

**THE REPUBLIC OF SOUTH SUDAN**

**JONGLEI STATE**

**BOR COUNTY**



**COUNTY PROFILE**

**December 2011**

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## Foreword

By being the ‘spark point’ for the struggle for South Sudan’s independence, Bor County hosted some of the fiercest battles and not surprisingly was devastated by Africa’s longest civil war. The government has put a lot of effort into restoring all institutions and rehabilitating infrastructure following the signing of the CPA in 2005. This focus received further impetus with the attainment of independence on July 9<sup>th</sup> 2011.

Bor County is one of the local governments which lost all its systems and infrastructure leaving the people without reliable service delivery mechanisms. The situation presented in this County Profile shows how far back the county was drawn by the war. This gives the county pressure to work hard to restore the institutional systems and build the capacity for steering development programs in the county.

The County Planning Unit (CPU) led the process of compiling this Profile, which the county will use as a benchmark against which to measure its performance during the planning period. All development agencies working in various sectors will be encouraged to make use of the profile and add to it to ensure that a complete picture emerges while also pursuing real impact.

The county, at political and technical levels, fully commits to be guided by and to use the Profile in its decision making and application of resources that will be internally mobilized and made available by the State and Federal/Central Government. All staff shall be expected to contribute to the regular updating of the profile.

Thank you!!

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County Legislative Chairperson

## Acknowledgements

Bor County extends its gratitude to the Ministry of Local Government, Jonglei State, the United Nations Development Program (UNDP), Winrock International and other development organizations for their technical support and active participation in the process of compiling this County Profile. Special thanks go to the Ministry of Local Government for the training they organized for Local Government Administration Officers.

The county also acknowledges the invaluable guidance and support from the Local Government Board (LGB). The LGB has worked tirelessly to ensure full and professional establishment of South Sudan's local government system and in the process has sought beneficial partnerships with relevant partners.

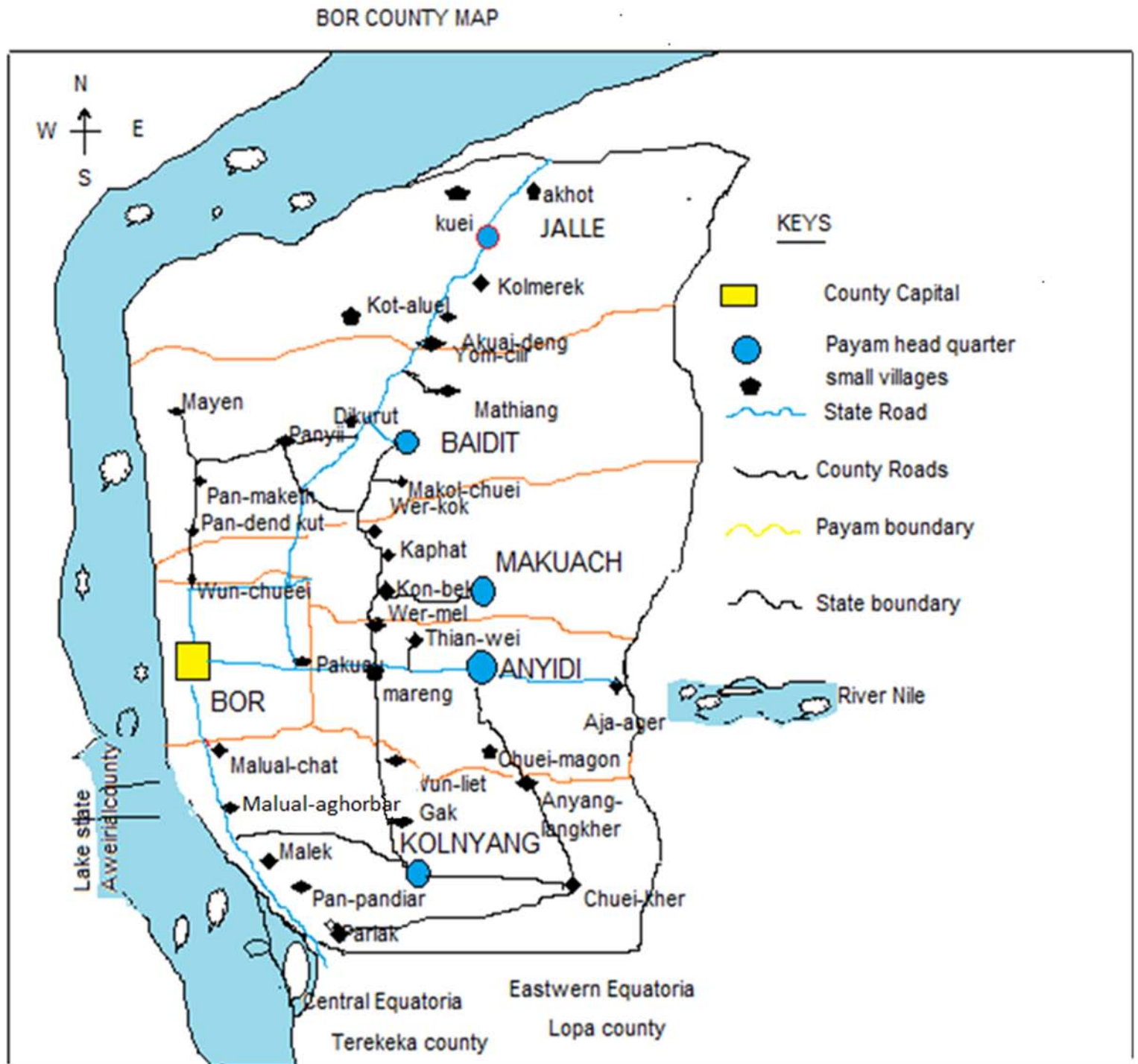
UNDP and Winrock International (South Sudan BRIDGE program) provided hands-on technical guidance and moral support to Bor County (and others in the state) as part of their capacity-building initiatives to strengthen county-level planning and budgeting. This involved a series of interactions, mentorship sessions and direct assistance with the County Planning Unit and heads of county departments leading to the production of this document. The CPU's work in putting together the document is commended. It is the county's appreciation that the capacity built and the partners' commitment to continue supporting the Unit will help the county's planning and budgeting processes.

Thank you!

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County Executive Director,

## County Map



## Abbreviations

ADRA	Adventist Development and Relief Agency
BDC	Budget Development Committee
BRIDGE	Building Responsibility for Delivery of Government Services
C&D	Church and Development
CFSAM	Crop and Food Supply Assessment Mission
CHF	Canadian Hunger Foundation
CHW	Community Health Worker
CLTS	Community-Led Total Sanitation
CP	County Profile
CPA	Comprehensive Peace Agreement
CPU	County Planning Unit
CRS	Catholic Relief Service
GAM	Global Acute Malnutrition
HI	Handicap International
JS/HAP	Jonglei State Humanitarian Action Plan
LGB	Local Government Board
MOLG	Ministry of Local Government
MSF	<i>Medicins sans Frontieres</i>
NFI	Non-Food Items
NGO	Non Governmental Organization
PDC	Planning Development Committee
PHCC	Primary Health Care Center
PHCU	Primary Health Care Unit
PWD	People with Disabilities
PWI	People with Injuries
RSS	Republic of South Sudan
SMC	Sudan Medical Care
TBA	Traditional Birth Attendant
UNDP	United Nations Development Programme
UNOCHA	United Nations Office for Coordination of Humanitarian Affairs
UNICEF	United Nations Children Fund
WASH	Water, Sanitation and Hygiene

## Executive Summary

This County Profile was compiled by the CPU under the leadership of the County Executive Team and with the help of UNDP, Winrock International and other development partners in the county. The Commissioner and Executive Director provided strategic support and facilitated the active participation of county Heads of Departments.

The Profile shows that Bor's society and economy are diverse. County residents are mainly the Dinka tribe who derive their livelihoods from a number of socio-economic activities determined by natural conditions and trading opportunities provided by a fast-growing Bor Town. The County has two basic food-economy zones. One is urban and the other is rural. Rural farming (crop and livestock production), fishing and natural resource extraction are currently at subsistence levels. Although per capita livestock ownership is high the rearing practices are essentially pastoralist with low off-take through formal markets. The rural and urban economic zones are closely interconnected. Insecurity, inadequate roads, markets and other rural investments have forced a concentration of activities in and around Bor Town.

Inquiries on commercial investment opportunities in agriculture and fisheries are on the rise. At the same time some small-scale commercial farming enterprises are emerging. The operational scale for furniture making, steel fabrication, trade and construction activities is increasing, which is changing the economic architecture of the county.

The county has basic service backlogs in education, health, water and sanitation, rural road infrastructure. It has very low all-weather county accessibility as roads are either non-existent or impassable when it rains. In the education sector for instance, at least 400 extra permanent classrooms, up to 500 teachers and thousands of teaching-learning materials are needed to meet existing demand. The health sector faces challenges rearing qualified personnel, hospital infrastructure, equipment and access to medicines. Sanitation coverage, including in Bor Town is low. As such, access to quality basic services is low in Bor County.

The county presently lacks adequately trained and experienced civil servants, is yet to strengthen coordinated functioning of its departments and has inadequate office space, equipment and vehicles for mobility. Some of its key staff lacks proper understanding of financial management and overall local government policy. In essence the institution requires support to be able to perform its mandate.

This Profile sets baseline conditions for the 2012-2015 Strategic Plan. Though the information provided has some gaps, it sufficiently guided analysis and decision making. Additional information and analysis will strengthen the Profile as well as Annual Plans. As the Profile shows, Bor County has development challenges but also has very significant opportunities that it can seize. Each Annual Review cycle will allow stakeholders to reflect on progress and improve strategies for meeting the identified needs.



## **1.0 INTRODUCTION**

Bor County is one of eleven (11) counties that make up Jonglei State in the Republic of South Sudan (RSS). Jonglei State is the most populous in South Sudan with 1,358,602 inhabitants according to the 2008 Census. Bor Town is the state capital. The county combines a dynamic and growing urban population and an equally growing rural population. A decision has been taken to separate Bor Urban and Bor Rural into two separate local governments. The profile arose from participatory processes involving a number of UNDP and Winrock International supported initiatives where Bor County staff from the CPU and other Heads of Departments participated in ‘painting’ the different dimensions of the county picture.

This document is as accurate as allowed by the information available and realistically collectable at the time of profiling. It however is a living document that stakeholders, some of whom were unable to participate for various reasons, will be able to utilize while updating in consultation with Bor County’s Planning Unit, which has the responsibility to collate all relevant planning data and facilitate coordinated development planning and management on behalf of the county.

## **1.1 The Physical Situation**

### **1.1.1 Geographical Location**

Bor County makes Jonglei State’s south-western tip. It borders Eastern Equatoria State to the South-East, Central Equatoria to the South, Lake State to the West, Twic East County to the North and Pibor County to the East. Bor forms the south-western end of the River Nile and Toch flood plains in the state, which is generally flat and below 320 meters in terms of altitude. It is about 12000km<sup>2</sup> in size. Because of the low-lying nature and heavy clay soils, the county is prone to flooding during the rainy season. It has six payams, five are rural (Anyidi, Baidit, Kolnyang, Makuach, and Jalle) and one urban (Bor Town). There are some Lakes along the Nile River and perennial swamps from the central area (Toch) to the south-east of the county.

### **1.1.1 Vegetation**

The vegetation of the county is predominantly savannah. Tree and grass cover is not even across the county although compared to other parts of Jonglei State Bor County has dense vegetation cover. The county still has diversity in terms of grass cover, indigenous tree species like mahogany and exotic trees (e.g. fruit trees like mango trees). All payams have similar vegetation except Kolnyang which has some coconut trees. In terms of density, Jalle Payam has the least tree and grass cover.

### **1.1.2 Soils**

Bor County has three main soil types. These are black cotton, clay and loam soils. Sandy soil characteristics are found across the County reflecting a combination of the influence of the River Nile and Toch (swamps) flood plains as well evidence of centuries of utilization for crop production and animal grazing. Different parts of the county show concentrations of the main soil types. For instance, clay soil is predominantly found on the eastern side of the county from the South up to Jalle, sandy and loam soils are found mostly along the western side of the county along the River Nile and the Toch (swamps). Sandy soils are also found in the western parts of Kolnyang, Anyidi and Makuach payams.

In general, the soils in Bor County are sticky, impermeable and short of stones and other coarse aggregates making the county prone to flooding as surface water does not easily percolate into the ground. This imposes a constraint especially in terms of construction of roads and other buildings, which require reinforcement. Natural construction material readily available in the county is only river sand. Clay-brick making is yet to be explored in the county but could have considerable commercial potential.

### 1.1.3 Climate

In a normal year the County has four seasons. These are January to March (dry, hot, clear skies and temperatures of between 40 to 45°C; April to June (heavy rains, light cloud cover, heavy westerly winds and temperatures between 36 and 39 °C); July to September (heavy rains, flooded<sup>1</sup> and muddy lands that are often impassable, high humidity and temperatures between 30 and 35 °C); and October to December (light rains, clearer skies and temperatures of between 20 and 30 °C). The county experiences shortage of water and green pastures from February to April which at times triggers conflicts over access to grazing lands.

## 1.2 Socio-Economic Situation

### 1.2.1 Population:

Bor County is mainly inhabited by the Nilotic group of the Dinka tribe. Bor Town however has other tribes from the rest of the Jonglei State and other parts of South Sudan. According to 2008 census the county has a population of 221,806<sup>2</sup> in 31,354 households (seven members per family compared to eight for the state). The population constitutes 16 percent of Jonglei State. More than a quarter (27.6 percent) of the population stays in Bor Town and this figure may have increased since the census due to returning state citizens who come through Bor Town. The civil war affected the county the most since it was the starting point of liberation (guerilla) war. Bor Town was destroyed by the Liberation/Freedom movement displacing about 50,000 people from the county. County poverty prevalence is 48.3 percent (2011, Jonglei State Humanitarian Action Plan-JS/HAP) and some of the people most affected are those displaced by inter-tribal conflicts. The JS/HAP reflects that 6,119 people were internally displaced in 2010 alone. The table below shows the distribution of the population in the County by payam.

**Table 1: Bor County population distribution by payam**

No	Payam	Population		
		Female	Male	Total
1	Kolnyang	22,011	18,008	40,021
2	Anyidi	13,219	10,816	24,036
3	Makuach	16,181	13,2239	29,421
4	Baidit	28,073	22,968	51,042
5	Jalle	7,266	5,945	13,212
6	Bor Town	33,673	27,550	61,224
<b>Total</b>		<b>104,920</b>	<b>116,186</b>	<b>221,806</b>

<sup>1</sup> Flooding occurs along the River Nile and swampy areas in the County.

<sup>2</sup> 52.4% male and 47.6% female.

## 1.2.2 Administrative and Political Situation

The county is made up of five rural payams and one urban payam, twenty-two bomas, four Quarter Councils (in Bor Town) and twenty-seven head chiefs as shown in the table below. The separation of Bor Town and the county into two separate local governments has been approved at state level and development processes are slowly taking this into account politically and administratively. Proper and separate institutions for Bor Town are yet to be fully established. Bomas have villages with each village having a number of households, which are the basic organizational unit of society and rural livelihoods in the county. The county is divided into five political constituencies and thus has seven representatives in the State Legislature. Bor County has 35 Councilors who will form the County Legislative Council.

**Table 2: Number of Bomas/Quarter Councils and Head Chiefs by Payam**

Payam	No. of Bomas Quarter Councils*	No. of Head Chiefs
1. Kolnyang	4	5
2. Anyidi	3	3
3. Makuach	4	4
4. Baidit	6	6
5. Jalle	5	5
6. Bor Town	4*	4

## 1.2.3 Resources, Economy and Livelihoods

The main County resources include its people, fertile land for crop production and animal rearing, wildlife, water (mainly the River Nile and its tributaries, ox-bow lakes etc) and vegetation. The mix of available resources has been exploited through main livelihood activities of farming (crop production, livestock rearing<sup>3</sup>), fishing, trade (especially in Bor Town), and natural resource extraction (wild fruits, sand, charcoal and others). A recent Crop and Food Supply Assessment Mission (CFSAM) showed that cereal output was 7,429 tonnes in 2010 with 30 percent of households being food insecure (Jonglei State Humanitarian Action Plan-JS/HAP 2011). Two broad food economy zones thus exist in Bor County with both linkage and cross-over between the two zones. One is a purely urban and another predominantly rural. The rural zone has a number of sub-zones related to the agro-ecological conditions of the County. The key sub-zones include the flood plain sub-zone where fishing and mixed farming dominate while areas further away from the River Nile-Toch flood plains are dominated by pastoralist activities and natural resource (forestry and non-forestry product) extraction.

The urban zone is expanding in part because of inevitable urbanization post-independence, influx due to rural insecurity in parts of the county and the fact that Bor Town is the state capital served relatively well by air, water (River Nile) and road transport. There is an increase in the volume of trade with changes from barter to use of cash for goods mainly imported from East Africa and Sudan through Juba. The growth of Bor Town is generating the kind of demand that could be a driver for rural development as security returns to rural Bor alongside other investments in the county. The productivity and spread of activities in Bor County's rural hinterland is constrained by insecurity, limited accessibility and low socio-economic investment. Insecurity has affected population distribution as households are

<sup>3</sup>The county has a number of pastoralist communities.

concentrated in areas that are actually or perceived to be safe, which at present are in or closer to Bor Town.

Arising from the above scenario, the current farming system in the county is local gardening mostly by women along the River Nile using traditional methods at subsistence, considerably small scale and therefore non-commercial levels for agricultural activities. Fishing activities are also similarly organized. Most local produce and fish are marketed through Bor's Marol Market, which is the biggest market in the state. In the past there were thriving irrigation schemes. Some individuals have started to establish small-scale farms and plantations in the county. Per capita livestock ownership is high though off-take through commercial value chains is low. Non-participation in the market is a function of both the pastoralist framework and an absence of a fully developed private sector. Other challenges trapping farming and fishing at subsistence levels include inadequate skills and technology, use of non-productive land, lack of physical infrastructure (poor road and market networks), limited mechanization, vulnerability to natural disasters (floods and droughts) and insecurity. The latter leads to abandonment of land that is more suited to viable crop and livestock production for instance.

Pastoralist practices are dominant in the county. Benefits derived from animal rearing include milk, meat, dowry<sup>4</sup> and money from animal sales<sup>5</sup> for school fees, medical bills and capital for starting or expanding business ventures. Farmers sell surplus produce through the local and the main (Marol) markets. The current pastoralist situation is however unstable due to some restrictions on grazing lands and epidemic outbreaks at a time when animal health services<sup>6</sup> are limited. Seasonal conflicts over grazing land, destruction of gardens/fields by livestock and dry-season access to animal watering points have occurred in the past disrupting both livelihood activities and social relations. Some of the clashes have resulted in loss of life.

The county is blessed with lots of fish from River Nile. The type of fishing activities include use of fishing lines, hand catching, spearing, trapping holes (*haal*), canoes, nets, baiting and use of line sticks/bundle (*apiir*). Male and female adults as well as boys and girls (12 years and above) are involved in fishing activities. Fishing is one of the major sources of food and income for residents of Bor who are in close proximity to the River Nile and other water bodies. There is no commercial fishing and processing yet but a private company has indicated interest in setting in the county, which could help improve the sector in terms of scale of operations and returns to operators. The faced challenges by the fishing community include crocodile attacks, malaria, the threat posed by snakes, lack of fishing equipments, poor storage, lack of fishing skills and weather (storms).

There is an increased presence of Non-Governmental Organizations (NGOs) in Bor County offering different humanitarian/relief, rehabilitation and development services that include income generation activities, livelihood programs and capacity building initiatives. NGOs also create employment for locals in the county. As such, NGOs (local and international) are an integral part of the Bor County society and economy. Hosting the state capital allows the county to market its development programs and create effective service delivery partnerships.

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<sup>4</sup> This ranges from 25 to 200 cattle.

<sup>5</sup> Private spot sales and auctions for chickens, goats and cattle.

<sup>6</sup> Extension services and drugs.

Regarding future socio-economic potential, Bor County is poised for significant growth and development in agriculture, industry and commerce, basic services and tourism. Bor County's closeness to the seat of state government has the added advantage of being able to quickly get information and target investors coming to the state. Existing challenges standing in the way of sustained and significant development include a nascent private sector dominated by traders, limited local manufacturing, lack of skills in key sectors, subsistence scale production, limited appropriate technology in virtually all sectors, limited socio-economic infrastructure (roads, markets, basic services, energy etc.), insecurity and vulnerability to natural disasters especially floods and occasional droughts. These challenges are not necessarily unique to the county but affect other counties in Jonglei State and outside.

### 1.2.4 Infrastructural development

This section of the County Profile presents information on public roads, education, health, water supply and sanitation in the county. The sub-section presents what is available, the state of services and comments on unmet demand. Issues and possible responses are elaborated in later sections although some of these are introduced in this sub-section.

Table 3 below presents the picture regarding roads in the county. Available data show that all roads for which the county is responsible only provide dry season access. This seriously constrains social and economic activity in the county. State roads are under construction signifying improvements that will allow inter-county and inter-state travel of benefit to Bor Town and other payams in terms of opening up farm and off-farm business opportunities.

**Table 3: Public roads - length, condition and responsibility**

Road (from-to)	Length in Miles	Condition	Responsibility & remarks
1. Bor-Juba	120	Good	State
2. Bor-Pibor	80	Poor	State: under construction
3. Bor-Twic East	91	Poor	State: under construction
4. Bor-Baidit	32	Poor	County: dry season use only
5. Bor-Kolnyang	33	Poor	County: dry season use only
6. Baidit-Jalle	28	Poor	County: dry season use only
7. Makuac-Anyidi	7	Poor	County: dry season use only
8. Kolnyang -Anyidi	7	Poor	County: dry season use only
9. Kolnyang-Cueikeer	8	Poor	County: dry season use only
10. Cueikeer-Pariak	21	Poor	County: dry season use only

The county has 65 primary schools with an enrolment of 38,200 suggesting an average of 588 pupils per school and a classroom occupancy rate of 83 for the 463 classrooms. Average school enrolment varies from 384 in Jalle to 777 in Bor Town. Overall teacher-pupil ratio is 1:86 but there are high-end outliers like Bor Town with 1:123 and Kolnyang with 1:145, with the lowest being 1:42 for Anyidi. Assuming a class size of 40<sup>7</sup> the county needs 492 extra classrooms and 512 extra teachers in existing schools.

<sup>7</sup> One teacher-one classroom for 40 pupils.

Female teachers are less than 10 percent (n=42) of total teaching staff. The education sector faces a number of challenges whose elaborate analysis requires additional data to fully assess the extent of education quality and access. Data on book pupil ratio, the physical location of schools, teacher qualifications, net/gross enrolment rates (NER/GER), among others are needed. As such data becomes available the county will be able to establish the extra classrooms, teachers and other resources needed in the primary sector.

**Table 4: Education facilities, enrolment and teaching staff**

Payam.	No. of Primary Schools.	Classrooms	Bomas served.	Total Pupils.	Total Staff.
1. Bor Town	23	176	4	17865	143
2. Kolnyang	12	70	4	8122	56
3. Anyidi	5	48	4	1990	48
4. Makuach	7	48	4	2806	61
5. Baidit	11	72	6	4726	91
6. Jalle	7	49	4	2691	44
<b>Totals.</b>	<b>65</b>	<b>463</b>	<b>26</b>	<b>38200</b>	<b>443</b>

The distribution of health facilities is as shown below. Like other basic service sectors, Bor County's health sector was seriously devastated by the civil war leaving few people with access to quality healthcare. Nationally, 80 percent of healthcare is provided by international NGOs (MSF, 2011 [www.doctorswithoutborders.org](http://www.doctorswithoutborders.org)) working in partnership with government. MSF further notes that South Sudan has the highest maternal and infant mortality rates in the world. Other diseases include malaria, acute diarrhea and measles, sleeping sickness (*trypanosomiasis*) and *kala-azar*<sup>8</sup>. Some areas are prone to cholera outbreaks.

**Table 5: Health facilities in Bor County**

Payam	No. of PHCC	Permanent (P) or Temporary (T).	No. of PHCUs	Permanent (P) or Temporary (T).	No. of Bomas & *Quarter Councils served
1. Kolnyang	2	Permanent	5	2 P/3 T	4
2. Anyidi	1	Permanent	2	1 P/1 T	3
3. Makuach	2	Permanent	3	Permanent	8
4. Baidit	1	Permanent	3	Temporary	6
5. Jalle	1	Permanent	2	Temporary	4
6. Bor Town	1	Permanent	-	-	*4

Apart from lack of ready access to facilities, people's care seeking behaviors (slow and delayed) and population movements due to violence and instability exacerbate deaths. In terms of under-five malnutrition the JS/HAP (2011) shows that Global Acute Malnutrition (GAM) in Bor County is 19

<sup>8</sup> Leishmaniasis is a disease spread by the bite of the female sandfly. Main symptoms include breathing difficulty, skin sores or skin ulcers that heal very slowly, stuffy nose, runny nose, and nosebleeds, swallowing difficulty, ulcers and wearing away (erosion) in the mouth, tongue, gums, lips, nose, and inner nose.

percent. The same report shows that on average each Bor County health facility serves up to 8,189 with only one of the centres (the Teaching Hospital in Bor Town) able to provide major surgery services.

Safe water is collected from boreholes. At the time of profiling at least 16 percent of the boreholes were not functioning. This varied from low non-functionality in Bor Town (2.9 percent) to very high non-functionality in Anyidi (61.5 percent). Data on maximum walking distances, dry-season reliability of water points and water point governance were not available constraining further analysis regarding access to safe water.

**Table 6: Water supply in Bor County**

Payam	No. of Bomas and *Quarter Councils.	No. of boreholes	Functioning sources	Non functioning sources
1. Jalle	5	43	34	9
2. Baidit	6	52	44	8
3. Makuach	4	52	44	8
4. Bor Town	*4	68	66	2
5. Anyidi	3	42	26	16
6. Kolnyang	4	56	49	7
<b>Totals.</b>	<b>26</b>	<b>313</b>	<b>263</b>	<b>50</b>

Information on sanitation coverage was unavailable at the time of profiling. However, anecdotal evidence shows low coverage. Some parts of Bor Town show signs of open defecation suggesting the absence of sanitation facilities in many parts of the town and county.

### 1.2.5 Socio-cultural systems

The county has very rich cultural traditions, a sense of community and a deep appreciation of the freedom won after a long struggle. Cultural practices are passed from one generation to another in age-group clusters, through story-telling and other community-wide rituals, ceremonies and activities. Boys are initiated into adult/responsible lifestyles including wealth ownership (mainly livestock) and participation in any clashes to protect their tribes at the age of 15. In the event of a sister being married, a young boy can receive his portion of the dowry. Girls of that age also go through carefully planned and supervised cultural orientation programs. The depth and breadth of some of the practices suffered stress due to the war, the resultant displacements and actual deaths of some key family figures. Since the war the socio-cultural practices are unfortunately being curtailed by insecurity<sup>9</sup> and social instability.

<sup>9</sup> Initiation of boys used to involve groups of up to 100 walking about the county after a five-month preparatory camp, with the walk-about, as ceremony, ending with a bull being slaughtered for the 'new adults' to share with elders signifying their entry into higher levels of the clan system. Now, such long preparations, walks and ceremonies may be considered a serious security risk.

## 1.2.6 Human resources

The county's human resources are stationed at County Headquarters and lower levels up to boma. These also include traditional leaders who are important particularly for community engagement and mobilization in development. The County Commissioner's political leadership and responsibility for security matters is also critical for development in the county.

Table 7: County human resource position

Department	Classified Staff			Unclassified		
	Established Positions	Positions Filled	Positions Vacant	Established Positions	Positions Filled	Positions Vacant
<b>Commissioner office</b>	4	4	-	-	3	1
<b>General Administration</b>	25	19	6	20	10	10
<b>Traditional authority</b>	-	-	-	220	105	115
<b>Payams administration</b>	47	12	35	104	80	-
<b>Information department</b>	5	3	2	2	-	2
<b>Education (teachers)</b>	620	556	64	390	15	375
<b>Finance</b>	36	30	6	2	-	2
<b>Health</b>	33	26	7	2	-	2
<b>Social development</b>	5	-	-	3	2	1
<b>Agriculture</b>	35	22	13	13	11	2
<b>Rural development</b>	4	-	4	5	2	3
<b>Public work</b>	7	2	5	2	-	2
<b>Public health and sanitation</b>	49	5	44	109	59	50
<b>Water Department</b>	11	-	11	14	-	14
<b>Community Development</b>	2	-	-	-	-	-
<b>Anti-Corruption</b>	3	1	2	-	-	-
<b>Totals.</b>	<b>886</b>	<b>680</b>	<b>199</b>	<b>886</b>	<b>287</b>	<b>579</b>

## 1.3 Service provider analysis

The provision of basic (or public) services is a responsibility of a Government (central and local). Bor County recognizes this responsibility but also acknowledges that the circumstances in South Sudan are such that the newly established state institutions still lack capacity to fully assume this function. Capacity to deliver services is being established from the Federal to County levels. In the meantime, NGOs and UN agencies have continued to provide the bulk of the services. A number of international NGOs work in Bor County. There are at least 15 different international NGOs working in different development sectors in the county while the majority of UN agencies also form a critical cohort amongst the development organizations active in the County and other parts of the State. Some of the development organizations like UNICEF, CRS, ADRA and CF work in more than one sector. Table 8, which is based on data from UN-OCHA shows the number of organizations by sector.



As part of the profiling exercise, 14 NGOs with program offices in Bor Town were approached to provide information on their activities in the county to complement UNOCHA data particularly the geographical location of their activities. Over a two week period eight of these returned their profiles. The County Planning Unit acknowledges that in future information on development initiatives in the county should be readily available as part of the county's development coordination (information and program management) responsibilities. The organizations face a number of problems, which include the following (not in any order of priority);

1. High operational costs due to poor infrastructure (road transport and communication). Some parts of the county are inaccessible for more than half of the year due to lack of all-weather roads;
2. Funding limitations; unsustainable flow of funding for health (and other sectors), disbursement delays and tight project timeframes;
3. Low literacy and (at times) poor response from community;
4. Unavailability of tractors to do plowing on time;
5. Unavailability of key inputs locally (e.g. in agriculture);
6. Implementation delays by some contractors;
7. Insufficient skilled human resources locally;
8. Poor/weak partnership and networking amongst development organizations on one hand and public institutions on the other (at RSS, state and county levels).

**Table 8: NGOs by sector**

Sector	N° of NGOs
Education	11
Food security and livelihoods	11
Health	4
NFI and emergency shelter	7
Nutrition	1
Protection	10
WASH	6
Logistics	1

The table below (9) presents the activities of these organizations.

**Table 9: Summary of development organizations' activities in Bor County**

Agency	Relevant Sectoral Department of the County	Main Activities	Geographical Coverage/ Target Group	Budget
<b>ADRA</b>	Agriculture,	Provision of farming tools/inputs,	All six Payams,	-
	Health,	Community capacity building on CLTS/Hygiene, gender and micro-finance,	Targets returnees, farmer groups & host communities	-
<b>CHF</b>	Local Government,	Grant allocation for group training	Makuach and Anyidi, Targets BDCs, community members,	-
	Education,	Capacity building	PDCs, & interest	

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	Agriculture	Seeds, tools & technical training Grinding mills & micro-irrigation support (water pumps, tanks & piping), Introducing bull plowing, Sewing machines,	groups	
<b>Sudan Medical Care</b>	Health	Child immunization Basic curative services, Ante-natal care, Medical Assistant, TBA and CHW training, Community health education, Construction, renovation, and maintenance of health facilities, Financial management support to 9 health facilities,	Makuach	\$2,158,760 over 3 years.
<b>Church and Development (C&amp;D)</b>	Education.	Construction of girls dormitory laboratory and pit latrine, Construction of 4-roomed classroom, PTA training & supply of teaching-learning material, Girl education campaigns,  Exposure of 40 upper primary and secondary girls,	Makuach, Werkok Secondary, Kapaat,  Baidit, Makuach, Jalle and Kolnyang, As above,	-
	WASH	Drilling of 5 new boreholes at (or within 200m of) 5 primary schools,  Borehole repair (10), Formation and training of 15 water user committees and 30 pump caretakers, Construct 4 blocks in 2 schools (1 each for boys & girls), Formation and training of 2 schools hygiene clubs and 4 patrons/matrons, Support 40 household latrines within environment of supported schools (20 each), Hygiene and sanitation promotion, Support to 5 five schools with hand washing soap, Spares support to County Rural Water Department,	Baidit, Bor Town, Kolnyang, Anyidi and Makuach, All Payams, All Payams,  Bor Town & Baidit,  Bor Town & Baidit,  Bor Town & Baidit,  Rural Payams, Makuach, Baidit, Bor Town and Jalle, All Payams,	

<b>Handicap International</b>	Health (focus on disability issues),	Distribution of mobility devices to PWDs and PWIs Basic rehabilitation and wound care for PWDs and PWIs, Disability awareness and education, Support Bor Hospital and 3 PHCCs with rehabilitation equipment and wound-care materials Training of hospital and PHCC staff on disability and rehabilitation,	Bor Town, Anyidi, Kolnyang, Pariak, Mareng, Makuach, Baidit and Jalle,  Pariak, Baidit & Kolnyang,	-
	Social Welfare,	Supporting disabled persons' self-help groups.	Bor Town and Kolnyang.	

## 2 PROBLEM ANALYSIS

### 2.1 Overall County SWOT Analysis

Table 10: County SWOT

	POSITIVES	CHALLENGES
<b>INTERNAL</b>	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>▪ State focal point of business (Head Quarter),</li> <li>▪ Historic Town for the freedom movement ,</li> <li>▪ Fertile lands and forestry resources,</li> <li>▪ Diversity of livelihoods,</li> <li>▪ Attractive to foreign and local traders</li> <li>▪ Peaceful community,</li> <li>▪ Reliability of rainfall and water from River Nile River for agriculture,</li> <li>▪ Good health and education services compared to other Counties,</li> <li>▪ High social life/activities both modern and traditional,</li> <li>▪ Access to clean drinking water</li> <li>▪ Huge potential for tourism and water sporting activities,</li> <li>▪ Oil</li> <li>▪ Fishing</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>▪ Insecurity,</li> <li>▪ Mismanagement of resources (<i>i.e.</i> corruption),</li> <li>▪ Institutional weaknesses e.g. lack of job descriptions, weak local revenue,</li> <li>▪ Illiteracy,</li> <li>▪ Poor sanitation in some villages,</li> <li>▪ Lack of all-weather roads and communication,</li> <li>▪ Inadequate health and education facilities,</li> <li>▪ Limited territory for cattle (pastoralist) because of the threat of raids,</li> <li>▪ Inadequate animal health services,</li> <li>▪ High price of agricultural tools,</li> <li>▪ Existence of some bad cultural practices like forced marriage and high dowry charges,</li> <li>▪ Vulnerability to natural disasters (floods and droughts)</li> <li>▪ Gender-based violence exercised as demonstration of manhood,</li> <li>▪ Lack of human rights awareness</li> <li>▪ Borders conflicts,</li> <li>▪ Vulnerability to deadly diseases like malaria etc given weak health delivery,</li> </ul>

POSITIVES		CHALLENGES
<b>EXTERNAL</b>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>▪ Private clinic,</li> <li>▪ Development funding from RSS,</li> <li>▪ NGO activities particularly support towards health , agriculture, education , water and sanitation,</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>▪ Cattle raiders and child abductors from other Counties,</li> <li>▪ Political manipulation (corruption)</li> <li>▪ Increase in crime from outsiders</li> </ul>

The county has a number of strengths and opportunities that the Strategic Plan (January 2012 to June 2015) seeks to optimize. Strategies suggested in the Plan seek to minimize weaknesses and threats. However, some of the weaknesses and threats are beyond county competences. These will be addressed at both state and Federal level. The County Strategic Plan identifies relevant areas where these spheres of government and other stakeholders are expected to support county efforts.

## 2.2 Sector Problem Analyses

### 2.2.1 General Administration

The county **General Administration** faces numerous challenges. These cover areas of access to the adequate numbers of professionally trained civil servants, skills/expertise and appropriate understanding of the enabling legislation (the Local Government Act 2009) and allied policies. The causes of challenges in General Administration, their effects and possible solutions are listed in the following table.

**Table I I: Gen. Admin problems and possible solutions**

Development Issues/Challenges	Possible Causes	Effects	Possible solutions
<ul style="list-style-type: none"> <li>▪ Shortage of offices,</li> <li>▪ ‘Power’ struggles ,</li> <li>▪ Lack of understanding of Local Government Act,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of funds</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor performance</li> <li>▪ Poor management of resources (i.e. corruption)</li> <li>▪ Lack of accountability</li> <li>▪ Systems weakness</li> </ul>	<ul style="list-style-type: none"> <li>▪ Constructing County Offices</li> <li>▪ Training civil servants in administration and financial management</li> <li>▪ Clarifying job descriptions and reporting structures</li> <li>▪ Training local government officials on the Local Government Act</li> </ul>
<ul style="list-style-type: none"> <li>▪ No office accommodation for local government officers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Past investments destroyed during the war,</li> <li>▪ County unable to fund office construction,</li> </ul>	<ul style="list-style-type: none"> <li>▪ High absenteeism,</li> <li>▪ Lack of staff accountability,</li> <li>▪ Development partners find it difficult to understand and support County priorities,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construction of local government offices</li> </ul>
<ul style="list-style-type: none"> <li>▪ Lack of mobility (transport),</li> </ul>	<ul style="list-style-type: none"> <li>▪ Shortage of vehicles and poor roads</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor administration of activities,</li> <li>▪ Low County visibility amongst the communities,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provision of cars, motor cycles,</li> <li>▪ Strengthening sub-County staff,</li> </ul>
<ul style="list-style-type: none"> <li>▪ Insecurity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Political instability and inter-community tensions,</li> <li>▪ Unclear boundaries,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Loss of life and property</li> </ul>	<ul style="list-style-type: none"> <li>▪ Disarmament of all civilians</li> <li>▪ Building police posts at all Payam head quarters</li> </ul>

## 2.2.2 Education

In the education sector, the challenges include a poor education system, shortage of qualified teachers, inadequate teaching-learning materials, inadequate permanent structures, lack of transport and weak community participation. The effects and possible solutions are listed in the below table.

**Table 12: Education sector problems and possible solutions**

Development Issues/challenges	Possible Causes	Effects	Possible solutions
<ul style="list-style-type: none"> <li>▪ <b>Slow curriculum development or improvement process,</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ High positions are held by less educated people,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of an effective and appropriate education system,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employment of graduates to hold high positions,</li> <li>▪ Lobby the State to support curriculum improvement,</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>No school development projects,</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Untrained teachers,</li> <li>▪ Inadequate teacher salaries,</li> <li>▪ Lack of permanent structures at schools,</li> <li>▪ Lack of teaching materials</li> <li>▪ Lack of transportation,</li> <li>▪ Limited access to clean water,</li> <li>▪ Poor community participation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bad performance by pupils,</li> <li>▪ High dropout cases,</li> <li>▪ Continuation of high poverty and illiteracy,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employment of senior school leavers ,</li> <li>▪ Training of teachers,</li> <li>▪ Raising teachers' rewards,</li> <li>▪ Building permanent classrooms,</li> <li>▪ Provision of adequate teaching materials and efficient means of transport,</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Early marriages</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of discipline amongst teachers,</li> <li>▪ Lack of family and community support for girl child education,</li> </ul>	<ul style="list-style-type: none"> <li>▪ High girl child dropouts,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Train discipline amongst teachers,</li> <li>▪ Raising family and community awareness,</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Untrained and unprofessional teachers,</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ No established system before South Sudanese independence,</li> <li>▪ Lack of professional teachers,</li> <li>▪ Disruption by the war,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor performance in schools.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employ trained teachers,</li> <li>▪ Mobilize trained &amp; experienced educators from other countries,</li> </ul>

### 2.2.3 Health

The County health sector faces challenges in terms of medical equipment, permanent structures (e.g. buildings), health training centers, trained medical personnel and transport (e.g. ambulances).

**Table 13: Health sector problems and possible solutions**

<b>Development Issues/Challenges</b>	<b>Possible Causes</b>	<b>Effects</b>	<b>Possible solutions</b>
<ul style="list-style-type: none"> <li>▪ <b>Poor and inadequate health facilities with unqualified personnel and lacking equipment &amp; permanent structures,</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Corruption,</li> <li>▪ Lack of funds,</li> <li>▪ Low staff rewards e.g. salaries,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor medical care (diagnosis and treatment) resulting in high mortality,</li> <li>▪ Slow national development,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employing qualified personnel,</li> <li>▪ Massive training of personnel,</li> <li>▪ Construction of permanent structures,</li> <li>▪ Provision of medical equipment,</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Insufficient medicine at the health facilities</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of a mature supply chain and general shortage (of funding to acquire drugs etc),</li> <li>▪ Mismanagement,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor quality of care and treatment,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provision of sufficient medicines,</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Insufficient hospital wards,</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of funds,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor quality of care and treatment,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expanding infrastructure at facilities,</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Poor sanitation or environment at facilities,</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ No employment of public health workers at facilities to address sanitation issues,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Unhygienic environments at facilities,</li> <li>▪ Poor quality of care and treatment,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employ public health workers to care for the environment,</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Lack of transport</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of funds to buy emergency and other vehicles</li> </ul>	<ul style="list-style-type: none"> <li>▪ Failure to respond to emergencies,</li> <li>▪ High death rate</li> <li>▪ High birth complications</li> </ul>	<ul style="list-style-type: none"> <li>▪ Purchase of appropriate vehicles,</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Lack of training centers</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Shortage of resources (funds)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Shortage of trained staff,</li> <li>▪ High patient to staff ratios,</li> <li>▪ Poor care and treatment,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lobbying the State for establishment of training centre,</li> </ul>

## 2.2.4 Agriculture

With the abundance of fertile land and water, the county should be able to produce enough food for local consumption and possible export. At the time of profiling the sector was facing a number of challenges related to insecurity, insufficient agricultural extension, inadequate modern tools especially agricultural mechanization/equipment, poor road networks and high incidence of animal diseases.

**Table 14: Agriculture sector problems and possible solutions**

<b>Development Issues/Challenges</b>	<b>Possible Causes</b>	<b>Effects</b>	<b>Possible solutions</b>
<ul style="list-style-type: none"> <li>▪ <b>Lack of modern farming tools and machinery,</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of funds to buy farm tools and machinery,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Low productivity and overall output,</li> <li>▪ Food insecurity and high food prices,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Encourage large scale farming,</li> <li>▪ Address availability of tools and equipment,</li> <li>▪ Farmer training or mobilization,</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Lack of agricultural skills</b></li> <li>▪ <b>Practicing subsistence farming</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Illiteracy,</li> <li>▪ Lack of technology and general exposure,</li> <li>▪ Insecurity,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor and low farm produce,</li> <li>▪ Food insecurity,</li> <li>▪ High expenditure on food items,</li> <li>▪ Compromised investment on other priorities from household to national level,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Farmer training or mobilization,</li> <li>▪ Introduction of commercial farming mindset at all levels,</li> <li>▪ Promote large scale farming investment,</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Insufficient agriculture extension</b></li> <li>▪ <b>Poor road networks</b></li> <li>▪ <b>Animal disease</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Illiteracy</li> <li>▪ Limited public sector investment in agricultural infrastructure, animal health, extension and farmer support,</li> <li>▪ High poverty</li> <li>▪ Subsistence mentality at household and community levels,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poverty/hunger,</li> <li>▪ Poor settlement/emigration,</li> <li>▪ Low production,</li> <li>▪ Massive death of animals</li> <li>▪ Poor economic performance from household to national,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Creation of training centers</li> <li>▪ Road construction</li> <li>▪ Establishing animal dipping facilities and general animal health care (research and development, drug provision and extension)</li> <li>▪ Land use planning,</li> <li>▪ Improving availability of farming inputs, skills and practices,</li> </ul>



## 2.2.5 Public Works

The main issues regarding Public Works in the county are lack of construction equipment and limited local private sector (contractors). The causes and the effects are listed in the following table.

**Table 15: Public Works problems and possible solutions**

<b>Development Issues/Challenges</b>	<b>Possible Causes</b>	<b>Effects</b>	<b>Possible solutions</b>
<ul style="list-style-type: none"> <li>▪ <b>Lack of competent local companies to construct roads,</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of pre-independence investment in the road sector,</li> <li>▪ Weak private sector activity in the county,</li> <li>▪ Insecurity,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor road construction and maintenance,</li> <li>▪ Slow development, low public sector visibility and slow response to emergencies,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identifying and contracting competent companies,</li> <li>▪ Establishing public sector road construction program that applies different models,</li> <li>▪ Acquisition of relevant equipment centrally,</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Poor road construction and maintenance,</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of skills,</li> <li>▪ Suitable road construction material not readily available in County &amp; State,</li> <li>▪ Limited funding for road sector,</li> <li>▪ Lack of equipment,</li> <li>▪ Bad and heavy soils,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Most county roads are impassible during rainy season,</li> <li>▪ Insecurity and lack of development,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop evidence-based and relevant civil guidelines,</li> <li>▪ Train Engineers and/or employ experienced ones,</li> <li>▪ Enhance transparency in tendering, contracting and works supervision,</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Insecurity</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Tribal conflicts (local armed tribesmen),</li> <li>▪ Inaccessibility of some areas (used as safe havens by ‘terror groups’),</li> </ul>	<ul style="list-style-type: none"> <li>▪ Contractors fear to be killed so they hurry their work,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Disarm civilians,</li> <li>▪ Provide the security to contractors,</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Lack of construction equipment,</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Shortage of funding,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor quality infrastructure and facilities,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Acquisition of relevant equipment centrally,</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Limited investment</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Insecurity,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Low development,</li> <li>▪ Loss of life and property,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Eradicate insecurity,</li> <li>▪ Boost public and private sector investment in infrastructure,</li> </ul>

## 2.2.6 Social Development

Sustained and equitable development of any community requires that existing social processes (or capital) provide a stable environment for people to fully pursue their ambitions. Social development focuses on the creation of such an environment by establishing facilities, providing skills and getting citizens to fully engage in local development processes. A number of challenges curtail full social development in Bor County as shown in table 16.

**Table 16: Social Development problems and possible solutions**

Development issues/challenges	Possible Causes	Effects	Possible solutions
<ul style="list-style-type: none"> <li>▪ <b>Lack of child care &amp; protection centres,</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Disruptions by the war,</li> <li>▪ Lack of funding,</li> <li>▪ Weak community &amp; private investment in social sectors,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increasing number of street children in Bor Town,</li> </ul>	<ul style="list-style-type: none"> <li>▪ County to establish facilities,</li> <li>▪ Encourage necessary private &amp; community investment,</li> <li>▪ Lobby for relevant policies,</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Limited youth , sport and culture facilities,</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of funding for the facilities,</li> <li>▪ Disruptions by the war</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited sport &amp; other activities</li> <li>▪ Young people’s potential not identified &amp; nurtured on time,</li> <li>▪ Increased youth idleness,</li> </ul>	<ul style="list-style-type: none"> <li>▪ County/State establishment of relevant facilities,</li> <li>▪ Encourage private &amp; community investment e.g. at schools,</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Slow community development initiatives targeting women and people living in poverty,</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of dedicated staff,</li> <li>▪ Inaccessibility, insecurity and instability limiting community engagement,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Difficulties in engaging the community to participate in development or provide information,</li> <li>▪ Lack of respect for women’s rights and the rights of other disadvantaged groups,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improve public and civil society sector coordination,</li> <li>▪ Employment of relevant Community Development specialists,</li> <li>▪ Mobilizing &amp; training community leaders,</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Lack of relevant human resource capacity,</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Insecurity (investment drainage)</li> <li>▪ Lack of community willingness to participate in development,</li> <li>▪ Lack of the trained HR Personnel</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased rural-urban migration,</li> <li>▪ Poor project implementation,</li> <li>▪ Poor service delivery,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Comprehensive disarmament,</li> <li>▪ Engage the community to participate in development,</li> <li>▪ Intensive vocational and technical skills training,</li> <li>▪ Encouraging sport development (e.g. inter and intra-county sporting activities)</li> </ul>

### **3.0 CONCLUSION**

The process of developing this Profile was participatory and it took a number of stages. Many stakeholders took part in the process of providing the data compiled and in terms of technical assistance to the county staff tasked with compiling the profile. The profile suggests that Bor County has serious development challenges but also highlights significant opportunities that the county with state and non-state support can seize. The provision of basic services, support towards sustained economic development and general securing of the peace are priorities in the county.

The analysis presented in this County Profile is only complete to the extent allowed by available data. Because this document will be a living one the CPU will add to it as new data are gathered and analyzed. Each Annual Review cycle will also allow stakeholders to share additional insights and identify gaps that need to be articulated and responded to through the County Strategic Plan. Because of data limitations experienced at the time of compiling the Profile, analytical work leading to the County Strategic Plan similarly lacks completeness.

It is also important to note that the county had not yet developed capacity to collate the activities and reach of all non-state development organizations active in Bor. However, a start was made during the process of compiling the Profile which will be built upon. In addition, the county will improve its coordination responsibilities regarding the very work of non-state development organizations as part of updating its own records but also ensuring that the county's strategic planning and operational systems inspire the strategies of and areas covered by the county's development partners.