerns about the safety of

¹⁴⁴ For example, a 25-kilogram sack of flour that sold in Bor for 60 SSPs prior to the oil shutdown sold for 70 SSPs in February after oil production ceased.

BRIDGE staff and/or consultants. For example, in both NBG and Warrap, after consulting with government officials, BRIDGE shortened the scheduled PFM classroom trainings for state and county officials to two weeks instead of the planned three weeks, due to the possibility of escalation of the north-south military conflict and the need to ensure the ability of staff to exit field sites and return safely back to Juba. BRIDGE also postponed planned PFM classroom training scheduled in Unity due to bombings in that state in April, and was unable to complete several other activities there during the quarter, including the planned drilling of boreholes.

Austerity measures also affected government's ability and/or motivation to attend and/or participate in some BRIDGE activities, because, as reported in August and September 2012, some government officials stated they had not been paid salaries in several months; others said their agencies lacked the resources to provide transport to planned training sites. BRIDGE responded by adjusting locations of some planned activities, such as payam feedback sessions and civic education TOTs to bring activities as close as possible to those who were unable to travel.

Sequencing of Activities

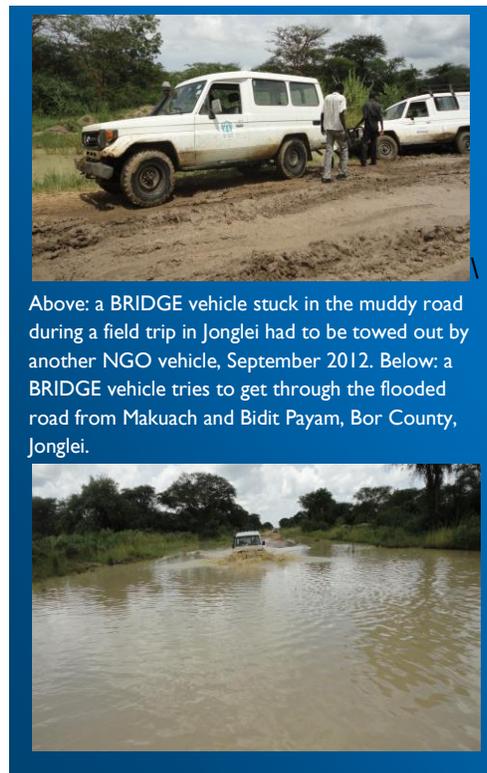
One challenge associated with BRIDGE's strategy of front-loading as many program activities as possible to occur in the first half of the year – prior to the onset of rains -- is that many South Sudanese are traditionally occupied with domestic agricultural pursuits (preparing and cultivating their fields in advance of the annual growing season) during these months. This was even more so the case this year as government encouraged communities to cultivate in response to the economic crisis. This factored into the lower-than-targeted number of household latrines built during Q3, despite BRIDGE's distribution of 280 concrete slabs to recipients who said they wanted to build their own latrines¹⁴⁵. Others, including some government officials, complained that they expected to be compensated with "sitting fees" in exchange for attending training activities, though they accepted BRIDGE's explanation that such fees are not permitted and that all activities are conducted for the benefit of the people of South Sudan. This problem is partly related to other agencies (relief organizations and the United Nations paying such allowances.

BRIDGE also experienced challenges throughout the year getting the most appropriately suited, targeted officials to attend some BRIDGE training programs. For example, in NBG, the WASH sector planning and budgeting training for state spending agencies was not attended by some government personnel who would have most benefitted from it, in part due to reshuffling of staff between agencies. Similar challenges were encountered during the planning and budgeting refresher training aimed at the MOGEI in Jonglei, where targeted senior staff could not attend due to obligations in Juba, and wound up sending junior staff instead. To address this, in FY 2013, BRIDGE will place increased emphasis during drafting of MOUs with government to ensure that government selects/nominates the most appropriate candidates for training, and that trained personnel are retained in appropriate positions so that they can benefit from training and OJGTA. Language barriers are of course a perennial constraint and challenge, because some local government officials – especially those who returned to the south from the north after independence -- speak only Arabic or tribal languages, requiring BRIDGE staff to translate or to identify another translator, slowing down the pace of trainings for those who are conversant in English. Also, because the national language of government is now English, government does not want BRIDGE to use official translators in some instances. BRIDGE has attempted to address this issue by translating some key training materials (such as the community engagement, civic education and H&S learning tools) into native languages such as Dinka and Nuer.

¹⁴⁵ Recipients said they were busy plowing fields and planting seeds to focus on constructing latrines; it is hoped that latrine construction will rebound during Q4 after fields are planted and with additional follow up visits by BRIDGE. – did the #s rebound?

Severe Weather, Flooding and Inaccessibility

On top of the many insecurity issues during the year, an unusually early (beginning in May) and extremely heavy rainy season brought torrential downpours and widespread flooding that rendered many areas in BRIDGE target states intermittently inaccessible during the second half of the fiscal year. Counties in NBG were particularly affected, as were sites in Warrap and Jonglei. Specifically, BRIDGE was forced to cancel or postpone planned community engagement TOTs in Tonj East and Gogrial East Counties in Warrap in June 2012, due to impassable roads and flooding in those areas. BRIDGE revised its plans and pushed TOTs into Q4 upon commencement of drier weather, and made other adjustments as needed. Poor weather was also cited as a reason why some trained agriculture extension officials in Warrap were unable to provide follow-up technical assistance and mentoring with farmers trained in animal traction and crop production techniques in the latter half of the fiscal year. Weather also affected some planned borehole drilling activities.



Above: a BRIDGE vehicle stuck in the muddy road during a field trip in Jonglei had to be towed out by another NGO vehicle, September 2012. Below: a BRIDGE vehicle tries to get through the flooded road from Makuach and Bidit Payam, Bor County, Jonglei.

Short-Term Technical Assistance

In FY 2012, BRIDGE fielded 35 consultants, as outlined in the table below, to support program implementation:

Name	STTA Project or Position	Start Date	Finish Date	Days
Mike McGovern	Engineering support for construction projects	01-Oct-11	22-Dec-11	67
Opio Anthony	Construction support	01-Oct-11	15-Dec-11	68
Brian McCotter	Development of Community Engagement Teaching Tool	01-Oct-11	31-Dec-11	29
	Civic Education Learning Tool	01-Mar-12	18-Mar-12	21
Stephen Chakaipa	County Profiling and Strategic Planning	15-Oct-11	16-Dec-11	46
	LGAO Training	07-Mar-12	31-Mar-12	28
	LGAO Training - Jonglei	25-Sep-12	24-Oct-12	30
Kizito Wangalwa	County Profiling and Strategic Planning	15-Oct-11	16-Dec-11	43
	LGAO Training	07-Mar-12	31-Mar-12	28
Martin Emulkat	Procurement and contract management	30-Oct-11	9-Nov-11	12
Catherine Mwangi	Computer Training	01-Feb-12	21-Feb-12	21
Eileen Dinah	Computer Training	01-Feb-12	21-Feb-12	21

Name	STTA Project or Position	Start Date	Finish Date	Days
Robert Kagwa	Computer Training	01-Feb-12	21-Feb-12	21
Philip Muchiri	Computer Training	01-Feb-12	21-Feb-12	21
Raj Kumar Daw	Spare Parts Supply Chain Strategy	08-Feb-12	30-Mar-12	28
Lorraine Atieno	Knowledge Management	13-Feb-12	31-Mar-12	48
July Moyo	Council of Ministers Handbooks	20-Feb-12	27-Mar-12	30
David Kenyi	Logistical support for LGAO Orientation Training in Upper Nile	20-Feb-12	15-June-12	81
Chaplain Gori Dima	Training Manual Review and Delivery of TOT on Ox plow Technology Ox-plow TOT	24-Feb-12	13-Apr-12	50
		01-Apr-12	27-Apr-12	20
Doris Aneno Emmanuel	Data Entry Assistance	01-Apr-12	30-Jun-12	52
		01-Jul-12	30-Sep-12	52
John Makamure	State Legislative Assembly	05-Mar-12	23-Mar-12	12
		22-Aug-12	05-Sep-12	11
George Matovu	LGAO Training LGAO Training	06-Mar-12	31-Mar-12	49
		02-Apr-12	09-May-12	31
Salah Edward Dario	Training Manual Review and Delivery of TOT on Extension Methodologies and Crop Production and Management Training for Government Extension Workers	11-Mar-12	30-Mar-12	21
Buli Stanley Murye	Training Manual Review and Delivery of TOT on Extension Methodologies and Crop Production and Management Training for Government Extension Workers	11-Mar-12	30-Mar-12	21
Therese Forshaw	Financial Management Training	07-Mar-12	20-Jun -12	70
		23-Jul-12	10-Aug-12	19
		20-Aug-12	05-Sep-12	17
Josephine Muthomi	Financial Management Training	25-Mar-12	28-May-12	52
Edmund Ayonga	Financial Management Training	14-Mar-12	20-Jun-12	62
		16-July-12	30-Sep-12	55
Asha Ahmed Elim	Logistics Support	01-Apr-12	30 Jun-12	65
		01-Jul-12	30-Sep-12	65

Name	STTA Project or Position	Start Date	Finish Date	Days
Joseph Kamuzhaje	LGAO Training	02-Apr-12	09-May-12	31
Sophie Kalimba	LGAO Training	02-Apr-12	22-Apr-12	15
Kudzai Chatiza	LGAO Training	02-Apr-12	11-May-12	31
Kenneth Odero	LGAO Training	02-Apr-12	20-Apr-12	15
Scopas Magya Elias	Education Managers Training	16-Apr-12	27-Apr-12	10
David Koech	Water Quality Control and Surveillance Consultant	20-May-12	05-Jun-12	12
Lino Yatta	Accounting Support	25-May-12	15-Jun-12	21
July Moyo	Council of Ministers Training	06-Jun-12	30-Jun-12	23
Donald Kangiro Etoot	Inventory and Assets Management	03-Sep-12	30-Sep-12	20
Gabriel Ajou Deng	Hand Pump Mechanics Refresher training in Aweil, NBG	17-Sep-12	21-Sep-12	5
Wilfred Lumori Misaka	Consultant Post Harvest Handling	24-Sep-12	30-Sep-12	6

Office Space and Logistics

After exploring the possibility with the World Food Programme¹⁴⁶ of co-location of office space for BRIDGE field staff in Bor, BRIDGE identified, renovated and moved into new office space of its own, providing a much more secure and cost-effective work space that is more conducive to productivity and efficiency than BRIDGE's former temporary offices at the South Sudan Hotel.

BRIDGE continues to offer accommodation and office space to a number of NGOs. AECOM, implementing the South Sudan Transition and Conflict Mitigation program, extended existing lease arrangement to 31 May 2013 in NBG. Although AECOM in Warrap have given up their prefab, they are allowing BRIDGE to temporarily use the facilities. NDI in NBG and Warrap are sharing office space with BRIDGE. SSTEP is using BRIDGE premises in NBG and Warrap to park their vehicles and has requested similar support in Bor.

Changes in Project Implementation

In FY 2012, as a result of insecurity, weather-related inaccessibility and/or other issues, the following are among the major activities that were delayed, postponed, or modified:

NBG:

- Construction of new MOLPSHRD headquarters through LGDF (ongoing into FY 2013)
- Distribution of five desk top computers to county WASH officials (postponed until FY 2013)
- Shortened PFM classroom training from three weeks to two weeks (due to insecurity)
- Drilling of seven boreholes through LGDF (postponed until FY 2013)

¹⁴⁶ WFP no longer offer long term accommodation as they have limited space. Many WFP staff from the Republic of Sudan were relocated to South Sudan WFP bases after 9 July 2012.

- Construction of water yard (postponed until FY 2013)

Warrap:

- Construction of new MOLPSHRD headquarters through LGDF (ongoing into FY 2013)
- Construction of payam administrative offices in Manlor and Aliek payams (ongoing into FY 2013)
- Payam feedback sessions and County Budget Conference canceled in Gogrial East County due to involvement of another NGO (VSF Germany)
- Shortened PFM classroom training from three weeks to two weeks (due to insecurity)
- Civic Education TOT canceled in Gogrial East County due to involvement of another NGO (VSF Germany)

Unity:

- Procurement, tendering and contract management training (canceled)
- Drilling of six planned boreholes through LGDF in Guit and Rubkona counties (postponed until FY 2013)
- Rehabilitation of 10 boreholes (postponed until FY 2013)
- Construction of Guit Secondary School (ongoing into FY 2013)

Jonglei

- As described above, BRIDGE revised its Jonglei approach in Q2 to focus most activities on Bor County through direct support to the MOLG and added some activities at the request of the Minister of Local Government, including LGAO orientation training in Q4
- Construction of the Jonglei MOLG headquarters (delayed until FY 2013)
- Payam consultations in Bor, Pibor and Akobo (canceled)
- SLA training shortened from five days to 3.5 days due to urgent business of the Assembly during the scheduled training period
- Distribution of 10 motorbikes through LGDF to MOGEI for county education officials (postponed until FY 2013)

Upper Nile

- Scaled-down the Upper Nile LGAO orientation training due to many trainees failing to show up for early sessions, likely because of the sudden escalation of military conflict between north and south. Initially, state government requested training for 295 participants but at onset of the course, only 222 were confirmed and completed the course.

Contract Modifications and Amendments

In Q1 and for the first few weeks of Q2, BRIDGE was operating under a three-month no-cost extension from USAID. An 18-month cost extension was approved by USAID on 31 January 2012.

Anti-Corruption

BRIDGE activities in FY 2011 helped increase accountability and transparency in government functions by developing a collective culture and expectation of community and governmental responsibility, and by reducing opportunities for rent-seeking activities. BRIDGE worked to increase transparency, trust and enfranchisement in FY 2012 by connecting communities to local governments through payam feedback sessions and County Budget Conferences,¹⁴⁷ community engagement TOTs¹⁴⁸ and civic education TOTs.¹⁴⁹ In these interactions, BRIDGE worked through previously CAGs/WSGs, WMCs, agriculture producer groups and PTA leaders, all of which previously received BRIDGE start-up and strengthening support, and many of which are now serving as mechanisms for people to articulate their concerns to local government, build consensus and choose their own leaders.

One of the most important tools to fight corruption is the establishment of accounting practices and principles that meet International Accounting Standards and ensure that financial records are well documented, transparent and accountable to the public. In FY 2012 BRIDGE continued to assist the RSS MOFEP to execute its prescribed Public Financial Management reform strategy, which lays out the basic improvements that states and spending agencies are expected to implement in order to improve the overall financial management system in South Sudan. To support this effort, BRIDGE coordinated its activities closely with state MOFTIs and the LGB, which are the lead ministries for the roll-out of such reforms. BRIDGE assisted MOFTIs with training of personnel to implement its focal reform initiatives, namely the Treasury Single Accounts, centralized payments system, and adoption of Financial Management Information Systems (Free Balance Reporting System) within target states, and carried out extensive PFM classroom training in NBG, Warrap, Unity and Jonglei followed by OJTA to ensure financial managers are able to practically implement knowledge and skills gained during training.

There is anecdotal evidence that BRIDGE's work to disseminate information about the public's rights and responsibilities with regard to anti-corruption efforts is beginning to bear fruit. For example, in Twic County, Warrap, leaders of a CAG established by BRIDGE led the effort to seek recompense from a former County Commissioner accused of pocketing funds meant to defray the costs of property damages incurred during a government road project. The CAG members kept pressure on traditional leaders and a member of the SLA, who ultimately helped the group pursue legal action against the former official, who eventually was ordered to pay the money (500,000 SSPs) back to the community, as well as a fine of 30,000 SSPs. Other BRIDGE groups have also taken initiative to address inaction by leaders. In Awul Payam, Tonj North County, and Kuach North Payam, Gogrial West County, (both Warrap) community members were experiencing difficulties with a pair of chiefs who had been appointed during the era of military rule in South Sudan. The chiefs were unmotivated and non-responsive to the communities' requests for assistance with development projects. Collectively, the groups' leaders engaged local government administrators at the boma and payam level, and requested new elections, which were held, enabling both communities to be represented by popularly elected chiefs. These examples, though still in the minority, indicate that grassroots democratic processes are at least beginning to take hold in South Sudan in some areas where BRIDGE has worked, and, at a minimum, illustrate that community organizations supported by BRIDGE are providing a means for people to dialogue with local government, collaborate on projects and participate in representative democratic systems, such as elections.

¹⁴⁷ NBG and Warrap.

¹⁴⁸ NBG, Warrap, Jonglei.

¹⁴⁹ NBG and Warrap.

Civil Society and Community Mobilization

In FY 2012, BRIDGE shifted its approach to focus on building the capacity of already-functional, motivated and effective CSOs to become involved more directly and meaningfully in county annual planning and budgeting process, which serves as the basis of all development work at the local government level. To do so, BRIDGE consulted closely with government partners at the national (LGB), state (Ministries) and local (county and payam) level, as well as established CSOs in BRIDGE target states, on the design of a pair of new illustrated learning tools¹⁵⁰ aimed at improving the quality and consistency of local government's interaction with communities, as well as building a stronger foundation of knowledge among target communities about the basic responsibilities of citizens in a democracy, with special emphasis on the central role of community members during the planning and budgeting process. The guides were designed specifically to ensure effective communication with semi-literate or illiterate community members.

BRIDGE conducted an extensive series of TOT sessions that reached government officials and CSO leaders in NBG and Warrap, and to a more limited extent (due to insecurity) in Jonglei, using these two culturally contextual guides as the basis for establishing more meaningful, two-way interaction between local government and the communities they serve. With this approach local government – especially payam and boma administrators, as well as traditional authorities – and CSO leaders have a basis from which to gradually and knowledgeably take over responsibility for guiding their peers and fellow community members on how to effectively conduct constructive dialogue, and to maintain consistent and productive communication as a means to improve the quality of local development planning, including annual plans and budgets. Community engagement TOTs reached 2,400 government officials, CSO leaders and community members, while civic education, targeted at a smaller pool, reached 299 officials and community leaders by the end of FY 2012. These participants will pick up the training and broadcast it to further audiences in their communities in FY 2013.

Also in FY 2012, BRIDGE CAG/WSG strengthening sessions in NBG and Warrap¹⁵¹ and facilitated 38 follow-up meetings with groups, where local officials and community group leaders led discussions and training activities together on conflict mitigation techniques, group dynamics, gender sensitivity and leadership skills, as well as hygiene and sanitation education. Follow-up sessions assisted and supported CAGs/WSGs in identifying resources, developing action plans for launching or completing identified development projects, and providing input and technical assistance as needed. Throughout all strengthening and follow-up sessions, BRIDGE facilitated the participation of local government officials such as boma and payam administrators, WASH officials and others as appropriate, and sought and obtained involvement from traditional authorities to promote continued interaction and collaboration between communities and local government. These sessions showed that BRIDGE-supported CAGs/WSGs since their inception have made steady progress on a wide range of local development priorities, assisted regularly by local government officials in various capacities.

Conflict Management and Mitigation

BRIDGE promotes the adoption of sustainable conflict management and mitigation practices by strengthening the capacity of local government to respond to citizen needs by organizing opportunities for communities to engage with government officials. Improving mechanisms for citizen participation and increasing the responsiveness of government institutions helps to reduce the potential for conflict in program areas.

¹⁵⁰ The Community Engagement Facilitation Tool for Local Government and the Civic Education Learning Tool.

¹⁵¹ Four in Warrap and two in NBG.

For further information, please refer to the Conflict Management and Peace Building section of the Cross-Cutting Issues narrative, above.

Gender Equity

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, WMCs 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.

For further information, please refer to the Gender Considerations section of the Cross-Cutting Issues narrative, above.

Inclusive Development: Participation of People with Disabilities

BRIDGE utilizes an inclusive approach and invites all community members to participate in program activities. All BRIDGE supported construction projects (schools, classrooms, government office buildings) are handicapped accessible¹⁵².

Local Institutional Capacity Development

The keystone of the BRIDGE program is linking communities with local governments and building the capacity of local governments to effectively deliver services. BRIDGE takes a bottom-up approach, building and supporting effective, informed and engaged CAGs/WSGs, as well as agriculture producer groups, WMCs and PTAs that can meet government half-way on identified development priorities and projects. At the government level, BRIDGE in FY 2012 conducted a wide range of substantive capacity-building programs ranging from the LGAO orientation training for 240 administrator-trainees in Jonglei and Upper Nile, to extensive planning and budgeting training and exercises and activities including payam feedback sessions, county budget conferences, and PFM and human resources development activities, all geared at helping to build stronger, more efficient, accountable and transparent government systems that result in improved service delivery.

C. List of Deliverables

1. Bor County (Jonglei) Three-Year Strategic Plan (Q1)
2. Bor County (Jonglei) Comprehensive County Profile (Q1)
3. Training Manual for State Legislative Assemblies (Q1)
4. Citizens' Perception Survey 2011 Final Draft (Q1)
5. Government Effectiveness Survey 2011 (Q1)
6. Community Engagement Facilitation Guide for Local Government -- English (Q1)

¹⁵² Inclusion of ramps to access classrooms/offices

7. Aweil Centre County, NBG Three-Year Strategic Plan and Comprehensive County Profile (combined) (Q2)
8. Warrap State Ministerial Mandates (Q2)
9. Hygiene and Sanitation Illustrated Flip-Chart (Dinka Version) (Q2)
10. Hygiene and Sanitation Illustrated Flip-Chart (Nuer Version) (Q2)
11. Spare Parts Supply Chain Consultancy Report (Q2)
12. Northern Bahr el Ghazal State Council of Ministers Handbook (Q3)
13. Jonglei State Council of Ministers Handbook – FINAL (Q3)
14. Civic Education Learning Tool – English (Q3)
15. Animal Traction Training Manual for Extension Workers (Q3)
16. Crop Production Training Manual for Agricultural Extension Workers (Q3)
17. Warrap State Council of Ministers Handbook (Q4)
18. Unity State Council of Ministers Handbook (Q4)
19. Community Engagement Facilitation Tool for Local Government (Dinka Version) (Q4)
20. Community Engagement Facilitation Tool for Local Government (Nuer Version) (Q4)
21. Civic Education Learning Tool (Dinka Version) (Q4)
22. Civic Education Learning Tool (Nuer Version) (Q4)
23. Citizens Perception Survey 2012 DRAFT (Q4)
24. Civil Society Assessment Report DRAFT (Q4)

ANNEX I: Success Stories

Community Groups Take on Government Official Accused of Corruption, Win High Court Judgement

A few years ago in the land now known as the Republic of South Sudan, it would have been unimaginable: expecting justice to be served after a handful of community leaders complained that a government official had illegally pocketed money meant to compensate citizens for property losses caused by a public works project. Like as not, demands for redress would have fallen on deaf ears, if the message ever reached anyone capable of meting out justice in the old Khartoum-based regime.

With the nation's independence, however, a new era has dawned in South Sudan, one in which citizens are beginning to hold government accountable for its deeds -- and misdeeds. Through civic education and community engagement activities funded by the U.S. Agency for International Development's (USAID's) Building Responsibility for Delivery of Government Services (BRIDGE) program, community members, local government officials and traditional authorities are gradually becoming better educated about the rights, responsibilities and powers of citizens in a decentralized, representative system of governance. Community leaders in Ajak Kuac Payam, a remote area in Twic County, Warrap, recently had an opportunity to test the strength of their young nation's democratic principles and practices, as well as its commitment to rooting out corruption, the tenets of which are enshrined in important national legislation such as the Local Government Act of 2009 and the Transitional Constitution.



A boy rides a bike up a new road linking Ajak Kuac Payam in Twic County, Warrap, to the county headquarters.

The story starts in 2006, with a road construction project launched by the Khartoum government as part of its unsuccessful bid to persuade Southern Sudanese to vote against secession from the north. The goal was to link the isolated payam to the county headquarters in Turalei. Communities along the proposed 47-kilometre route, to be built of *maram* (a mix of clay and gravel), initially welcomed the plan, which would stimulate business by linking the payam and villages along the way to Turalei markets and facilitating new commercial opportunities by opening new trade with neighboring Unity State.

However, the project came at a cost. Private landholders were required to give over their property for the right-of-way, and some community members lost houses or other holdings to make room for the road. Valuable hardwood, shade and fruit trees, along with crops and vegetable gardens, also were sacrificed. When these grievances were addressed, the construction company that was awarded the contract, Eyat Construction Co., of Khartoum, agreed to a negotiated settlement of 1,000,000 South Sudanese Pounds (SSPs)¹⁵³ to compensate those who lost property or buildings during construction. True to their word, when the road was completed, the company paid the agreed amount to the Twic County Commissioner at the time, Dominic Deng Kuoc.

¹⁵³ Approximately \$334,448 U.S. dollars at the current Bank of South Sudan exchange rate.

Eventually, Kuoc distributed half of the funds to those who lost property. When questions arose about disbursement of the remaining funds, however, community members received no clear answer. That's when the leaders of a pair of BRIDGE-trained community groups, including the Ajak Kuac Community Action Group and Women's Support Group (CAG/WSG), first formed in 2010, decided to take action. Drawing on training they received from BRIDGE-trained local government officials on the principles of community engagement, citizen rights and responsibilities in a democracy, and the need to hold government officials accountable when corruption is suspected, the groups' leaders refused to the letter the issue die.



From left to right: Abraham Malual, the Ayuel Payam Administrator; Mandela Adiang Dau, the CAG Secretary; Ring Moth, Akol Tong Boma Chief; Deng Majur Chol of Akol Tong Boma; Ring Mathiang Wunring, Beimnhom Boma, were among the citizens whose actions resulted in a legal judgement against the former Twic County Commissioner.

Instead, they brought the matter to their Paramount Chief, Wundit Madut, who contacted a state legislator representing the area, the Honorable Lino Maper Ahol, who asked community members to be patient as he followed up on the issue. In the meantime, the CAG Chairman, Manyiel Nyikuany Majok, worked with other community group leaders to write letters to Ahol and other elected officials, urging them not to forget the community's problem. The groups designated four members to comprise a committee whose members worked regularly with traditional authorities representing community members who lost property to lobby elected officials for the compensation. In April 2012, the pressure paid off, when the Commissioner was removed from office by the state Governor. Two months later, in June, the State High Court issued its ruling against Kuoc, ordering him to pay back the money, plus the fine. (Kuoc is appealing the decision.)

In September 2012, the Ajak Kuac Payam Administrator told BRIDGE the community is proud of its achievement: "In the Local Government Act of 2009, it is stated clearly that communities have the right to accuse any official, despite his or her position...This case will send a good message to South Sudanese citizens to exercise their rights in the Constitution. I like it because it will make us more transparent and accountable for our actions."

The Ajak Kuac CAG Secretary, Mandela Adiang Dau, said he fully agreed. "This is a good way of reducing corruption in South Sudan if they mean to be a democratic state!" Dau said.

Computer Training Inspires Government Led On-The-Job Mentoring Program to Enhance Service Delivery

Emerging from decades of chronic underdevelopment, the new government of the Republic of South Sudan (RSS), which gained its independence just over one year ago, still has only limited ability to deliver vital public services to its citizens. The lack of government funding and resources – compounded by nationwide austerity measures announced in January 2012 – along with a shortage of trained professionals, has made the transition all the more challenging for the new nation, making even the simplest administrative tasks difficult for local government officials to implement.

Modernized governments across the world rely on computers and information communications technology (ICT) to enhance public services. With properly trained staff, computers can greatly enhance the efficiency of any organization. However, many state and local government offices in South Sudan lack both equipment and skills even in this basic area. In fact, it is not uncommon for a government department or even a state Ministry to have no access at all to computerized systems. Even for those government entities fortunate enough to be equipped with such technology, few government personnel possess the skills needed to use these tools effectively.

To help fill this technological gap, the Government of South Sudan has partnered with the U.S. Agency for International Development's (USAID's) Building Responsibility for Delivery of Government Services (BRIDGE) program to enhance the computer literacy of government officials.

BRIDGE has provided basic computer training and equipment to government Ministries in the states of Northern Bahr el Ghazal, Warrap, Unity and Jonglei, reaching 75 state and county officials since 2011, and distributing 29 desktop computers to trained users in the process. For one Ministry in

Warrap, the computer training and procurement of just a single desktop machine helped inspire and make possible the creation of an internal on-the-job (OTJ) computer mentoring program, designed to expand and sustain lessons learned from BRIDGE for Ministry staff members.



Adau Marko Mading, a cooperatives officer in the Warrap Ministry of Cooperatives and Rural Development, works at a computer station in Gogrial West County, Warrap.

Officials from the Warrap State Department of Rural Water Supply and Sanitation (RWSS) work closely with BRIDGE on water, sanitation and hygiene activities. The RWSS was formerly a directorate under the state's Ministry of Physical Infrastructure, but was relocated in 2011 under the jurisdiction of the Ministry of Cooperatives and Rural Development (MCRD). The MCRD is now in charge of providing safe and clean water to rural communities, promoting proper hygiene and education practices, and reducing waterborne related diseases to improve health conditions in remote parts of the state. Because the MCRD and BRIDGE share a common goal, several of its representatives were invited to attend a two-week long computer fundamentals training program facilitated by BRIDGE in late 2011, and were provided with one desktop computer funded by USAID.

Madut Mangon Malim, an Inspector in the MCRD, said the availability of the desktop system had an immediate impact on the functionality and efficiency of his Ministry. Before receiving the machine, he was forced to contract outside sources for simple word processing and printing tasks, costing valuable time and money and jeopardizing the confidentiality of sensitive government information. "Our official documents were at the mercy of the people in the market who own computers," said Malim, adding that previously, there was "No confidentiality, so security -- everything was at risk....Now we feel liberated."

Realizing the benefits of having a computer literate staff, the MCRD decided to amplify the BRIDGE training by launching its own internal OTJ computer mentoring program, utilizing the USAID-supplied computer to further promote the skills acquired through BRIDGE. Ministry officials hired a local ICT officer to oversee the program, and have already reached 24 government staff, enhancing their ability to write reports, draft official correspondence, and providing training on usage of Microsoft Office software packages. The Ministry hopes that with advanced computer training, a comprehensive database can be established to help better monitor rural water points and sanitation facilities. Providing up-to-date information for county Assistant WASH Commissioners will facilitate faster repairs for broken hand pumps, and allow planners to identify potential shortfalls in the delivery of WASH services.

Despite challenges such as a lack of adequate training space, Ministry officials are optimistic that they can build upon the initial success of their OTJ program, possibly evolving it into a larger training center, able to accommodate more trainees and teach more advanced skills. This commitment to training and education of its staff has also led the Ministry to collaborate with other international organizations such as the United Nations Children's Fund, which has made plans to install an internet server in their office, further improving the Ministry's ability to communicate internally and with development partners, and enhancing its ability to deliver better public services in South Sudan.

On-the-Job Technical Assistance Helps Government Financial Managers Improve Accountability and Transparency

Laku Ramondo, a senior bookkeeper with the Northern Bahr el Ghazal (NBG) State Ministry of Finance, Trade and Industry (MOFTI), has attended a lot of financial management and planning and budgeting training events sponsored by various non-governmental organizations, the United Nations, and other entities over the past few years. Along with other officials from his state, Laku always did his best to remember what was taught during the day-long, classroom-style lectures and Power Point presentations, and to implement what he learned back at his office. But when the inevitable questions arose on the many fine points associated with practicing sound public financial management in South Sudan, he was usually out of luck – the trainers would be gone, moved on to the next assignment, and Laku was left alone with his calculator, forms, and a dizzying array of processes, procedures and regulations to try to follow.

Not anymore. A new approach to strengthening the financial management (FM) skills and knowledge of accountants and other officials who carry the staggering weight of properly and transparently managing public monies is helping officials like Laku by providing weekly and sometimes, *daily* on-the-job technical assistance (OJTA), right inside the government offices where the work is being conducted. The strategy, developed by Winrock International and funded by the United States Agency for International Development through the Building Responsibility for Delivery of Government Services (BRIDGE) Program, has helped produce immediate improvements in the management and oversight of public funds, and, for the first time, has enabled officials like Laku to better monitor the execution of plans and budgets. In NBG, access to trained BRIDGE staff has helped Laku and other key personnel in the state begin coding and recording budgeted expenditures using new requisition forms, purchase orders, payment vouchers and bank reconciliation forms that, prior to receiving BRIDGE OJTA, they did not consistently use.



MOF officials in NBG are able to better track expenditures of public money and upload data into the FMIS database as a result of BRIDGE OJTA.

BRIDGE's interactive assistance has "taught us how to manage the public money... and how to be careful recording it," said Michael Aguar, a clerk in the NBG MOF. The adoption and proper use of the new forms improves transparency and accountability because transactions posted on the forms are coded to the official Chart of Accounts and used to link expenditures to the approved budget. The forms also help monitor expenditures, commitments, purchases, and requisition transactions in line with official procedures and the Public Financial Management Accountability Act. In addition to helping MOFTI staff design, produce and properly use the new forms, BRIDGE OJTA includes assisting MOFTI officials with computerized weekly uploads of data reflecting expenditures and transfers of payments to counties into the national Financial Management Information System database, enabling officials to better analyze and monitor the execution of county budgets.

And NBG is not the only state where the new approach to providing FM support is making a difference. In Warrap, BRIDGE has developed and maintained solid relationships and communication with key FM officials at both the state and county level, helping government to improve documentation of collected financial controls in line with the Public Financial Management Accountability Act. To do so, BRIDGE has facilitated a variety of training and hands-on coaching opportunities including one in February 2012 that brought 27 state and county FM officials together to standardize procedures for reporting and accounting for collected revenue that were previously implemented differently in various parts of the state. The coaching process included detailed reviews of participants' previously completed official forms and the actual work flows and processes related to previously-executed transactions. Participants articulated their individual challenges, and subsequent to each review session, advisors and participants developed corrective processes and procedures to rectify shortcomings and comply with the PFM Act.



BRIDGE staff discussing the proper use of Form 67 – “Summary Form/Daily Receipts Register” with local government officials during an interactive FM coaching session in Kuajok, Warrap.

The Warrap State Minister of Finance, Majok Bol Kur, who attended the closing day of the workshop in Kuajok, said the ongoing technical assistance provided by BRIDGE comes at a critical juncture in the young nation's history, considering that "... the Republic of South Sudan is going through difficult times, the time when oil production is shut down leaving us with no oil revenues but only non-oil revenues." Kur urged participants to share the practical skills gained and to become "ambassadors" for the implementation of sound public financial management practices across the state.

Local Government, Community Work Together to Solve Infrastructure Problem

John Aleer Awan is a Local Government Administrative Officer (LGAO) in Kolnyang Payam, located in Bor County, Jonglei State. When seasonal rains blow into Jonglei around May each year, the state's few, poorly-maintained dirt roads often flood and become impassable, stopping or slowing commerce to a crawl and cutting off rural communities, presenting one of Awan's most intractable challenges. Rainy season road problems are a part of life in South Sudan, but in remote Jonglei State, washed-out roads can inflict severe hardships on already hard-to-reach communities.



John Aleer Awan, an LGAO in Bor County, Jonglei State, stands outside his office in Kolnyang Payam.

In late 2011, after attending a three-week training funded by the U.S. Agency for International Development's Building Responsibility for Delivery of Government Services (BRIDGE) program, Awan watched again as a section of the Juba-to-Bor road disappeared under deluge after deluge, causing commuters and drivers of trucks loaded with valuable commodities including food, bottled water, petroleum and other products to give up and turn around. Then, Awan decided to do something about it -- drawing upon lessons learned while attending the BRIDGE-sponsored LGAO Orientation Training course, which provided local government officials with important knowledge about their roles and duties as public servants, as well as

the tools and skills to motivate and mobilize community members to tackle priority projects.

Awan organized a work team comprising members of a local youth group, which used buckets, shovels and other simple equipment over a period of days to construct a temporary by-pass around one of the worst sections of the main road, succeeding in getting traffic moving again and helping crucial supplies to reach Bor, the state capital, enabling vendors and merchants to restock and helping the markets resume normal business. Attending the LGAO training helped Awan realize that engaging the local community to find a solution to the road closure fit perfectly into his role as a local government administrator, and that it was his duty to lead the response.

"I mobilized the youth, telling them, 'These goods are stuck here and the people at the receiving end will look for a solution from us,'" Awan said. During the LGAO training, Awan "learned about my roles and acquired skills and techniques to approach and engage communities," he said, adding that the training prompted him to become "creative and (learn) how to better plan activities. I did it because I am the government representative there -- I am the last authority there and thought I should try my best to get the cars past."

In South Sudan, where the national leadership has committed to shaping a decentralized government in which local government leads delivery of public services, the creation of a well-trained and capable cadre of LGAOs is vital to the nation's future, and has been cited as a top priority by both the national-level Local Government Board (LGB) and state governors. In FY 2011, BRIDGE delivered LGAO training curricula -- developed in close cooperation with the LGB -- to 364 LGAOs in Northern Bahr el Ghazal, Warrap, Unity and Jonglei, with each state making substantial in-kind contributions to cover training costs, including assisting with training venues and transportation. Feedback from trainees about the training was so positive that state officials in

Upper Nile in late FY 2011 requested the training be delivered there, with the course now slated to begin in the second quarter of FY 2012.

In Jonglei, the participation of administrators from remote counties was possible due to support from state Ministry of Local Government and the United Nations Mission in South Sudan, which airlifted trainees from their counties due to the vast distances involved and poor condition of roads in the state. In addition to gaining new skills on community engagement and mobilization, LGAOs in each of the four states learned about local government functions and public finance in South Sudan, studied the Comprehensive Peace Agreement of 2005, the Local Government Act of 2009 and other important legislation, including the Interim Constitution.



H,E, Diing Akol Diing, Minister of Local Government in Jonglei, addressing LGAOs during closing ceremonies in a 2011 training session in Bor.

In Jonglei, Diing Akol Diing, the Minister of Local Government, told a graduating class of LGAOs in 2011: “We are training you to improve your capacity. How do you manage your resources? How do you mobilize the people? We want your inventiveness, your creativity, in our counties and payams,” he said, noting that in Jonglei, administrators like Awan, who demonstrate ability, enthusiasm and commitment to improving service delivery and collaboration with their communities, will have opportunities for advancement. “We want you people to be agents of change!” Diing said.

Historic Strategic Planning Process Empowers Local Government

In South Sudan, where more than 300 non-governmental organizations and other international agencies are deployed to assist in development of the fledgling nation, it can be hard for anyone to get a grip on who's doing what. Coordinating the delivery of basic and badly-needed public services – including the provision of clean water, construction of schools and clinics, and assistance to farmers -- is often complicated and cumbersome due to the lack of good, up-to-date data about the status and nature of the myriad projects unfolding in different jurisdictions. For local government administrators and financial planners operating in remote locations in the countryside, the immense task is exacerbated by inadequate resources including communications and computer equipment.

Despite these major hurdles, just six months after the country's independence, local government officials in more than a dozen far-flung counties have taken major steps to ensure that community-centered development projects that take into account the priorities of the people are carefully documented, planned, coordinated, *and linked to annual plans and budgets*, in order to obtain funding in upcoming budgeting cycles (and/or through grants available from development partners.) With assistance from Winrock International's BRIDGE program—funded by USAID--counties in the rural states of Northern Bahr el Ghazal (NBG), Warrap and Jonglei in early 2012 successfully completed



Barnaba Bol Mawein, Director of the Gogrial West County Planning Unit, with two other county planners in his office in Gogrial, Warrap State.

the first-ever three-year strategic plans and comprehensive county profiles in the new nation's history. The invaluable documents, which are now serving as development blueprints for each county, were assembled after a series of consultative meetings between community members and government officials, including county planners, payam and boma administrators, and tribal chiefs to ensure widespread input and buy-in, and have already had an impact in places like Gogrial West, Tonj North and Twic counties, in Warrap State. Those three BRIDGE-supported counties were the first to officially "launch" their strategic plans in February 2012 by publicly approving them and requiring that *all* subsequent development-related planning and budgeting work is linked to previously-established priorities and projected budgets – the first time such a mandate has been issued. Completion of the plans and profiles also has helped firmly root the planning and budgeting process in South Sudan where it rightfully belongs – at the county level -- and marks a turning point in a country determined to operate with a decentralized system of government.

In Gogrial West, a sparsely-inhabited county spread across swampy, flat floodplains, Barnaba Bol Mawein, the director of the county's small but busy Planning Unit, said completion of the new strategic plan enabled his office to ensure that all ongoing and future development work proceeds in a rationale, orderly way, and has already improved budget planning, monitoring and execution.



Government officials and community members meet in Aweil North County, Northern Bahr el Ghazal State, while developing three-year strategic plans and comprehensive county profiles.

“Our (county) departments were badly in need of this,” Mawein said, noting that his county’s number one priority – education -- as determined by community consultations, is now clearly reflected in the new three-year strategic plan, which contains specific plans and a projected budget for the construction of new schools in the county. “The strategic plan gives us a very clear idea of what we are going to do, not just this year, but for the next three years,” Mawein said. The projections in the strategic plan are tied to findings stemming from data collected with BRIDGE assistance during the county profiling process, which revealed that the vast majority of the county’s 93 primary education schools (65 percent) are open-air, meaning that classes are held outside (in good

weather), under trees, and usually run by non-certified teachers. In response, the county developed a three-year budget for construction of 31 new, permanent-structure primary schools and nine pre-primary schools, as well as a range of other urgent, specific education development priorities including teacher training.

County officials in other locations echoed Mawein, noting that completion of the strategic plans is a milestone that goes well beyond simply producing another set of documents: the plans are actively being used as tools to help local government refine, focus, and strategically plan for development needs articulated by members of their own communities.

“This Strategic Plan is Tonj North County’s main guiding document for governance, community development and service delivery,” Daniel Diu Ayii, County Commissioner in Tonj North, Warrap, wrote in the forward to his county’s three-year plan, which was completed in January. “It serves as the foundation on which the county’s annual plans and budgets are developed. The plan will evolve with the county, its changing profile and the needs that emerge from those changes. With the independence of the Republic of South Sudan, the expectations from the community on better security, improved conditions of life and service delivery are very high. These expectations can only be met by our commitment to serve the people differently.”

By the end of March, 2012, with BRIDGE assistance, all five counties in NBG and all six counties in Warrap State had finalized their strategic plans and county profiles, as well as two counties in Jonglei State (Bor and Akobo), despite widespread insecurity problems there in late 2011 and early 2012. BRIDGE helped by facilitating SWOT (Strengths, Weaknesses, Opportunities and Threats) analyses in payams during the consultation process, crunching numbers to determine if projected revenues could cover planned expenditures, meeting with key county and state officials to ensure communities and government were on the same page with regard to local priorities, and assisting in production of the final documents, which will be used as vital references as counties begin the process of preparing their 2012/2013 annual plans in budgets in advance of the new fiscal year in South Sudan, set to begin in July 2012.

Community Engagement Training Prompts Women to Seek Leadership Roles

In theory, women of the newly independent Republic of South Sudan are supposed to be treated equally to men, and to be afforded just as many opportunities to compete for positions at the national, state and local levels of government. The national Transitional Constitution even mandates what has become known as “the 25 percent rule:” making it a legal requirement that at least 25 percent of available government positions are filled by women. In practice, however, women still have a huge amount of catching up to do in a society where men wield an overwhelmingly disproportionate amount of influence as government administrators, legislators, and members of the judiciary.

Despite the longstanding imbalance, a series of initiatives by the USAID-funded Building Responsibility for Delivery of Government Services (BRIDGE) Program is helping women in traditionally underserved, rural parts of the nation hurdle the “25 percent” bar, and armed them with renewed confidence to demand greater representation in government. Abuk Madut Majir, a mother of five children from Gogrial West County, Warrap, serves as a living example of what women can do when given a chance to lead their communities as public servants.



Abuk Madut Majir was appointed Alek North Payam Administrator in Tonj North County, Warrap, after leading a BRIDGE-supported WSG.

Majir is using leadership and community engagement skills she gained as the former chairwoman of a BRIDGE-supported Women’s Support Group (WSG) in her new position as the first female payam administrator appointed in the county’s history.

Majir, who was appointed to her new local government administrative position in June 2012, is credited with launching a variety of successful community development initiatives in her home community of Alek North Payam. For starters, she mobilized 48 female students to enroll at the Mayom-Kaduet Primary School, and then helped raise the funds necessary to purchase stationery, rulers, pens, pencils and erasers to ensure that the girls were properly equipped at school. She also helped motivate other women to build and maintain a women’s adult literacy center, called “*Nhomlaau*” – which means “free from oppression” in Dinka – and which now has a total of 20 women members and two volunteer teachers. In addition, Majir worked with other local community groups to build new primary school classrooms using locally available materials, enabling students to attend school even in poor weather.

In one of her first projects as payam administrator, Abuk mobilized residents to begin construction of a new Public Health Care Unit (PHCU) in the payam. Majir, who kicked off the PHCU initiative by contributing one of her own cows to obtain needed construction materials, said the concepts, knowledge and skills she gained through previous BRIDGE trainings on conflict mitigation, gender equality, group dynamics, and community engagement helped prepare her for her ground breaking leadership position in local government.

Other women are also stepping forward to assume leadership roles in government after participating in BRIDGE-supported community development activities. For example, during a community engagement “training of trainers” (TOT) session facilitated by BRIDGE in Akon North Payam in May 2012, at which

the importance of women's involvement in all facets of development was emphasized, Atoor Amet Amet, said she was inspired to launch a campaign to become the community's first female paramount chief, adding that she would make women's rights and gender equity one of her top priorities if elected. "I have a plan to become the first paramount chief whose key duties are to resolve all the cases of the communities and issues related to women at the payam level," Amet said.

During another community engagement TOT session in Rualbet Payam, Tonj North County, Warrap, the regional court president, Deng Muorter Deng, agreed that the government had not done enough to address the imbalance in leadership positions for men and women locally, and announced his intention to appoint the court's first-ever woman judge to the important regional judicial post, "should any (woman) be willing to join." In response, Ayak Akot Madut, a member of a local WSG, responded that women are eager and willing to become leaders at all levels, and must avail themselves of any/all possible education and training opportunities in order to compete with men for positions in government.

The gradual movement of South Sudanese women into leadership positions in government is an outgrowth of the BRIDGE approach of supporting women's assumption of leadership roles in BRIDGE-supported community organizations, such as WSGs, agriculture producer groups, Water Management Committees and Parent-Teacher Associations. By facilitating frequent opportunities for these organizations to connect, communicate, and collaborate with local government, BRIDGE continues to help women become increasingly involved in local development initiatives and the delivery of improved public services in their communities.

Community Self-Help Project Results in Improved Access to Health Care

Malaria. Typhoid. Diarrhea. These are just a few of the common medical conditions that thousands of citizens of the new Republic of South Sudan live with – and often, die from – each year due to lack of access to basic health care. In Northern Bahr el Ghazal State, however, one community in Aweil North County recently took matters into their own hands. Tired of waiting for someone else to build them a badly-needed clinic, members of a local Community Action Group (CAG) supported by the U.S. Agency for International Development-funded Building Responsibility for Delivery of Government Services (BRIDGE) Program raised their own funds to construct a modest but sturdy cement-walled clinic, and then convinced local government officials to do their part by supplying two trained Community Health Workers¹⁵⁴ along with supplies and equipment to stock the center, such as anti-malarial medicines, antibiotics to treat infections, bandages and syringes.



The health clinic in Mayom Adhal, built by community members led by the BRIDGE-supported Community Action Group, is staffed by medical personnel and stocked with essential supplies and medicines.

The BRIDGE program helped to establish the CAG in August, 2009 and, since then, has provided ongoing training and support to help the group develop action plans listing its development priorities and strategies to work with local government and non-profit relief and development organizations to achieve its goals. The CAG took over from there, leading its own effort to build the clinic and raising all of the funding for the project from within local communities.

A few months after its September 2011 opening, the clinic in Mayom Adhal Village is seeing a steady stream of patients from the estimated local population of approximately 800 people, many of whom previously walked hours to reach the nearest town when in need of treatment. All that changed, however, as a result of the successful collaboration between the CAG and local government. Just ask former patients like Malek Akook Kuany, who received treatment at the clinic – which is open from 8 a.m. to 5 p.m. Monday to Friday -- for respiratory problems and a persistent cough, or Aluel Manot Thiep, whose chronic headaches and appetite loss were remedied.



Samuel Garang Mabior, a CAG member in Mayom Adhal Village, took his son, Guot (pictured here in front of their home) to a new CAG-built health clinic for treatment of a stomach ailment.

“This clinic helped me in such a way that my body weakness was not there anymore after I was given the treatment,” said Ms. Thiep, who received a blood test and was diagnosed with a blood pressure

¹⁵⁴ Community Health Workers receive six-to-nine months of medical training in basic first aid and treatment of common diseases.

problem, for which she was treated with medicine. “Many people around here will be assisted by this clinic,” Thiep said.

Kuany, another local resident, sought help at the facility even before the roof was finished. “Since I was treated at the clinic, I became well and up to now I do not cough anymore,” Kuany said. “I would recommend this clinic to anybody whom I would find sick in the village, either from the sickness I had or any other disease that might be treated there, such as malaria or diarrhea.” BRIDGE staff worked closely with the local CAG and its companion Women’s Support Group (WSG) over the past year, helping the groups’ leaders gain skills and develop strategies to motivate and mobilize community members to take control of their own future by planning and implementing their own projects, like the Mayom Adhal clinic. The group raised a staggering 17,250 South Sudanese Pounds (about \$5,750 USD) to purchase 150,000 locally made bricks, as well as corrugated iron, timber, cement and paint for the structure.

Facilitating strong relationships between community representatives and local government officials is a major part of the BRIDGE program strategy. Support to community groups includes training on conflict resolution, gender equity issues and education on the linkages between improved hygiene and sanitation and good health. BRIDGE support also provides mentoring and coaching to CAGs/WSGs on how to develop consensus on priority development projects such as construction of health facilities, schools and water sources, and focuses on the need for communities to work side-by-side with local government on priorities.

The strategy is working in places like Mayom Adhal, said Mabior, a local CAG member who brought his son, Guot Garang, to the clinic with diarrhea. There, one of two on-site medical staff treated the boy, using medicine supplied by the local government, and Guot soon recovered.

Mabior said the success of the health clinic has empowered leaders of his CAG to pursue additional projects, such as expansion of the clinic to include a maternity ward and possibly construction of a new school.

“BRIDGE has helped the Mayom Adhal community so much,” Mabior said, adding that BRIDGE-funded vocational training for local carpenters and masons in 2011 helped to speed-up the clinic’s construction. “It has also empowered the community...to mobilize and gather community resources into one goal (of) making projects succeed.”

Women Business Owners Find Success in Challenging Environment

It's not easy to make a living in South Sudan. Known as one of the world's poorest countries, South Sudan has fewer than 60 kilometres of paved roads and lacks basic infrastructure like electricity, water, schools and health facilities. Literacy rates are among the lowest in the world; a majority of the population of 8.3 million survives on less than \$1 dollar a day, and most people rely on subsistence agriculture, living on the margin between the dry season and annual rains. For those looking to start businesses, the challenges are even more daunting. Where will capital come from in a country where less than one percent of the population have bank accounts? What about the high costs of equipment, fuel, stocks and materials? What are good business and marketing strategies to use to ensure sustainability?

Despite all the uncertainties, results now show that a small business training and grant program launched two years ago by Winrock International's BRIDGE program—funded by USAID-- has helped dozens of small business owners – many of whom are women -- successfully start, sustain, and expand their own businesses, while serving as models in their communities, paving the way for other prospective entrepreneurs. In all, BRIDGE has provided business skills training to a total of 120 local entrepreneurs managing 98 small businesses in rural parts of South Sudan, helping them gain skills in managing working capital, marketing and entrepreneurship. To provide tangible, visible assistance, BRIDGE has distributed 25 small business investment grants totalling \$74,104 to recipients of business training in Northern Bahr el Ghazal, Warrap and Unity states, all of whom contributed their own labor and/or resources to help expand their enterprises¹⁵⁵.



Leaders of the Pondok Fresh Milk Women's Group, above, have diversified their business, and are now able to earn income even during the annual dry season, when herders move their cattle far away from town in search of pasture.

The Pondok Fresh Milk Women's Group in Kuajok, the capital of Warrap State, is a case in point. Formed in 2009 with initial support from a German international development organization called GIZ International, the women's group started out with 30 members and the goal of collecting and selling enough fresh milk daily from local cattle herders to help support members' families. A year later, in 2010, the group was still active, but in need of assistance. A BRIDGE-supported Community Action Group in Kuajok suggested the Pondok group could benefit from a new BRIDGE program designed to combine business skills training with the distribution of modest – but critically needed – investment grants of equipment and/or supplies to ensure that fledgling businesses could grow. Impressed by the drive and vision of the women entrepreneurs, who had already begun to diversify by starting a vegetable production venture that included three sizable gardens, BRIDGE offered to provide training and then assess what type of material assistance could tip the scales in favour of continued growth. Members participated in a series of BRIDGE-sponsored workshops during which they gained new skills in record keeping, maintaining cash flows and display marketing, as well as the benefits of boiling and refrigerating

¹⁵⁵ The total value of in-kind contributions made by recipients of BRIDGE business grants is \$16,785.

their daily stocks to kill bacteria and keep milk fresher, longer, in order to move more volume. After discussions with the group's leaders about their highest-priority needs, BRIDGE provided grants of equipment including a generator and refrigerator, which are now used daily in the group's stall in the local market.

Currently, the Pondok group buys most of its milk from local farmers during the rainy season, when pastures are lush and milk production high, then boils, bottles and sells 600 millilitre bottles of milk for seven South Sudanese Pounds (SSPs) apiece (about \$2 U.S. dollars). When the dry season comes in September/October and cattle herds move away to the lowlands, however, milk is in short supply, and the group's sales diminish. Though the refrigerator and generator initially were intended to help the women sell more milk by enabling them to keep it cold, with the onset of the dry season, the women put their new equipment to good use: using it to sell chilled drinks, including sodas and bottled water, to



Anyang Achuel sells a pair of chilled sodas from her group's stall in the Kuajok market, Warrap State

parched customers daily from their stall in the village market, which also serves as an outlet for produce from the group's gardens and the sale of staple goods including salt and rice. The strategy has helped the group grow – it now includes 60 women – and to remain viable by enabling it to continue to pay rent on the stall and purchase petrol and oil to keep the generator humming. In addition, the group's three vegetable gardens (which BRIDGE supported by providing small grants including seeds, tools and a treadle pump) are producing pumpkins, carrots, onions, regila (a local green), kale, amaranth and melons for members' own consumption and for market, bringing in a small amount of additional daily

income (approximately 5-10 SSPs daily per garden).

“On a good day, we can now earn 300 pounds (about \$81 U.S. dollars),” said Nyakem Akuieth Anei, chairwoman of the group. “We have achieved an increase in our business.”

A range of other successful micro-businesses supported by BRIDGE over the past two years are also showing steady progress. Tailoring and peanut paste-making businesses, building contractors, small restaurants and tea shops are among the enterprises helping to support village-level economies and improving livelihoods.

Emergent Ox-Plow Supply Chain Supports Farmers' Use of New Technology

Simple farming technologies and techniques such as ox-plowing have existed for centuries in other parts of the world like Europe and Asia, but have only recently been introduced in South Sudan. The world's newest nation was embroiled in a pair of debilitating and destructive wars for independence that spanned five decades, and only in the past few years have its people begun exploring new ways to capitalize on the country's vast agricultural potential.



A member of the Shirika Abuduga Blacksmith Group in Wau, Western Bahr El Gazal State uses an improvised fire blower to fabricate metal parts.

With help from the U.S. Agency for International Development's (USAID's) Building Responsibility for Delivery of Government Services (BRIDGE) program, which began promoting animal traction training courses in rural border states like Northern Bahr el Ghazal and Warrap more than two years ago, evidence shows that farmers adopting ox-plow technology are cultivating more land, faster, enabling them to reap larger harvests.

Ensuring that these new gains are sustainable, however, means that farmers in remote locations must have easy, ready access to supplies of ox-plow equipment and spare parts, instead of relying on an already over-stressed and fragile supply chain that typically relies on expensive imports. South Sudan's soil is fertile, but can be unforgiving: hard-packed earth and hidden rocks will notch plow shares, break apart welded joints in plow frames and damage metal wheels. To address this need, BRIDGE in 2010 began

working with motivated groups of blacksmiths in Wau, Western Bahr el Ghazal, and in Tonj North County, Warrap, enabling them to fabricate new and spare parts for plows, including those items most in

demand by ox-plowing farmers: replacement shares and wheels. BRIDGE also helped cultivate new business relationships between the blacksmiths and local merchants who possess an already-functioning distribution system, and supplied the blacksmiths in 2012 with raw metal materials (salvaged metal truck springs) that could be melted down and re-forged into ox-plow parts.

As word spreads about the benefits of ox-plowing, so does demand for the technology. Over 250 BRIDGE trained farmers in BRIDGE target states have already purchased subsidized ox-plows, and government extension agents have trained an additional 158 farmers in ox-plow practices in 2012. Despite obstacles including adverse weather and insecurity, South Sudanese farmers supported by BRIDGE-trained agriculture extension workers have enthusiastically adopted ox-plow technology, especially in Warrap, where BRIDGE has focused most of its agriculture-sector assistance over the past year. Data show that the assistance is paying off: In 2011, the last year for which comprehensive statistics are available, farmers in Warrap reported a 20 percent increase in cereal production from the previous year, while the overall area of cultivated land was 44 percent higher than the 2010 season. Part of that increase is due to the use of ox-plowing techniques, which allows farmers to double or even triple the amount of land they once cultivated using hand-held tools.

BRIDGE's work with blacksmith groups began in 2009, when BRIDGE trained 16 members of the Shirika Abuduga Blacksmith Group, in Wau, in the use of an improvised fire blower, which uses a hand-turned bicycle wheel to pump air into a bellows, to fabricate ox-plow parts, especially those requiring frequent maintenance such as plow shares. In 2012, BRIDGE provided the Shirika group and the two groups in Tonj North with locally procured scrap metal to produce the spare parts, with the Wau based group receiving 70 pieces of metal, and the two groups in Tonj North receiving 21 and 35 pieces each. Each of the three groups also received grants of in-kind equipment through BRIDGE including sledge hammers, the makeshift fire-blowers, saws and anvils. Fully trained and equipped, these blacksmiths have become vital links in the ox-plow supply chain, supporting the future of food security in South Sudan.

Daniel Awek Udera, chairman of the Shirika Abuduga group in Wau, said his colleagues began transforming scrap metal into ox-plow parts as soon as they received it. Out of 70 pieces of scrap metal, the group fabricated a total of 308 plow shares, which they sold for 50 South Sudanese Pounds (SSPd) apiece. Meeting rising demand for ox-plow spares has become an integral part of his business, Daniel said, adding that BRIDGE-supplied training, along with grants of tools and materials, has diversified his business, generating increased income for the group's 13 members.



Acuong Chol Acuong Dut, a private sector merchant based in Twic County, Warrap inspects Ox-Plow shares made by local blacksmiths in Wau

To help spark interest in the private sector, the newly forged spare parts will be sold through local merchants. From 2010-2011, BRIDGE identified three merchants from NBG and Warrap to act as the main distributors of ox-plow equipment. Among them is Acuong Chol Acuong Dut, who is based in Twic County, Warrap. Dut said he has already sold over 400 ox-plows, obtained from abroad by BRIDGE and sold at subsidized rates to BRIDGE-trained farmers across Warrap. Dut's experience working with agriculture workers has given him tremendous insight into the needs of the sector, and he has recognized the importance of strengthening the supply chain for ox-plow parts. "What is needed most, now, is the shares. There is great need," said Dut, who recently signed a memorandum of understanding (MOU) to purchase spare shares from the Shirika group. Dut said that the market for spare parts is definitely growing, in part because ox-plow technology has been embraced by state and local government officials. "I know the Minister of Agriculture (in Warrap)," Dut said. "He really would like people to use ox-plows. After time they will get used to it. We will eradicate hunger. We will make food."

Sustainable, Year-Round Food Growing Initiatives Take Root in South Sudan

It's late January -- the middle of the hottest, driest part of the year in South Sudan. In Northern Bahr el Ghazal State, which borders Southern Darfur and the conflict-torn region of Abyei, it hasn't rained in months. Once-green fields planted with tall staple food crops like sorghum and maize have turned into vast brown expanses of brittle chaff, and mid-day temperatures regularly climb over 100 degrees Fahrenheit.

Standing in the middle of the community garden in Agor Boma, though, it's easy to forget this is a sub-Saharan country in the middle of the dry season. There is food everywhere: big red onions with green, knee-high stalks; tender clumps of local greens called *regila*; broad-faced, iron-rich kale leaves. Guava fruit hangs from low shrubs, okra is flowering, and there are pumpkins, squash and tomatoes. Where did it all come from?

The Agor garden is the creation of members of a local agriculture producer group and Community Action Group (CAG) supported by Winrock International's BRIDGE project -- funded by USAID - - BRIDGE helped the local growers' group, which then consisted of approximately 30 members, start the garden in 2010 by providing basic training on seed spacing, row planting, weeding, irrigation, pest control and harvest techniques, in addition to supplies of start-up seeds and tools such as hoes and spades. The community cleared a good spot for the garden just over the edge of a river bank, to maximize use of a pair of simple, foot-powered treadle pumps and connecting hoses, also supplied by BRIDGE. Those modest investments in training and materials, combined with the community's sweat equity, local know-how and experimentation, have yielded tremendous gains for the group, which now boasts 50 food-growing members and occupies over one acre of carefully cultivated, well-weeded and irrigated vegetable beds. The garden is securely fenced with hundreds of sturdy wooden poles and several hinged gates to protect the plants from damage by livestock, and even the paths between beds are meticulously kept clear of weeds or other debris. The result: even during the dry season, members say they can now grow enough food to supplement their family's meals daily with healthy produce, while selling off the surplus to raise household income. In December, one of the garden's female members had harvested far more fresh leafy greens than her family could eat, so she stuffed a bag full of her produce and headed to the local market, where she planned to sell the vegetables for approximately 60 South Sudanese Pounds, (approximately \$15 U.S. dollars.)



The community garden in Agor, Aweil West County, NBG, is just one of several community food growing projects that remain sustainable more than a year after start-up. Above: well-tended vegetable plots still producing in the midst of the annual dry season.

Below: Griko Bol Kon, chairman of the Agor Agriculture Producer Group, with a fistful of onions he sold in January for 20 pounds.



The Agor garden is just one of a number of community food growing initiatives in BRIDGE target states that continue to flourish and support increased household incomes in 2012, well after direct BRIDGE support ceased. For example, a group of 40 women in Kuajok, Warrap, who received BRIDGE training on farming-as-a-business practices in late 2010 and early 2011, took initiative to start their own vegetable production business after recognizing the demand for vegetables like eggplant, onions and melons in the Kuajok market. They cleared and fenced in their property, used membership fees to purchase their own treadle pump, and continue to harvest vegetables for market.

In addition, members of a BRIDGE-supported Women's Support Group (WSG) in Aweil North County who worked cooperatively in 2011 to plant an estimated two acres of ground nuts, discovered how lucrative growing a cash crop for market can be when they hauled in 10 bags of nuts valued at approximately 1,500 South Sudanese Pounds (SSPs), or approximately \$394 U.S. dollars. The Jaach WSG decided to plant peanuts after receiving training from BRIDGE on the benefits of collaborative work, group dynamics, self-reliance and strategies to



Members of the Jaach WSG in Aweil North County, NBG, increased their household incomes by collaboratively planting and harvesting two feddans of groundnuts.

improve food security in their community. The WSG chairwoman, Achai Diing Diing, said her group took great pride in their harvest, and that they achieved their goal of successfully growing a crop that could increase incomes in the community.

Diing noted that WSG members, each of whom invests five SSPs per month in dues, have saved seeds for planting in the 2012 season and that the group's 22 members will share their recent profits and re-invest in a projected three-feddan crop expansion for the upcoming season. After learning of the Jaach WSG's harvest success, Marol Deng Geng, a member of another WSG in Malual Center Payam, said her group is now planning to plant ground nuts in 2012, indicating that communities are sharing knowledge and learning from each other to increase individual incomes and develop a group vision.

Communities Collaborate with Government to Plan, Budget and Manage Clean Water Sources

In years past, when a borehole broke down in or around Ngapkuot Jok, a village in Gogrial West County, Warrap State, hundreds of people used water from pools and streams or walked miles to the next village to try to find a functional source of safe water. Back then, notifying the military-era government and asking for help with a water problem didn't do much good, because few mechanics with the knowledge and skills to fix the machinery were available. And even if a mechanic could be located, spare parts were in short supply and too expensive for the government to readily provide. With the signing in 2005 of an official peace agreement between South Sudan and its northern neighbor, followed by full independence in July 2011, a new approach was needed – one that would both empower communities and support the nascent local government's ability to effectively plan, budget, and deliver vital public services like clean water to constituents.

In 2012, that vision has become reality in states across South Sudan where Winrock International's BRIDGE program—funded by USAID has assisted villages -- like the one at Ngapkuot Jok -- to take ownership of their water supplies, and collaborate with better-informed and equipped local government officials to ensure water sources remain fully functional and protected.

Machol Deng Anei, the Gogrial Payam WASH coordinator who oversees Ngapkuot Jok Village, has witnessed this progression, first hand. Anei said that

BRIDGE-supported activities including the establishment and support of local Water Management Committees (WMCs) -- comprising community members who are trained in basic water point maintenance and repairs -- wherever BRIDGE-funded boreholes are drilled has significantly improved his ability to collect information about the status of water points, enabling him to work with local WMCs to fix problems faster. In October 2011, Anei cited an issue with Ngapkuot Jok borehole as a case in point. The chairman of the village WMC, Akot Achuil Bak, notified Anei that the borehole was broken -- and that the WMC already had a plan for fixing it. As soon as the problem occurred, Bak called a meeting of the WMCs leadership to discuss the nature of the breakdown – a replacement connecting rod was needed to get water flowing again, at a cost of about 68 South Sudanese Pounds (SSPs), or approximately \$17 U.S. dollars (USD). During the meeting, the group's treasurer, Yak Kajang, verified that the WMC's existing account balance, derived from previously collected community contributions, could cover the cost of the part, along with estimated labor charges of approximately 44 SSPs, or \$11 USD.

Knowing that the WMC was ready for action – and able to cover the cost of repairs through contributions – prompted Anei to quickly assign a local hand pump mechanic, Majok Akech of Gogrial Payam, who had received technical training from BRIDGE earlier in 2011, to complete the work, getting life-giving clean water flowing again for an estimated 700 residents who rely upon the borehole.



A payam WASH coordinator records information about the location and status of a borehole in Ngapkuot Jok Village, Gogrial West County, after consulting with members of the local WMC.

Other BRIDGE WASH program activities, including the ongoing Global Positioning Satellite (GPS) water point mapping project, are successfully connecting communities directly to local governments to achieve the common goal of improving access to clean water. To assist local government officials with collection of valuable, up-to-date data about both the status of existing water points, as well as the water needs of underserved communities, BRIDGE has provided equipment, including hand-held GPS units, and training to county and payam water officials in Northern Bahr el Ghazal, Warrap and Unity states, to log the precise GPS coordinates and operational status of each existing water point in their areas. The data collected is used by water officials to assess priorities and to develop both annual and strategic plans and budgets, and is forwarded to the Republic of South Sudan's Ministry of Water, Resources and Irrigation for inclusion in a computerized national registry that will help the government develop a comprehensive national water resources strategy. To date, government officials in South Sudan have mapped more than 3,302 water points, supplementing critical data entered into the national South Sudan Water Information Clearing House.

In NBG, where most BRIDGE WASH activities in support of local government are clustered in 2012, Lino Lual, a construction officer in the Aweil West County Rural Water Department, said BRIDGE's ongoing assistance with mapping and water point registration, combined with earlier initiatives to help create, train and support viable WMCs and transportation assistance via provision of a new motorbike, have helped government get a better fix on what communities need, where and when.

"Some of the boreholes are very scattered," Lual said. "The WMCs are a great help to us. Without them, it would be difficult to manage. They keep us informed. The information we are collecting goes to the planning unit, and they are using it for budgets. This year is better than last," Lual said. "We have better information. We are moving faster."

Residents agree. "The government is closer to us than years ago," said Mary Anger, a community member who uses the BRIDGE-drilled borehole in Warchuei, Aweil West County, every day. "They are more responsive than before. When we ask them to send someone, they do."

Safe, Sustainable Water Supplies Transform Lives in South Sudan

For most of the past four decades of her life, Abuk Deng Ajerek relied on the murky, rain-filled ponds and swamps in and around Atongauak Village, in Warrap State, as her primary source of water for drinking and bathing. Ajerek knew that she and her family risked illnesses such as diarrhea, parasites and other diseases by drawing water from unprotected pools shared with livestock, wild animals and insects, but there was little choice. Her isolated village in Twic County was devoid of infrastructure, and the nearest borehole hours away by foot.

In late 2011, however, life in Akoc Payam improved immeasurably thanks to an initiative funded by the United States Agency for International Development's Building Responsibility for Delivery of Government Services (BRIDGE) program. Through the Water, Sanitation and Hygiene (WASH) program, which increases access to safe and sustainable water supplies for residents living in remote areas of South Sudan, BRIDGE partner GOAL provided three days of training and assistance to villagers to help organize a local Water Management Committee (WMC) after a BRIDGE-funded borehole was drilled and a hand pump installed. Now, for the first time, Ajerek, a WMC member, can collect clean drinking water from a pump less than 30 minutes from her home.

"I am so delighted and overjoyed," Ajerek said. "Today, like most other proud women, I stand and draw clean and safe water from a hand pump. This is unbelievable, and now it is a reality. This was something I and other women in this village used to hear from those who came from other parts of South Sudan and those who took refuge to East Africa (during the war)."



Abuk Deng Ajerek, of Akoc Payam, Twic County, Warrap State, draws water from a local borehole for the first time in 40 years.

Ajerek and other WMC members are now responsible for daily monitoring and oversight of their local water source, communicating with local government to ensure routine maintenance and that any needed repairs are made. They also promote community ownership of water points by raising funds when needed to pay mechanics for necessary work and/or replacement parts, which are scarce and often difficult to procure in South Sudan. BRIDGE-funded training to WMC leaders includes conflict management (water access is often a flashpoint), group dynamics and leadership, and basic borehole maintenance. BRIDGE training also arms WMCs with the knowledge and skills to advocate within their communities for improved hygiene and sanitation practices such as proper water handling and storage, latrine construction and usage, and hand washing.

Ajerek said access to clean water also has helped her community develop a newfound sense of pride, and hope. "For the last forty years my husband, who is blind, my children, the entire community of this village and whoever visited us, drank dirty water from the swamps. Do you know that? We often felt embarrassed giving our guests *'that water,'* but there was nothing to do but to offer it, because in our Mojang culture, the first thing you offer a guest is drinking water. The biggest challenge came during the dry spells, when nearby swamps dried up. Animals and humans struggled to share a few remaining pools of water. Our animals are very important to us so we can't see them go without water."

In addition to installing the borehole and hand pump, USAID funding helped provide training for local hand pump care takers and “super technicians” to work with Ajerek’s WMC to ensure sustainable operation and maintenance of the pumps and equipment at both the community and local government levels. The effort supports the Republic of South Sudan’s national WASH sector campaign by providing training to county and payam WASH officials, community groups and pump mechanics. BRIDGE also provides technical assistance in the WASH sector by assisting local government officials in Global Positioning Satellite mapping and registration of water points, assisting in the development of inventory and construction of spare parts storage facilities in BRIDGE target states, providing basic hygiene and sanitation training to communities and local government, and providing incentives to communities to build household latrines.

In Twic County, follow-up visits after initial and refresher trainings for WMCs and WASH officials demonstrate that more than 70 percent of trained community groups and pump mechanics remain functional and active, indicating that sustainability and ownership of safe drinking water supplies looks positive for the future. In all, in FY 2011 BRIDGE trained a total of 51 new WMCs across Northern Bahr el Ghazal, Warrap and Unity 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.

Newly Certified Women Teachers Make Impact in Communities

No one was sure what impact Magdalena Atherbei would have when she returned to her home village in Northern Bahr el Ghazal (NBG) in December, 2011, after completing a two-year professional teachers' training program at the Yei Teacher Training College (YTTC). Atherbei, and officials from the state Ministry of General Education and Instruction, had previously agreed that Atherbei would begin teaching in a primary school after completing the scholarship program – but how would her students and colleagues respond to her? Today, just six months after earning her primary teaching certificate from the school while on a full scholarship through the USAID-funded Building Responsibility for Delivery of Government Services (BRIDGE) Program, Atherbei is more than living up to her end of the bargain as a teacher – she has become a role model and source of inspiration not only to students at Panthou Primary School in Aweil South County, but to her fellow teachers and administrators, as well.



Teacher Magdalena Atherbei, of Aweil South County, NBG, is inspiring her students at Panthou Primary School.

Peter Abono Akuei, the Headmaster at Atherbei's school, recently pointed out that girls' enrollment has jumped a surprising 40 percent this year, with the number of girl students rising to 285, currently, compared to 200 last year.

Akuei, as well as the local payam administrator, attributed the increase at least partially to the presence of the charismatic Atherbei, who has become an important symbol of the potential success of young women if they succeed in school and then pursue a career, and who is using her new position to encourage more local girls to enroll – and remain in -- school.

"She is facilitating many improvements at our school," Akuei said. "The other teachers are going to her and saying, 'How should I teach this lesson?' Especially in the area of science. Even I can go to her with questions, because she is one of the few who are qualified to instruct," Akuei said.

In a country that is desperately short of educated, properly trained and/or certified professional educators, Atherbei is not the only former YTTC/BRIDGE scholarship recipient raising hopes – and making a difference -- back at home. Soon after her graduation from YTTC in December 2011, Grace Dalat, from Unity State, was selected by the state Ministry of General Education and Instruction (MOGEI) to help coordinate the Ministry's efforts to increase girls' school enrollment in the state, a position she would hold for several months, prior to the start of the new school year, in May. What's more, Dalat became an ambassador for South Sudanese teachers when Ministry officials unexpectedly picked her for a once-in-a-lifetime opportunity: the chance to attend a conference for young educators from developing countries in China, focusing on physical education and cultural arts. Dalat knows such opportunities for career advancement and professional development are rare in South Sudan, and that she would nothave been able to take advantage of them without earning her teacher's certificate through the YTTC/BRIDE Program.

The biggest difference these former YTTC teachers are making may be in the hearts and minds of their pupils – especially the girls – many of whom are seeing, firsthand and for the first time, what a well-educated woman with the drive to succeed can do with her life. “The girls here are ever asking me, ‘What can we do to be like you?’” Atherbei said recently, while taking a break from teaching her primary seven and eight students in order to attend a training for community leaders on conflict resolution organized by the Norwegian Refugee Council. “I tell them: ‘You must stay in school. Do not go into the markets on school days, do not go with the cattle. Deal with reading and your studies.’”

The message is getting through. Just ask Maria Aker Achuot, a primary 8 student of Atherbei’s at Panthou Primary School, who wants to be a doctor some day; or Santino Akuei Akuei, who loves growing things and wants to become the state’s Minister of Agriculture. Ask Margaret Akuol Akot, a quiet, hard-working student in Atherbei’s class, what she thinks is possible, now. “I want to become the Governor,” Akot says, without skipping a beat.

BRIDGE expanded its YTTC scholarship program in Fiscal Year 2012 to include 10 additional women scholarship recipients from Unity and Jonglei states, both of which have suffered from armed conflicts and insecurity over the past year. The women students are now in their first term at YTTC, studying mathematics, science/health education, social studies, information and communication technology, language education and professional education studies. When they finish, they will return to their home states to help educate and inspire the next education of South Sudanese leaders.

Renovated School Becomes Showcase for Development and Activism

Two decades ago, Marial Bai Primary School, in Ayat East Payam, Aweil West County of Northern Bahr el Ghazal (NBG), was the setting of one of the most grisly scenes in the nation now known as South Sudan. As armed militia from the north swept through the town on horses and camels killing people, terrified children ran into their school in search of safety. Many never made it out. The school's property was left in ruins, too, and for years the school's buildings – once a place of pride and hope for hundreds of young South Sudanese -- remained in a state of decay and disrepair.

With the signing of the Comprehensive Peace Agreement in 2005, however, a sense of normalcy returned. The school would need to be rebuilt. After years of neglect, roofs were caved in or leaking; doors and windows were missing; floors were pitted from exposure to the elements. There was also the problem of providing clean water and sanitation facilities for up to 800 students, where none had ever existed. In 2010, when the USAID-funded Building Responsibility for



Marial Bai Primary School Head Master Santino Akot with students outside a BRIDGE-renovated school building in Aweil West County, NBG.

Delivery of Government Services (BRIDGE) Program conferred with state officials and administrators from Aweil West County about the area's foremost development priorities, restoration of the school, and improvements to its infrastructure, were placed at the top of the list. The government included the project in its annual budget, but lacked the necessary funds to complete the work. That's when officials sought help from BRIDGE's Local Government Development Fund (LGDF), designed to help communities and local government work together to realize their highest-priority development goals.

Two years later, after a successful collaboration between community members, county officials and school administrators, the school's 12 brick buildings have been renovated (complete with new roofs, concrete floors, working doors and windows), a new teacher's dormitory, a new, functional borehole drilled on school property, and three new concrete latrine blocks. Community members -- many of whom contributed by digging and carrying sand to the site to mix with concrete, molding and burning new bricks to shore up the walls, painting, and building a fence around the new borehole -- are once again proud of their old school. Enrolment has swelled dramatically (from 650 students last year, before the work was completed, to 885 students, currently) and students are now enjoying an environment that is much more conducive to learning.

As Headmaster Santino Akot recently pointed out, with new, secure doors and windows on the buildings, students and teachers no longer worry that their chairs and desks will be stolen at the end of the day, or that livestock will enter or sleep in the buildings. The BRIDGE-drilled borehole, which is providing safe, clean water daily, has helped reduce student absences caused by waterborne diseases, which had been prevalent previously when students were forced to draw all of their water from an open, shallow well. And the environment around the school and its grounds also has

improved as a result of the latrine construction, combined with BRIDGE-facilitated hygiene and sanitation (H&S) training and education sessions, which have helped to reduce the practice of open defecation and encouraged students to become active advocates and “ambassadors” for improved H&S in their communities.

To sustain all the good works and ensure maximum gains, BRIDGE supported the formation and training of a new Parent-Teacher Association (PTA) at the school, which is actively involved in helping to maintain the school by keeping a schedule for regular cleaning and upkeep of both the classrooms and the latrines. The PTA, which received training from county Assistant WASH Commissioners on safe water handling and responsible water management, took the lead in building a brick wall to protect the new water point and collected funds that enabled the PTA to quickly repair the borehole when it needed a spare part last year, keeping clean, fresh water flowing for both students and local community members.

Students, teachers and community members say the highly visible progress of the planned re-development at Marial Bai Primary School has motivated community members and spawned additional improvements, including the construction of household latrines around the community. The refurbishment of the school has also enabled adult literacy courses to resume, taught by teachers who participated in BRIDGE-funded English language courses in 2011.

“These improvements are important to us,” Akot said. “People have seen the work that is already done, they have seen that learning in our community is now improved, and they want it to continue.” The school’s remarkable transformation has been acknowledged by state officials, who selected the school to host the 2012 Global Hand Washing Day festivities in September, 2012, during which improved hygiene and sanitation practices will be further promoted through skits, poems and songs prepared by the school’s H&S club.



The school’s Head Master with Joseph Ayaga Ayaga, who is studying at the adult learning center, and two young students at Marial Bai Primary School.

The Marial Bai renovation is one of six school renovation/construction projects in NBG and Warrap states completed through LGDF during the third quarter of Fiscal Year 2012. Together, the school construction initiatives have provided improved learning environments for an estimated 2,193 students.

ANNEX II: Schedule of Future Events

A full schedule of events for Q1 FY2012 will accompany this report in a separate Excel™ file.

ANNEX III: Summary of LDGF Progress

A full list of LGDF projects will accompany this report in separate Excel™ file.

ANNEX IV: Quantitative Tables

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

ANNEX V: Key Deliverables

A complete compilation of FY 2011 deliverables will accompany this report on compact discs.