



MASTER REPORT COUNTY CAPACITY PROFILES

MARCH 2022

ECRP

Nyakuach Akol Bol, Payam Development Committee Member on Renk PDC and Boma Development Committee Member on Abukhadara BDC
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Enhancing Community
Resilience and Local
Governance Project

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ACRONYM AND ABBREVIATIONS

ACLED	Armed Conflict Location & Event Data Project
BDC	Boma Development Committee
BHC	Boma Health Committee
CEPO	Community Empowerment for Progress Organization
CFA	County Functionality Assessment
CSO	Civil Society Organization
CWG	Cash Working Group
DIIS	Danish Institute for International Studies
DTM	Demographic Tracking Matrix
ECRP	Enhancing Community Resiliency and Preparedness
FGD	Focus Group Discussion
GBV	Gender Based Violence
GESS	Girls Education in South Sudan Program
GPAA	Greater Pibor Administrative Area
HLP	Housing, Land and Property
HNO	Humanitarian Needs Overview
ICRC	International Committee of the Red Cross
IDP	Internally Displaced Person
IOM	International Organization for Migration
INSO	International NGO Safety Organization
IPIS	International Peace Information Service
KII	Key Informant Interview
LGA	Local Government Act of 2009
M&E	Monitoring and Evaluation
MSSMEB	Multi-Sectoral Survival Minimum Expenditure Basket
OCHA	Office for the Coordination of Humanitarian Affairs
O&M	Operations and Maintenance
NGO	Non-Governmental Organization

NFI	Non-food Item
PDC	Payam Development Committee
PPL	Payam Priority List
PTA	Parent Teacher Association
R-ARCSS	Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan
R-TGoNU	Revitalized Transitional Government of National Unity
RAA	Ruweng Administrative Area
RRC	Relief and Rehabilitation Commission
SEA	Sexual Exploitation and Abuse
SPLA/M	Sudan People's Liberation Army/Movement
SPLA/M-IO	Sudan People's Liberation Army/Movement – In Opposition
SSNBS	South Sudan National Bureau of Statistics
UN	United Nations
UNICEF	United Nations Children's Fund
WASH	Water, Sanitation & Hygiene
WBeG	Western Bahr el Ghazal
WMC	Water Management Committee



First day of Boma Entry Workshop in Yiellen Boma, in Khor El Ahmer Payam, in Maban County © IOM 2021 / Margaret SUEN

INTRODUCTION

The ECRP operates across 10 counties in South Sudan in order to support key gaps in service delivery and strengthen local institutions' capacity to better manage their own development and intercommunal tensions over services.

The project aims to contribute to the building of a national local-level institutional structure for governance and service delivery, in line with the Local Government Act (LGA) 2009. Under the LGA, responsibility for service delivery is devolved to the county/city level. Despite the established legal framework and its mandated responsibilities for local services, local governments have been largely unable to do so and their functionality varies across regions. Recognizing that sufficiently resourced, effective, participatory, inclusive, and accountable county governments are crucial to local service delivery, IOM has assessed the capacity of county governments to determine how ECRP can help strengthen governance and capacity as it relates to service delivery. The report focuses on key functions of the county government as provided in the LGA and aligned to ECRP priority areas.

The functionality assessment and county capacity profiles are essential to help the county governments identify capacity gaps and provide recommendations for strengthening their capacity in service provision. ECRP will use findings of the county capacity profiles to support county governments and to lobby for additional support from other partners.

This master report reflects the collective findings from county functionality assessments undertaken across eleven program locations as well as additional secondary data collection. It is best utilized in conjunction with the eleven individual county capacity profiles developed for each of the ECRP program locations.



Abukhadard Boma Development Committee, in Renk Payam, in Renk County © IOM 2022 I-Mauro TALAMONTI

EXECUTIVE SUMMARY

This County Capacity Master Report provides detailed insights about conditions in ECRP counties and the state of local government in the eleven ECRP locations. The purpose of this report is to serve as a resource for local government officials in ECRP locations as well as the Local Government Board, ECRP project staff and other practitioners, officials and interested parties. The fine-grained detail included in this report regarding the state of local government operations and working conditions is a unique contribution to the collective understanding of the state of local government in South Sudan and will ideally serve as a resource for future government and partner programming and investments. The information in this report is drawn principally from the County Functionality Assessments undertaken by the ECRP South Sudan team. This report also draws from pre-existing research collected and presented by OCHA, ACLED, CSRF, INSO, IOM DTM, IPIS/DIIS, REACH and JMMI among others. County Functionality Assessment data collection took place in the final quarter of 2021 and secondary data collection took place in the first quarter of 2022.

- All ECRP locations report the presence of **active County Executive Councils** though the composition of each council varies. No County Legislative Councils have yet been formed. Their absence is considered a significant

obstacle to planning and operations within the county government. There are gaps in staffing in all counties surveyed. This is compounded by the limited training that most county employees report receiving. While only two locations report a (minimal) presence of statutory court staff, all locations report the presence of **operational traditional courts**. Payam Administrators are present in all relevant locations though some counties currently rely on Boma Chiefs to fill administrative gaps around the lack of Boma Administrators.

- Sixty-seven percent of county government employees surveyed have completed primary school, 61% have completed secondary school, 51% have completed university. **Fifty-two percent** report they have **basic computer skills** and **54%** report having **basic numeracy skills**.
- All county governments report a **lack of physical infrastructure and equipment**. Some counties have no permanent offices (Baliat, Pariang), **computers** (Pariang, Pibor, Raja, Wau County and Wau Municipality) and **vehicles** (Pariang, Pibor, Wau County, Wau Municipality) though the needs are considerable in all eleven locations.

- Most locations report generating revenue locally and nearly half report receiving revenue transfers from the national government in the past year. However, **all county governments are underfunded**. County officials in all locations consider revenue allocated to staff salaries, recurrent costs and development capital highly inadequate. Recurrent costs and development capital were said to be particularly poorly funded. While county representatives report staff salaries being the most frequent and regular of county expenditures, these are said to **come only quarterly or bi-annually** and are almost always insufficient to pay full salaries.
- **No counties currently have budgets** that have been developed and approved through the designated channels. Only one county, Maban, was said to have a current a budget of any sort. Only three locations, Leer, Renk & Wau Municipality report having Internal Audit Departments of some form and report compiling and submitting regular audit reports. The rareness of budgeting is in part a reflection of the lack of regular and predictable budget transfers from any sources including national and state government.
- **Development planning** is currently **very limited** in all locations. Limited budgetary resources, trained staff and clear guidelines are all obstacles to development planning. Somewhat more county sectoral planning is reported, with Leer, Pibor, Wau Municipality, Wau County and Rubkona all reporting some sectors developing recent or current sectoral plans. Maban is the only location which reports that all sectors develop sectoral plans at yearly or multi-year intervals.
- Nearly all counties **collect revenue locally** to support key county functions and these systems of revenue collection rely on tools and guidelines developed at the state and national levels.
- All locations report significant humanitarian and development partners programs. These are often focused on basic essential services including food service, WASH and healthcare. All counties identified **constraints in the provision of such services**, despite support from external actors.

These difficulties, largely due to the shortage of funds, are compounded by the limited number of staff with the necessary qualifications and experience. CFA participants generally ranked the **current performance of their county government** in key areas as **poor** or very poor.

- County representatives report the implementation of a wide variety of **operations and maintenance activities** for basic infrastructure. Many of these activities are community-led, although in other cases, the local government plays a role in ongoing operations. User fees and collection fees related to basic infrastructure are found in many locations, although they are generally not institutionalized and are managed by the community, rather than the government. Six locations report having some staff trained on the operations and maintenance of basic infrastructure.
- Among ECRP counties, the most functional **markets**, those markets with a larger variety of goods and reasonable prices, are found in Wau Municipality, Renk, Pariang and Maban. The least functional markets are found in Baliet, Leer, Rubkona and Wau County (excluding the Wau Town market).
- All locations except for Renk report having **mechanisms** for the population to **make complaints and/or express concerns** regarding disputes or service provision.¹ These mechanisms largely rely on local and traditional authorities. There are less mechanisms for complaints about public sector performance, with only 40% report of CFA participants reporting that the county has a mechanism for receiving and processing complaints of this kind.
- County officials are taking part in a **variety of meetings** with partners, constituents and other government officials across all locations. Among the meetings occurring in the most locations are those with national and international NGOs and development partners.
- CFA participants hold progressive views regarding the participation of underrepresented groups

¹. CFA Questionnaire Question: Is there any mechanism in place in the County for the population to make complaints / express concerns regarding disputes or service provision?

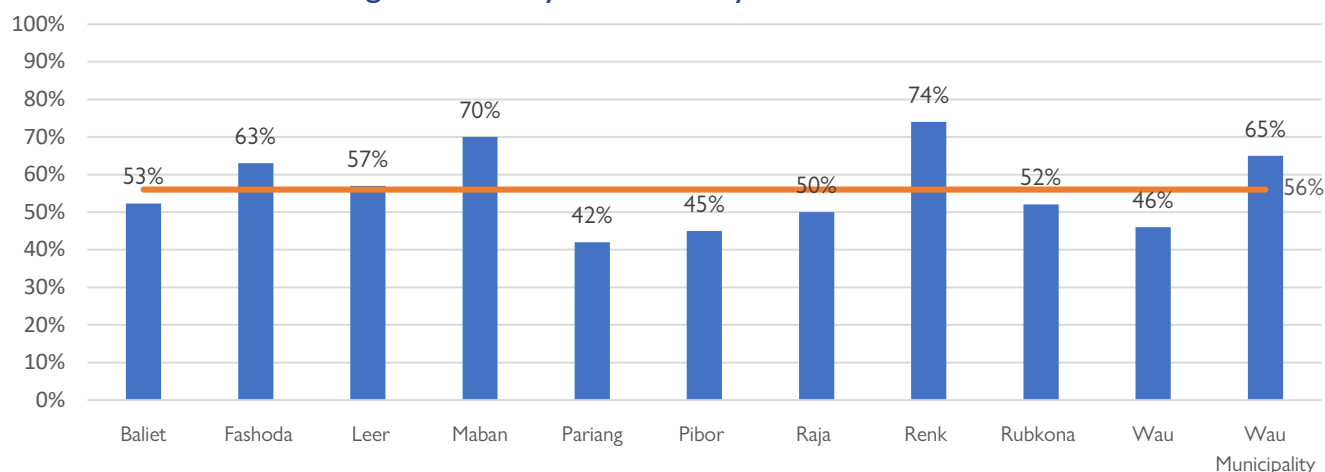
in leadership structures and believe in sharing information widely and accessibly. Despite these beliefs, **less than half of all locations report employing any form of citizen outreach in the past year and only half of the eleven locations have a known civil society presence.**

- Since the signing of the R-ARCSS in September 2018 South Sudan has ostensibly been at peace. Despite this, the country continues to experience **significant levels of political violence** in the form of intercommunal violence and clashes between a variety of armed actors. This violence often impacts civilians as well as humanitarian and development actors with over seventy acts of violence against

civilians recorded in the most recent fourteen months as well as nearly 300 incidences involving NGO workers including 41 NGO workers injured in security incidents and 15 NGO workers killed in 2021.

- While women Boma Development Committee participants generally see themselves as leaders and as people with agency in their own lives, their beliefs around the causes of sexual assault and the acceptability of men assaulting their wives suggests that additional training and sensitization is needed to continue informing **women** about their **rights**.

Weighted County Functionality Overall Score





IOM ECRP team conducts site assessment for the construction of Ngisa Primary School in Bagari Payam, Wau County © IOM 2021 / Margaret SÜEN

ASSESSMENT OBJECTIVES

There are three main objectives for undertaking an assessment of county government functionality under the ECRP project:

1. Diagnostic: the assessment was conducted to identify gaps and constraints in the County government's capacity to support service delivery. This is intended to help improve understanding of government deficits and weaknesses and their relationship to development outcomes. The assessment will also help systemize information and data on the quality of local governance and will provide important information on issues specific to the local level, such as attitudes vis-à-vis decentralisation, participation and local accountability.
2. Evidence-based project design: the assessment was conducted to obtain information to shape project design and provide a base for identifying and
3. selecting appropriate interventions that address the local deficits and improve the use of program inputs (such as material support and trainings). As such, the assessment provides a foundation for evidence-based program design and will support the identification of specific capacity development needs.
3. Dialogue: the assessment also served to engage citizens and communities in informed discussions about shared goals and priorities and provide a unique forum for discussion between county governments and citizens to develop an increased mutual understanding. In this forum, local authorities and community members (represented by PDCs) jointly assessed the needs of the users of basic services, defined priorities and decided on the best way to provide services



Bagari BDC members in Wau County listening attentively in a meeting with ECRP staff © IOM 2022 / Mauro TALAMONTI

SCOPE OF THE COUNTY FUNCTIONALITY ASSESSMENT

This County Capacity Master Report draws largely on the findings of the County Functionality Assessment (CFA). The CFA assessed key functions of local government central to the achievement of the objectives of ECRP.

This section defines key concepts used in the analysis. Functionality is defined as the capability of county governments to accomplish their functions. In other words, functionality refers to the overall effectiveness of County governments and their ability to fulfill their mandate. The assessment will focus primarily on the aspects of local government functionality within the scope of the ECRP, in order to identify gaps that can potentially be addressed by the ECRP. The analysis distinguishes two broad groups of function, which cover both technical and political dimensions of county government functionality.

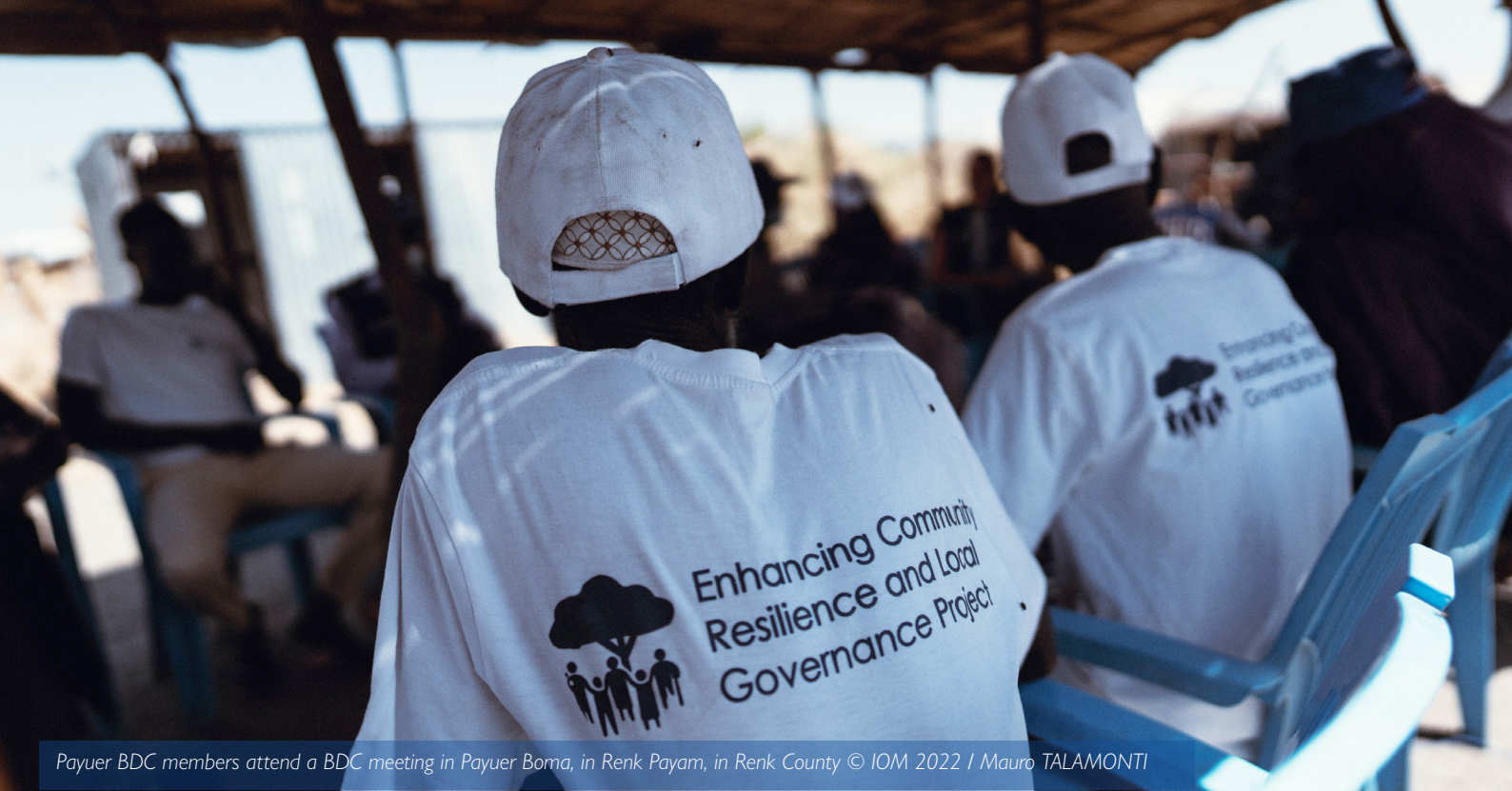
The first broad aspect of local government assessed here is service delivery capacity. This is one of the core functions of local government as outlined in the LGA, and can be defined as the interactions and services rendered between the providers (the public administration at county level) and the clients (the citizens and communities represented by the BDCs and PDCs). In this process of delivering services the provider plans, manages and

regulates the delivery of basic services and the citizens help the provider identify priorities and determine minimum acceptable service standards, exercising their rights to be consulted in conformity with existing legal frameworks or international agreements. The provision of basic services is closely related with the health and well-being of residents and should be delivered in an effective, predictable, reliable and customer-friendly manner.

This part of the assessment looks at the availability of financial, human and material resources required to produce outputs, and the institutional environment in which the organization functions, as well as at the capacities of local government to develop, implement and monitor/evaluate its programs. For this aspect, the assessment will look at the following questions:

1. Does the county government have an adequate level of institutional, human, material and financial inputs to carry out its functions related to service delivery?
2. To what extent does the county government have the capacities to develop, implement and monitor/evaluate service delivery programs?

The second dimension of local government functionality



Payuer BDC members attend a BDC meeting in Payuer Boma, in Renk Payam, in Renk County © IOM 2022 / Mauro TALAMONTI

assessed here is the capacity of county governments to ensure standards of good governance. Good governance is expressed through the characteristics of accountability, transparency and citizen participation, which in turn determine the quality-of-service delivery. This reflects the political dimension of local government functionality and aims to assess the extent to which attitudes and mindsets shape the way services are planned and delivered. For this aspect, the assessment will look at the following questions:

1. To what extent are government officials able to engage with communities, including minorities and

vulnerable groups?

2. To what extent are local government officials accountable to their communities

Within these two primary dimensions, the indicators have been defined and grouped into ten sub-categories. Eight of these subcategories fall within the service delivery capacity dimension and two fall within the good governance dimension. Each of the sub-categories was assigned a weighting governing its contribution to overall County Functionality Score.

Category of Indicators	Sub-category of Indicators	% of County CFA Score
Government Capacity & Resources	Structure of County Government	5%
	Human Resources	10%
	Equipment	5%
	Financial Resources	12%
	Development Planning	12%
	Budgeting and Accounting	12%
	Service Delivery Management	12%
	Operations and Maintenance	12%
Good Governance	Participation and Inclusivity	10%
	Accountability	10%
Total		100%

Each of the ten subcategories above is assessed through a number of variables, of which there are 170 in total. Each of these variables was assigned a score that ranged from 0 to 5, corresponding respectively to the complete absence of a particular element (a piece of equipment,

staff member, process etc) to a fully adequate provision. The variable scores are summed to provide an overall score for the county as well as separate sub-category scores. The CFA Matrix Codebook provides details on the scoring of each individual variables.

METHODOLOGY

The County Functionality Assessment was composed of three core tools. These tools were utilized as complements to each other over the course of County Functionality Assessment Workshops.

Tools include:

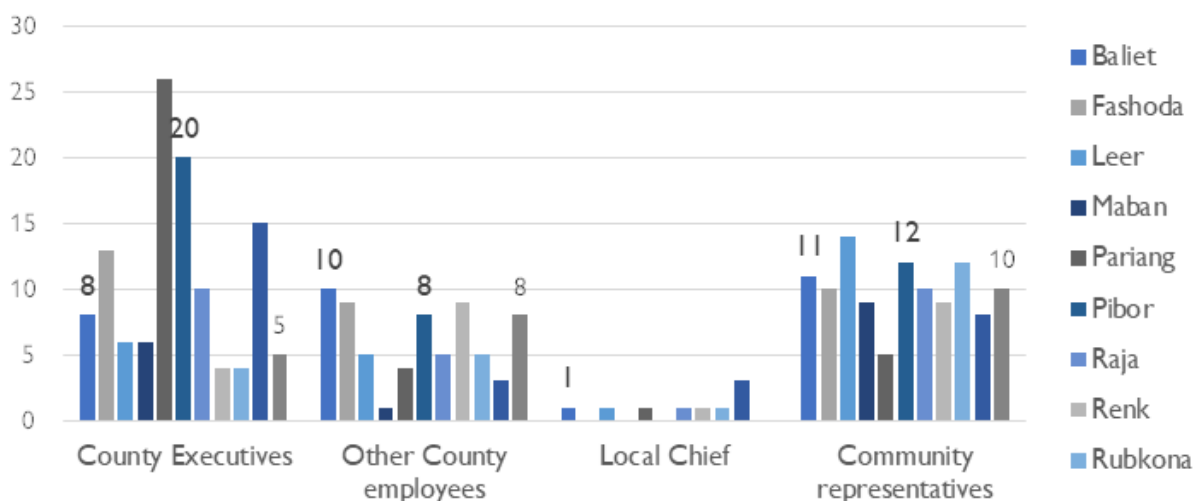
- **County Functionality Assessment Questionnaire** – portions were administered in a group setting and portions were administered individually. All CFA participants took part in both portions.
- **Focus Group Discussion Questionnaire for PDC Members**
- **Key Informant Interview Questionnaire for Senior County Officials**

The County Functionality Assessment was centered around a three-day County Functionality Assessment Workshop in each location. During the workshop, key county officials and PDC members were led by facilitators to provide input on a semi-structured survey covering the above-mentioned technical and political domains. The survey comprised of a mix of input, output, process and perception-based questions to provide a stronger basis for analysis and to capture both 'hard' and 'soft'

dimensions of service delivery. Most scorecard (yes/no) questions were accompanied by a qualitative, open-ended questions conducted in a plenary setting, through which more in-depth information on the background of the scoring were collected. The survey further included Likert scale statements to measure attitudes and perceptions based on the performance management parameters underlined in the local government manual of South Sudan. This approach allowed for a triangulation of the quantitative data with more in-depth analysis on actual gaps, needs, attitudes and preferences.

The County Functionality Assessment Workshops took place between September 2021 and December 2021. In total, the eleven workshops included 117 County Executives, 67 other county employees, 9 local chiefs, 110 community representatives and two people who chose not to include their role in the workshop. An average of twenty-eight people participated in each workshop, with the largest number participating in Pibor (40) and the fewest in Maban (16).

CFA Participants by County & Participant Type



In addition to the group-level data collected at each workshop, at least two Key Informant Interviews (KIs) were administered to critical officials and departmental leaders at each location (including County Commissioner/ Mayor, Executive Director, Paramount Chief, Legal Advisors and RRC) on issues that may have been too

sensitive to discuss in public or those requiring deeper inquiry. Finally, one Focus Group Discussion (FGD) with Payam Development Committee representatives from all the target Payams in the County was conducted to discuss community's perceptions of local governance functionality.

A total of thirty-three (33) Key Informant Interviews were conducted across eleven locations. Eleven FGDs with Payam Development Committees took place. The two ECRP Community Engagement Specialists took the lead in collecting data supported by ECRP field teams in each location. The facilitators ensured that all voices were heard through different facilitation techniques such as breakout groups and discussions in plenary. Throughout the workshop, ECRP team members took notes and ensured that all questions were sufficiently answered. The workshop lasted three full days during which refreshments, lunch and venue and transportation refunds of USD 50 were provided by ECRP.

The qualitative data collected via the workshops, FGDs and KIs was compiled and digitized by the ECRP Community Engagement Specialists. The handwritten quantitative data collected as portions of the CFA Questionnaire was entered into Kobo by members of

the ECRP M&E team. Once all data was digitized, the qualitative portions were systematized to increase the comparability of responses. Once organized, a scoring system for each data point was developed. For yes/no questions, a binary system was most often employed. For other questions, a scoring system was devised that reflected the potential range of experiences a county could report, ranging from the total absence of a particular piece of equipment, service etc. to having completely adequate and functional levels of said service or equipment. A similar process was employed for data entered into Kobo. Once the range of scores was developed each county received a score for each unique variable, 170 variables in total.

These variables were grouped within two major categories, Government Service Delivery Functionality and Good Governance and within one of ten categories within these.

Category of Indicators	Sub-category of Indicators	% of County CFA Score
Government Capacity & Resources	Structure of County Government	5%
	Human Resources	10%
	Equipment	5%
	Financial Resources	12%
	Development Planning	12%
	Budgeting and Accounting	12%
	Service Delivery Management	12%
	Operations and Maintenance	12%
Good Governance	Participation and Inclusivity	10%
	Accountability	10%
Total		100%

Individual sub-category scores have been assigned to each county as have group scores for Government Service Delivery Functionality and Good Governance. The ten section scores were then compiled and weighted to produce an Overall County Functionality Score for each county.

The scoring system used to derive the individual scores for each variable, each of which corresponds to a question respondents answered in the questionnaire, is presented in the accompanying CFA Matrix Codebook. Once matrix scores were processed, eleven individual county capacity profiles in addition to the present master report were developed.

ECRP Program Location Counties

A detailed map of South Sudan, showing its administrative regions and major cities. The map is color-coded: orange for regions like Northern Bahr el Ghazal, Western Bahr el Ghazal, Upper Nile, and Jonglei; white for regions like Warrap, Lakes, and Central Equatoria; and green for the region of Unity. Major cities are marked with black dots and labeled, including Juba, Malakal, and Wau. The map also shows the borders of neighboring countries: Sudan to the north, Ethiopia to the east, Kenya to the southeast, and Uganda to the south. The map is titled 'SUDAN' at the top and 'ETHIOPIA' on the right side.

LIMITATIONS OF THE ASSESSMENT

The County Functionality Assessment offers a variety of insights into county staffing and processes that are not readily available elsewhere, however the assessment has limitations as well.

Purposive sampling. The sample for the assessment workshop was based on ensuring the representation of key government officials and community members of both genders and different age groups. As such, the quantitative data should be approached with caution as it is not a result of random sampling nor is the number of respondents in any individual location sufficient to draw results of statistical significance.

Unitary actor assumption. For questions scored in a plenary forum, the assumption of the unity of the group can be problematic. For example, many times the youth and the elders had different opinions regarding particular questions. Or many of the community members have sympathies towards an actor but the government leadership has a different position. Where possible these differences were made explicit and included in both the narrative and matrix scoring.

Securitized environments. Many of the counties in the sample have experienced civil war and other conflict in recent years. In certain cases, people were cautious and unwilling to voice opinions that may come across as critical. Where detected, this was made explicit in the reporting.

Power relations in the workshop and focus groups.

The assessment workshops had a mixed composition with government officials and community members. On the one hand, this promotes a diversity of opinion, but it is possible that some members were more reserved in voicing their opinions in such a setting, particularly if it contradicted the majority opinion.

Administrative Ambiguities. This assessment focused on the ten counties in which ECRP programming is currently ongoing. Due to the shifting administrative and political realities in these locations some information in Pariang and Pibor was collected that reflects the Administrative Area as a whole rather than the counties of Pariang and Pibor. Distinctions in the level of analysis are included wherever possible and extrapolations about individual counties are present when possible. Data was collected on both the Wau County and Wau Municipality level due to an ongoing cleavage in the administration in the county. Parallel systems of government are currently in place and representatives of Wau County and Wau Municipality were consulted separately at separate County Functionality Assessment Workshops. Data from Wau County represents the county excluding Wau Municipality.

BACKGROUND INFORMATION

Population

The population of South Sudan was last measured comprehensively in 2008 during the 2008 Republic of Sudan Population and Housing Census though it is likely those figures may not present a complete picture of the demography of Southern Sudan at the time. Since then, no country-wide census has taken place. OCHA and

other humanitarian partners base the current population size largely as a time adjusted projection of the 2008 Census data. Some alternative sources attempt to adjust these figures based on known population movements. These three key population figures for ECRP counties are presented here.

Source	Baliet	Fashoda	Leer	Maban	Pariang	Pibor	Raja	Renk	Rubkona	Wau
2008 NBS Census population ²	48,010	53,022	53,022	45,238	82,443	148,475	54,340	137,751	100,236	151,320
2020 OCHA-PWG Population projection ³	54,058	59,120	59,120	55,177	127,465	204,879	58,178	188,564	319,746	314,949
2020 WorldPop Population estimate adjusting for population movement ⁴	32,468	28,880	64,268	60,061	104,814	217,965	53,588	178,739	184,442	217,447

Overview of displacement

DTM data from Round 11⁵ reflects displacement dynamics between July and September 2021 and is the most recent data available. All ECRP locations host significant numbers of IDPs and returnees with Rubkona County hosting the largest number of IDPs (174,545 people) and Wau County hosting the largest number of returnees (171,394 people). Maban County is home

to the largest number of relocated individuals who have been displaced and have voluntarily relocated to Maban. While the number of people who have not yet returned in each county is hard to estimate, Pibor and Rubkona counties have nearly 25,000 and 30,000 people from their respective counties who have not yet returned.

- ² Central Bureau of Statistics, Southern Sudan Commission for Statistics and Evaluation. Population and Housing Census 2008. Accessed: February 28, 2022. <https://catalog.ihsn.org/index.php/catalog/4216#:~:text=The%20total%20population%20enumerated%20was,peace%20Agreement%20was%20in%201972>.
- ³ Conflict Sensitivity Resource Facility. (2022). County Profiles. Accessed: February 28, 2022. <https://www.csrfsouthsudan.org/county-profiles/>
- ⁴ Dooley CA, Jochem WC, Leasure, DR, Sorichetta A, Lazar AN and Tatem AJ. 2021. South Sudan 2020 gridded population estimates from census projections adjusted for displacement, version 2.0. WorldPop, University of Southampton. doi: 10.5258/SOTON/WP00709
- ⁵ DTM. (2022) SSD DTM Mobility Tracking R11 Baseline Locations Dataset. Accessed: February 20, 2022. <https://displacement.iom.int/datasets/south-sudan-baseline-assessment-round-11-idp-and-returnee>

Source	Estimated # of IDP ⁶ households	Estimated # of IDP individuals	Estimated # of returnee ⁷ households	Estimated # of returnee individuals	Estimated # of relocated households	Estimated # of relocated individuals ⁸	Estimated # of not yet returned households	Estimated # of not yet returned individuals
Baliet	1,411	6,786	4,129	22,071	126	541	2,243	11,158
Fashoda	3,325	16,124	5,524	28,328	417	2,250	2,671	14,527
Leer	4,237	25,442	2,509	15,016	242	1,452	1,816	10,896
Maban	6,417	34,144	6,651	29,492	2,883	14,518	483	2,874
Pariang	1,720	10,320	1,602	9,612	887	5,322	2,072	12,432
Pibor	6,565	35,541	8,786	45,557	305	1,679	4,739	24,755
Raja	1,146	5,515	6,140	26,157	61	211	2,329	11,010
Renk	2,621	15,023	17,039	87,401	2,483	12,256	3,042	15,925
Rubkona	27,062	174,545	7,650	45,893	1,722	10,332	4,928	29,568
Wau	6,992	31,848	40,541	171,394	19	93	2,055	9,984

Of the 355,288 IDPs in the ten ECRP counties, 92% are classified as IDPs who have been displaced within South Sudan and who have not crossed an international border during the course of their displacement journey and 8% are individuals who have been displaced abroad at some point during their displacement journey. Among IDPs who have been displaced exclusively internally, the largest

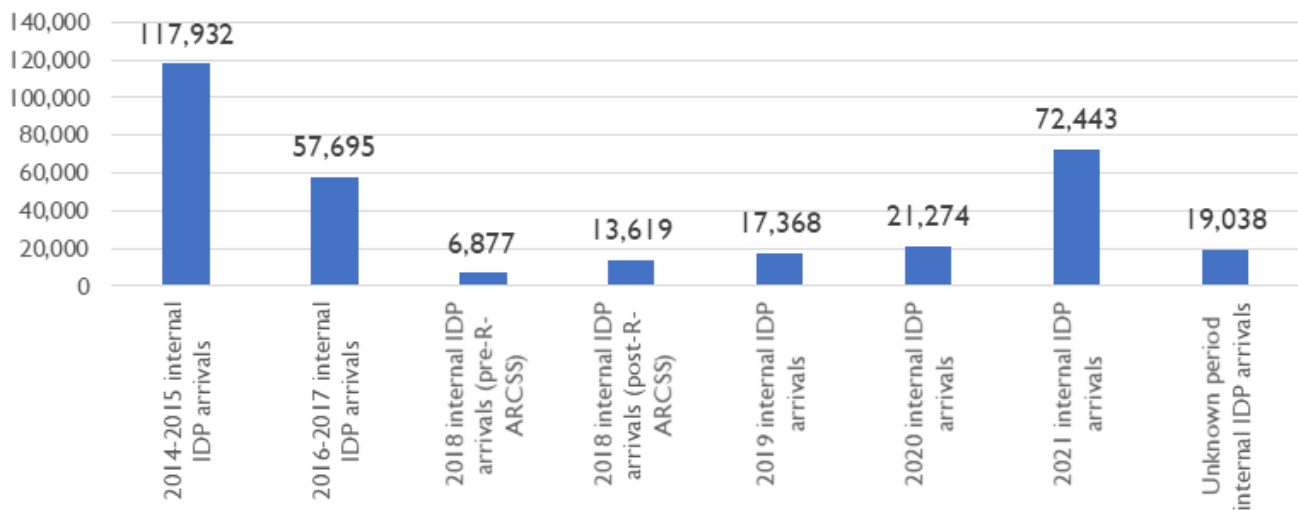
number have been displaced to their current location for over six years, corresponding to the first year of the crisis that began in December 2013. Among those people who have been displaced to another country at some point during their displacement journey, the largest number (9,324) have moved to their current site of domestic displacement within the last year

⁶. An IDP is a person or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized state border. SSD DTM Mobility Tracking R11 baseline locations dataset. Notes page.

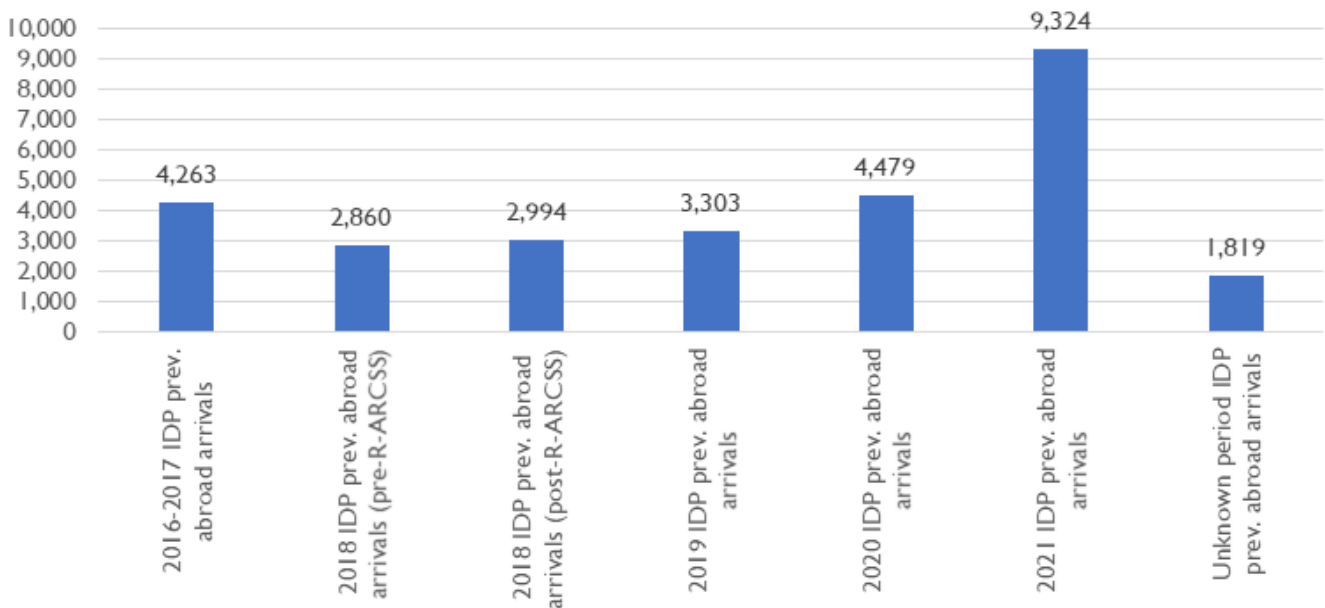
⁷. A returnee is someone who was displaced from their habitual residence either within South Sudan or abroad, who has since returned to their habitual residence. Please note: the returnee category, for the purpose of DTM data collection, is restricted to individuals who returned to the exact location of their habitual residence, or an adjacent area based on a free decision. South Sudanese displaced persons having crossed the border into South Sudan from neighboring countries without having reached their home are still displaced and as such not counted in the returnee category. SSD DTM Mobility Tracking R11 baseline locations dataset. Notes page.

⁸. A Relocated Individual is someone who was displaced from their habitual residence either within South Sudan or abroad, who has since relocated voluntarily (independently or with the help of other actors) to another location than their former habitual residence, without an intention to return to their former habitual residence. SSD DTM Mobility Tracking R11 baseline locations dataset. Notes page.

Subset of IDPs displaced within South Sudan by period of arrival at current location, ECRP Counties



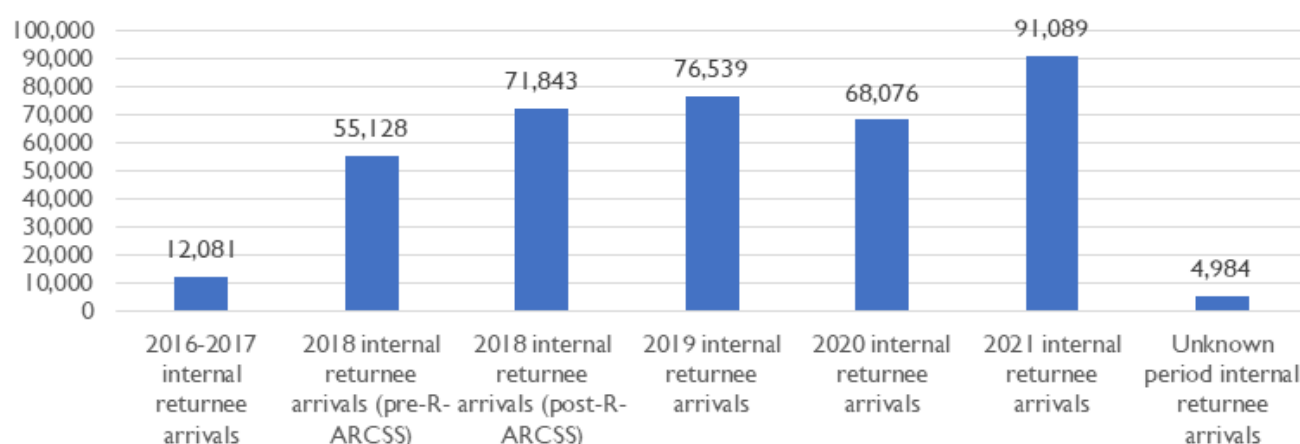
Subset of IDP individuals who were previously displaced abroad by period of arrival, ECRP Counties



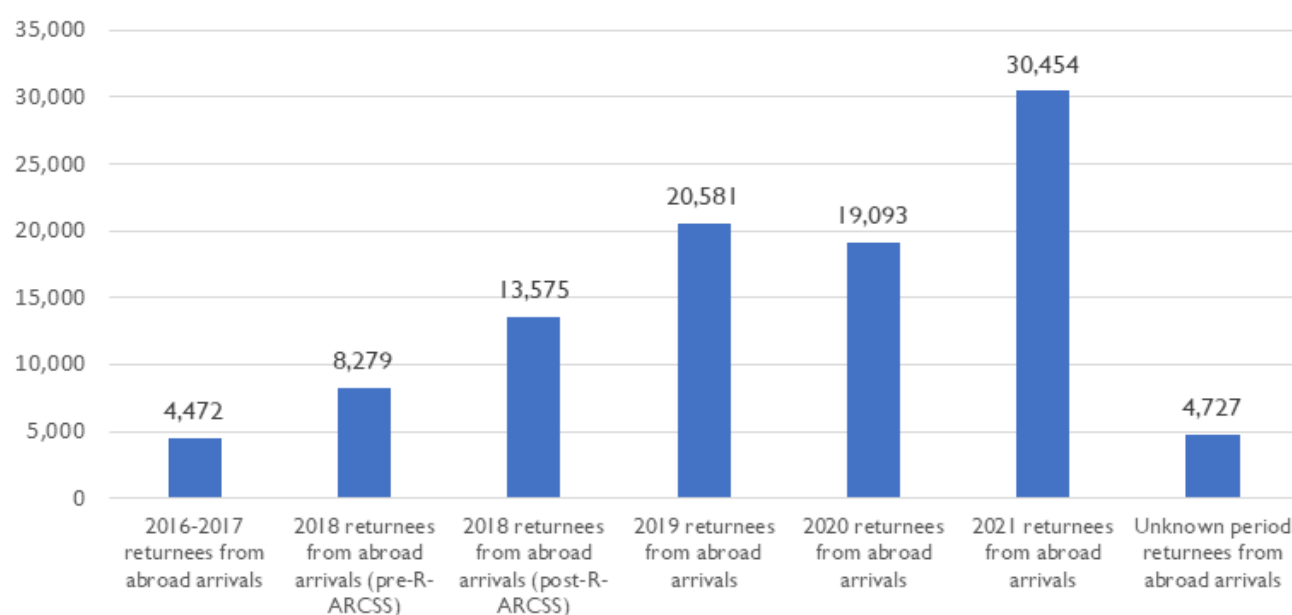
Of the 480,921 returnees reported in the ten ECRP counties, 79% are individuals who were previously displaced in South Sudan and who have not crossed an international border during the course of their displacement journey and 21% are returnee individuals who have been displaced abroad at some point during their displacement journey. In both cases, these individuals have been able to return to their original place of residence at some point in the last six years.

For those people who report displacement exclusively within South Sudan, returns began in earnest in 2018 and have continued steadily with 2021 recording the largest number of returnees to date. For those individuals who report that part of their displacement journey was spent in a neighboring country, returns have also been increasing steadily since 2018 with 2021 recording nearly triple the number of returnees as 2018.

Subset of returnee individuals displaced in South Sudan by period of arrival, ECRP counties



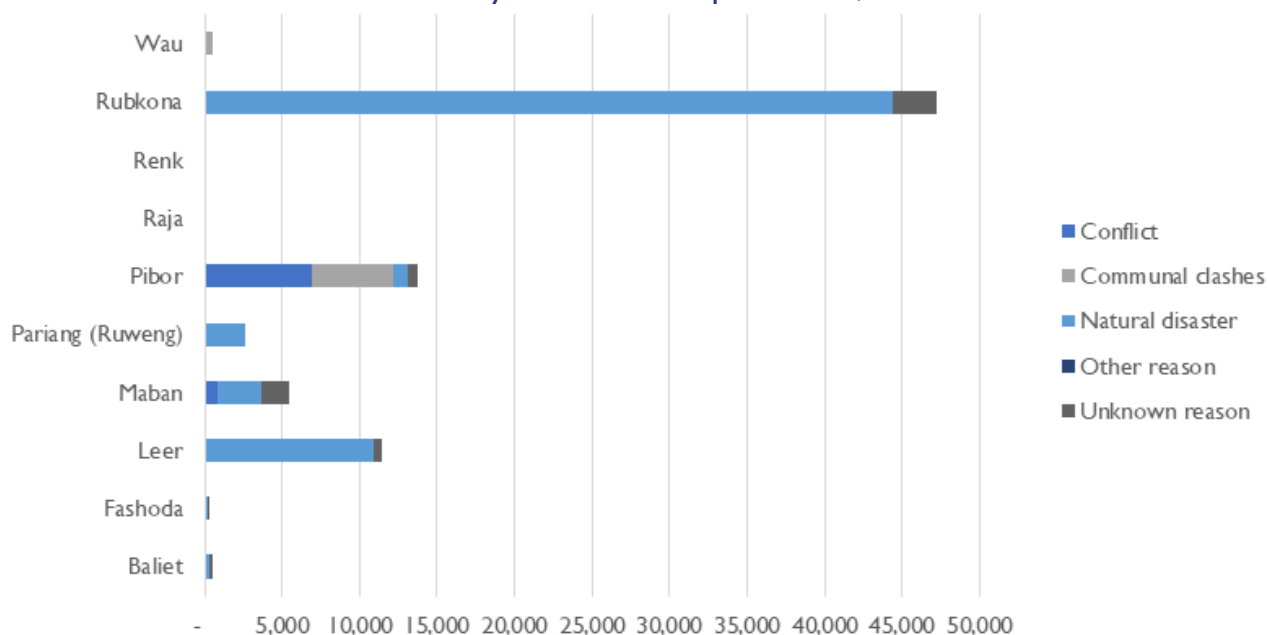
Subset of returnee individuals displaced abroad by period of arrival, ECRP Counties



In 2021, Rubkona hosted nearly 58% of all of the IDPs who were displaced into or within ECRP counties between January and September 2021. Pibor County hosted 17% of these newly displaced IDPs, Leer hosted 14% and Maban hosted 7%. Nearly all IDPs in Rubkona,

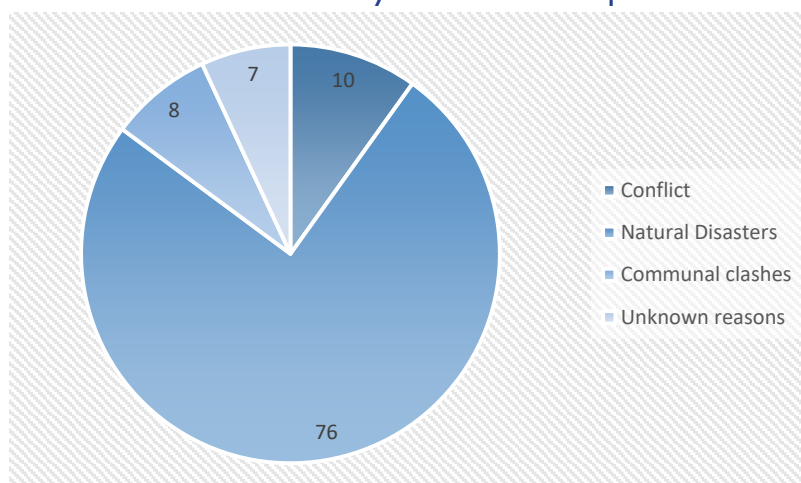
Leer and Pariang report natural disaster and flooding as the cause of their displacement. However, in Pibor, IDPs identified conflict and communal clashes as the two primary reasons for their displacement, a significant departure from other ECRP counties.

IDPs by Reason of Displacement, 2021

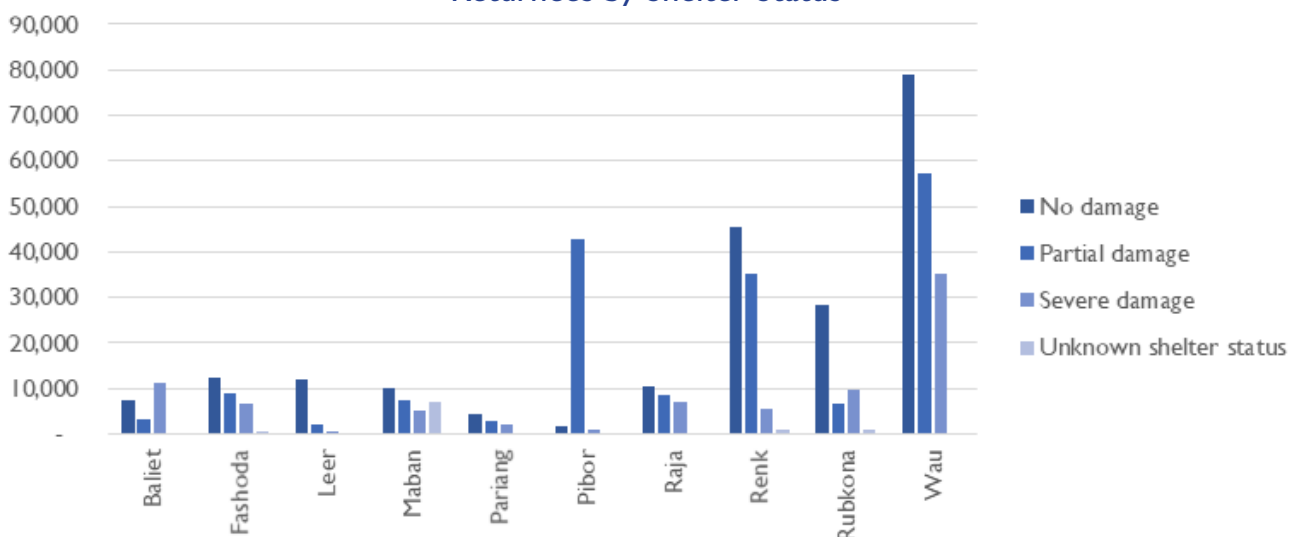


Among the 81,767 IDPs that were displaced to or within the ECRP counties between January and September 2021, the large majority (76%) of IDPs report being displaced because of natural disaster which in nearly all cases was flooding related. 10% of IDPs report conflict as the reason for their displacement while 7% report communal clashes and 8% are recorded as having unknown reasons for their displacement. While nearly 14,000 people report being displaced by conflict, the larger driver of internal displacement in 2021 has been flooding-related damage and destruction

IDPs arrived in 2021 by Reason for Displacement

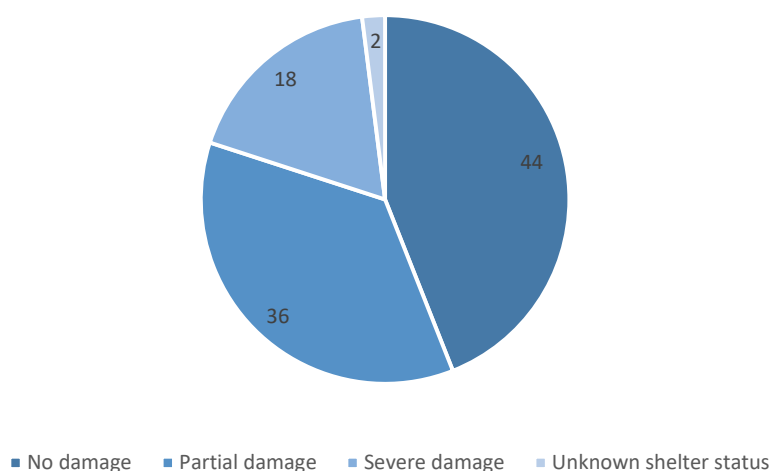


Returnees by Shelter Status



480,921 returnees have been recorded by DTM across the 10 ECRP counties since 2016. Wau County is home to more than double the number of returnees (171,394) compared to any other ECRP county. The largest number of returnees (44%) report that there was no damage to their homes upon their return, however, 36% report partial damage and 18% report severe damage to their homes, creating additional challenges to reestablishing their lives and reintegrating into the community. While the largest number of returnees in most counties report no damage to their homes upon their return, returnees in Pibor report that in almost all cases their homes were partially damaged.

Returnees by Shelter Status



Flooding

Some 835,000 people have been affected by flooding in areas along the Nile and Lol rivers and Sudd marshlands since May, according to OCHA field reports.⁹ Many of the flood-affected people moved to higher grounds within their county, and plan to return home once the flood waters recede. Jonglei, Unity and Upper Nile state are the worst affected states. As of November 2021, OCHA identified 267,000 people as flood affected in Jonglei with 196,000 and 125,000 identified as flood affected in Unity and Upper Nile respectively. Among the ECRP counties, Pibor and Leer were identified by OCHA as counties with over 25,000 flood-affected people reported.¹⁰ The Emergency Response Coordination Centre (ERCC) likewise identified many ECRP counties as flood affected counties including Renk, Fashoda, Rubkona, Leer and Pibor.¹¹

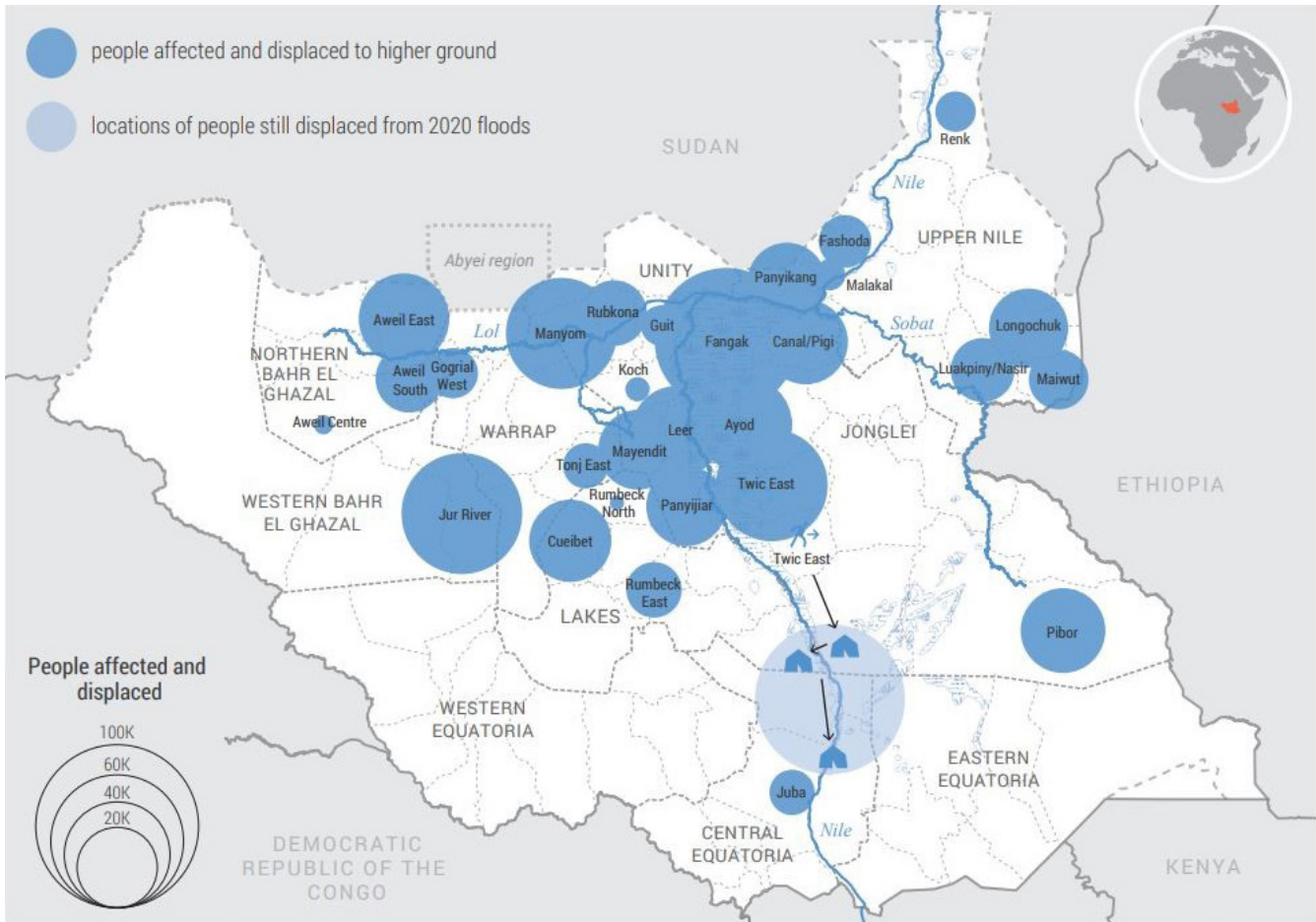
Over the course of 2021, IOM DTM recorded 43 major flooding-related natural disasters which led to the displacement of 507,292 people across the country. Of these events, four (4) occurred in ECRP counties and seven (7) led to displacement into or within ECRP counties. Of these, one event led to the displacement of 8,172 people within Fashoda county, one event led to the displacement of 1,070 within Leer and another event led to the displacement of 3,360 people within Pariang. Four flooding events in Guit, Mayom, Rubkona and Talodi led to displacement into and within Rubkona which led to the displacement of 26,244 people total.

⁹ OCHA. South Sudan: Flooding Situation Report No. 3. 14 December 2021. https://reliefweb.int/sites/reliefweb.int/files/resources/south_sudan_floodingsitrep_december_2021_14dec2021.pdf

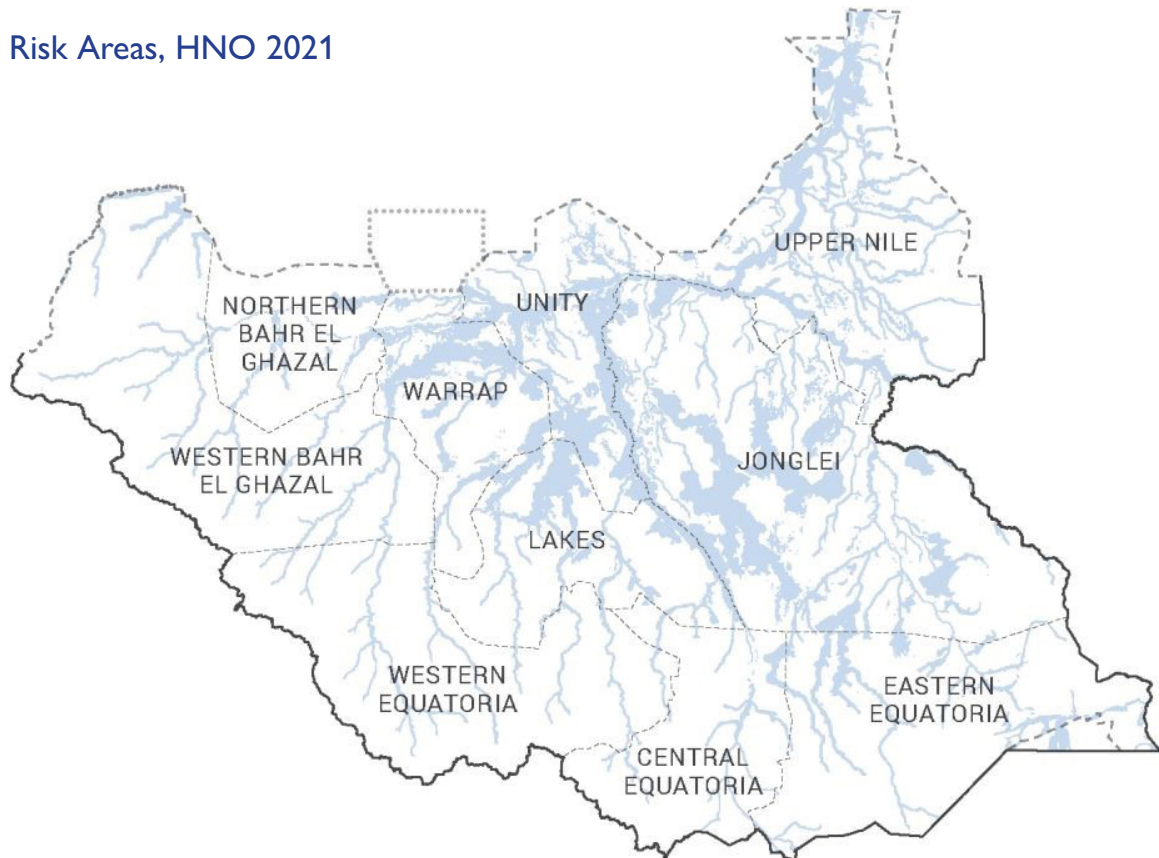
¹⁰ OCHA, 4 November 2021. South Sudan Flooding Snapshot. <https://reliefweb.int/report/south-sudan/south-sudan-flooding-snapshot-4-november-2021>

¹¹ European Commission Emergency Response Coordination Centre. (2021). South Sudan: Flooding. https://erccportal.jrc.ec.europa.eu/ercmaps/ECDM_20211105_South_Sudan.pdf

People Affected and Displaced by Floods, OCHA, November 2021



Flood Risk Areas, HNO 2021



ECRP operations fall primarily in areas that have been historically prone to flooding. This suggests that flooding is like to continue to pose major operational challenges across ECRP locations in the coming years rather than

being an unfortunate aberration in weather patterns and river flows that have caused programmatic challenges for the past two to three years.¹²

Food Insecurity

Food insecurity remains a key issue across South Sudan with IPC projections placing 7.2 million people (60% of the population) as people in need of urgent action to improve their food security. While a small number of counties remain at the relatively less severe Stressed Level (IPC Phase 2) of food insecurity, all ECRP counties are experiencing more severe levels of food insecurity. Most ECRP counties have faced Crisis (IPC Phase 3) levels of food insecurity in the most recent projections,

however, during the dry season of 2021, more than half of ECRP counties were predicted to experience Emergency (IPC Phase 4) levels of food insecurity. The worst food insecurity in the country was predicted for Pibor County. Data collection in Pibor was not able to be fully completed but the half of the county in which data was collected reflected conditions in which famine was considered likely.¹³

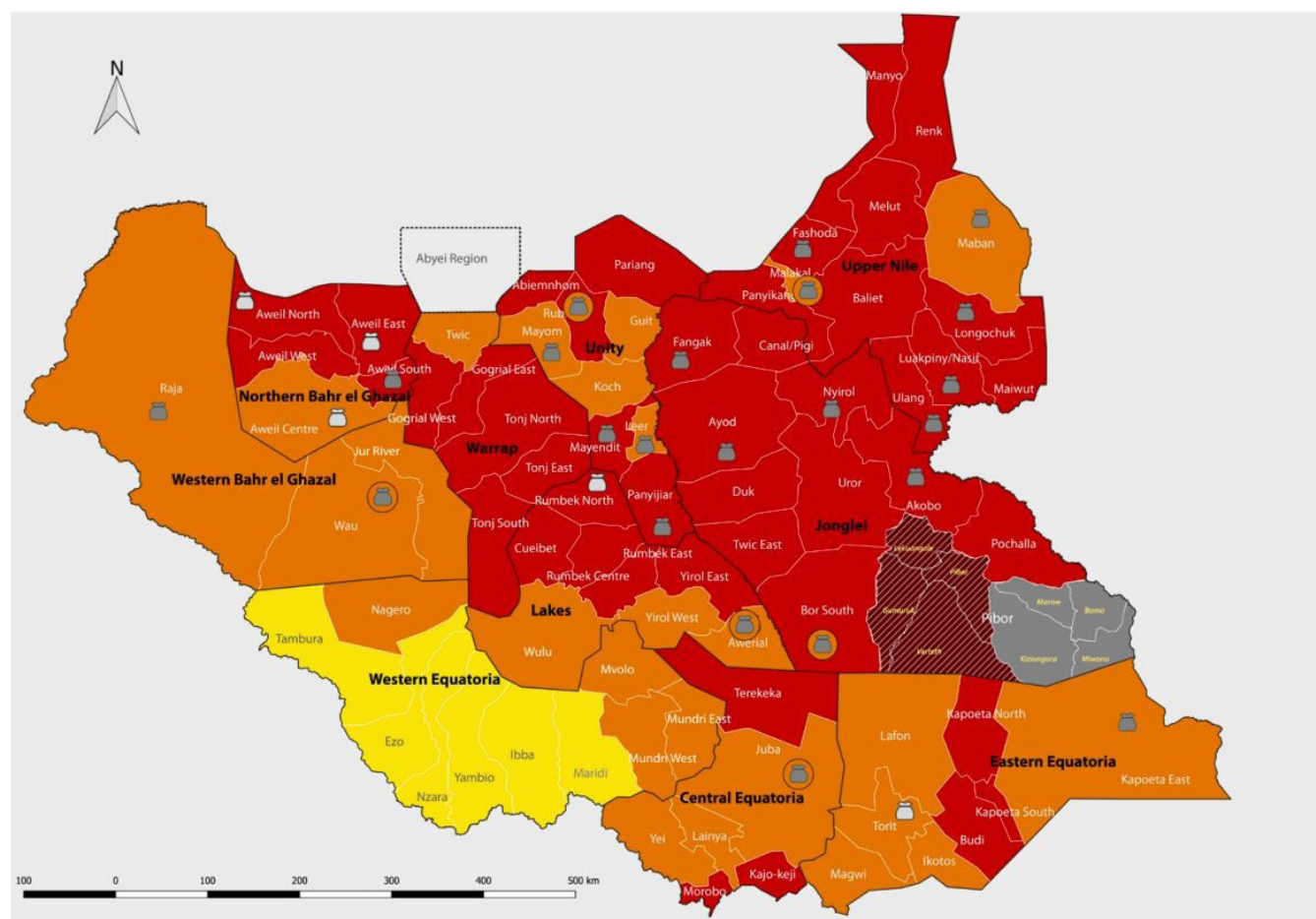
	Baliet	Fashoda	Leer	Maban	Pariang	Pibor	Raja	Renk	Rubkona	Wau
October-November 2020	Crisis	Crisis	Crisis	Crisis	Crisis	Famine Likely ¹⁴	Crisis	Crisis	Emergency	Crisis
Dec 2020 - March 2021	Crisis	Emergency	Crisis	Crisis	Crisis	Famine Likely	Crisis	Crisis	Crisis	Crisis
April-July 2021	Emergency	Emergency	Crisis	Crisis	Emergency	Famine Likely	Crisis	Emergency	Emergency	Crisis

¹² OCHA. Humanitarian Needs Overview: South Sudan. January 2021. Page 14.

¹³ IPC. South Sudan: Consolidated Findings from the IPC Technical Working Group and External Reviews. Integration Food Security Phase Classification

¹⁴ IPC was unable to reach all parts of Pibor and the food security projections reflect the data that was collected. As per the IPC Summary Report: "The population analysed in Jonglei and Pibor administrative area does not include the population from four payams located in the Eastern part of the county that were not classified by the Famine Review due to lack of data."

IPC Projection of Acute Food Insecurity, April – July 2021



Humanitarian Needs

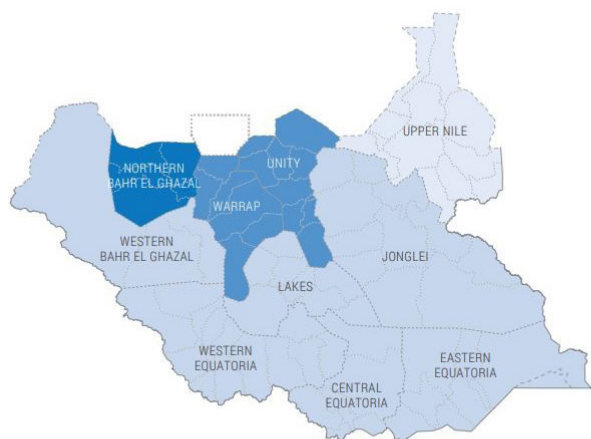
There are widespread humanitarian needs across the country, in part because of the nearly universal reach of poverty. The poverty headcount has risen dramatically since 2009 with average levels of poverty rising from 41-50% in many counties to close to 100%. With widespread poverty, communities are not able to support themselves sufficiently and are in need of humanitarian

and development assistance to supplement their own efforts to help their families survive and maintain/regain self-sufficiency. Except for Raja and Wau County, all ECRP counties are experiencing near universal poverty (91-100%), with Raja and Wau only one step behind (81-90% of the population in poverty).^{15,16}

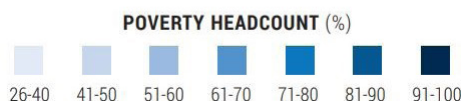
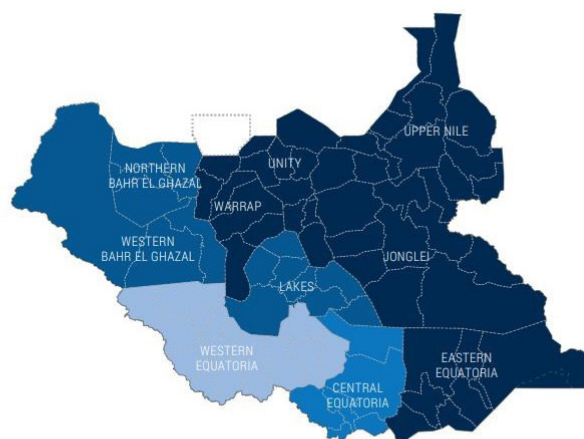
¹⁵ South Sudan National Bureau of Statistics. (2017) High Frequency Survey: Wave 4 and Crisis Recovery Survey 2017. <https://microdata.worldbank.org/index.php/catalog/3392>

¹⁶ World Bank. 2020. South Sudan Economic Update, February 2020: Poverty and Vulnerability in a Fragile Environment. World Bank, Washington, DC. © World Bank. <https://openknowledge.worldbank.org/handle/10986/33453> License: CC BY 3.0 IGO.

POVERTY HEADCOUNT IN 2009



POVERTY HEADCOUNT IN 2016



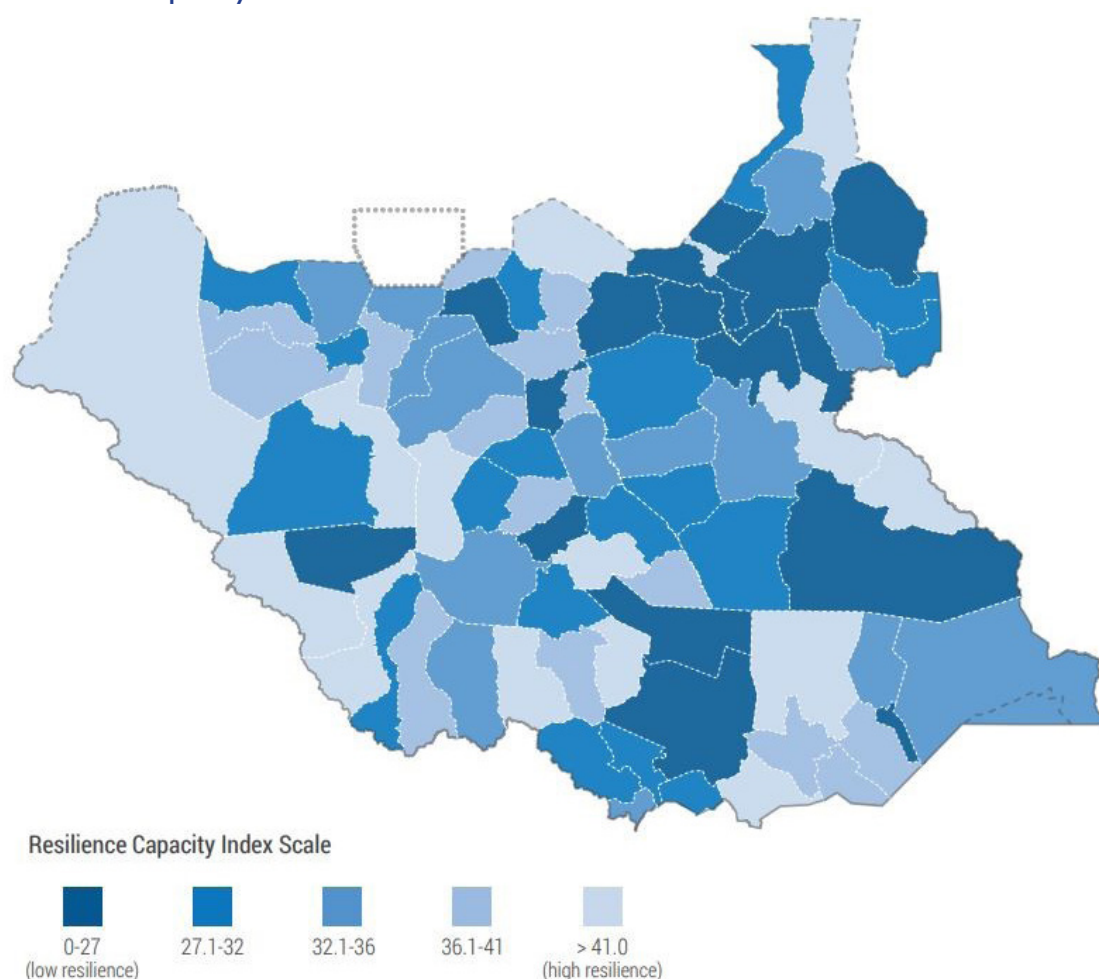
Source: South Sudan High Frequency Survey
by World Bank and National Bureau of Statistics

Poverty has been exacerbated and increased in part because of the long civil wars with Sudan, the Civil War (2013-2018), the economic and monetary challenges that resulted from the conflicts, climate change and flooding. These challenges and the accompanying displacement, instability and mental and physical hardships that have resulted from them have reduced the resiliency of many communities across the country. In 2020, FAO applied a Resilience Index Measurement and Analysis methodology in South Sudan to understand

how households cope with shocks and stressors. Access to assets and adaptive capacity are the key drivers of household resilience. Among ECRP counties, FAO found Baliet, Fashoda, Maban and Pibor to have low resilience capacity and Rubkona to have somewhat more but still very limited resilience capacity. FAO found Leer to have somewhat more resilience capacity and Pariang, Raja, Renk and Wau Counties to have relatively high levels of resilience capacity.¹⁷

¹⁷. Humanitarian Needs Overview 2021. Page 28.

FAO Resilience Capacity Index 2020

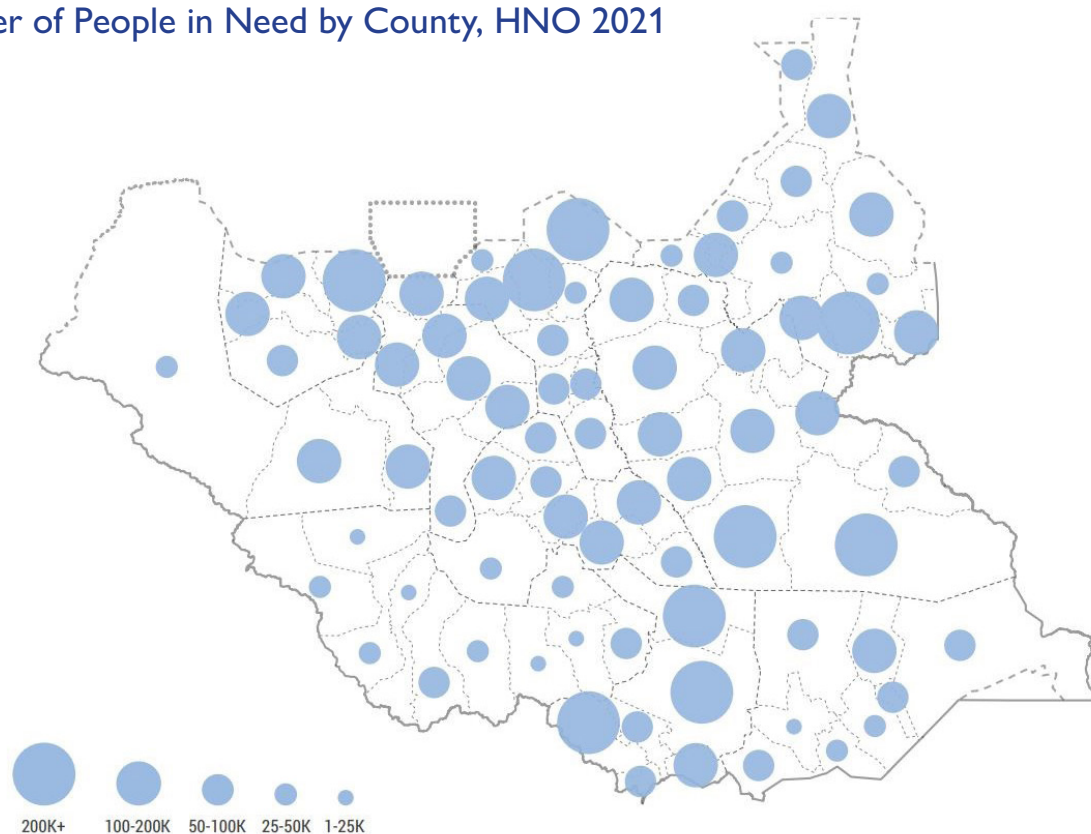


Poverty and limited resilience capacity contribute to the large number of people across the country who are in need of humanitarian assistance. In the latest HNO (2021), a total of 1,002,900 people were identified as being in need of humanitarian assistance in ECRP counties. These include 39,400 in Baliet, 48,600 in Fashoda, 53,000 in Leer, 32,000 in Maban, 89,600 in Pariang, 200,100 in Pibor, 29,000 in Raja, 113,400 in

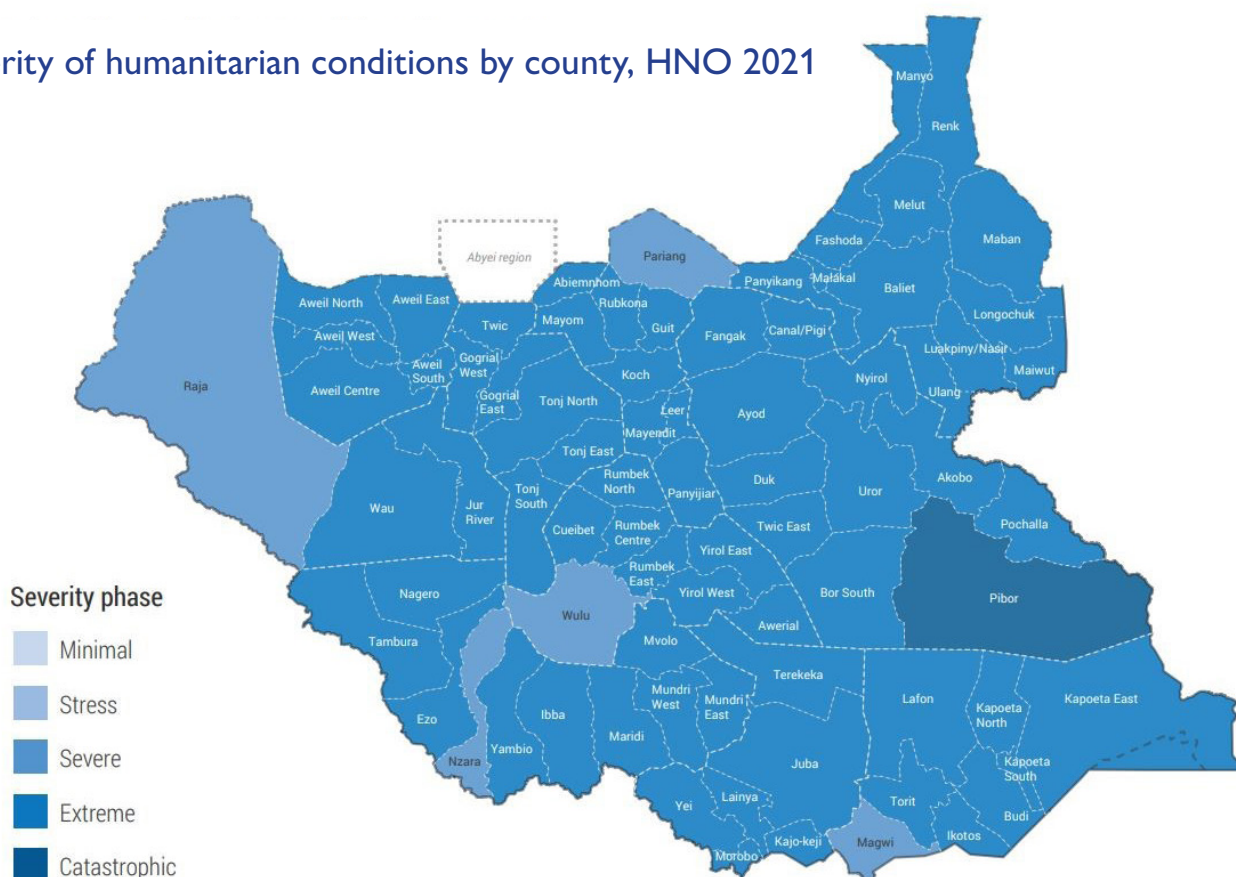
Renk, 200,000 in Rubkona and 197,800 in Wau.¹⁸ The large number of people in need contributes to the severity of humanitarian conditions with two ECRP counties (Pariang and Raja) considered to have stressed conditions, seven ECRP counties being considered to have severe conditions and one ECRP county (Pibor) experiencing extreme humanitarian conditions.

¹⁸ Humanitarian Needs Overview 2021. Pages 34-39.

Number of People in Need by County, HNO 2021



Severity of humanitarian conditions by county, HNO 2021

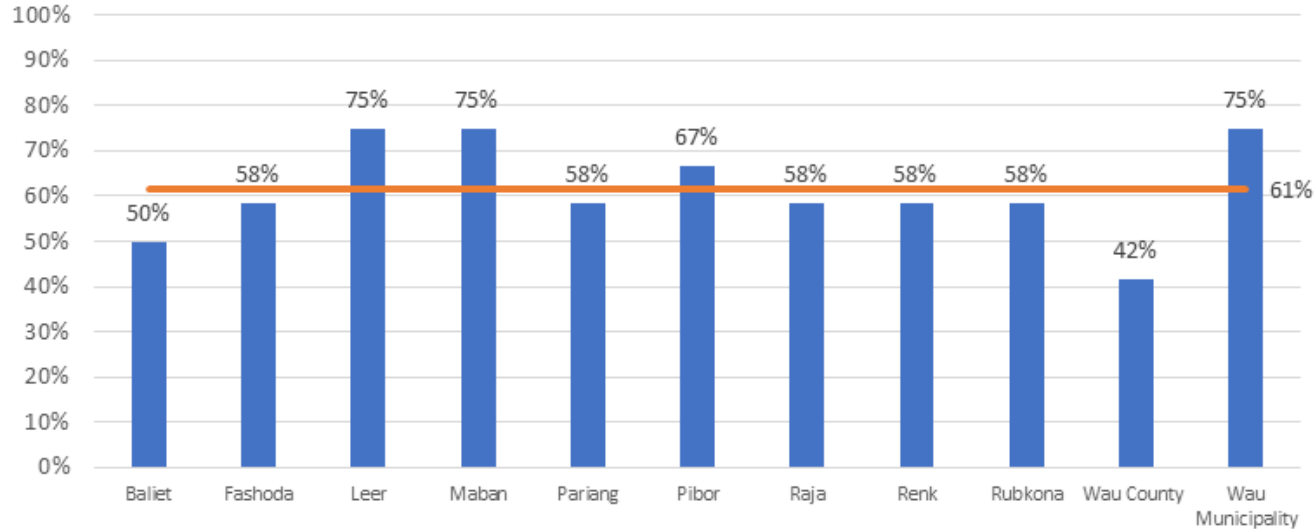


STAFFING & COUNTY GOVERNMENT STRUCTURE

All ECRP locations report the presence of active Executive Councils though the composition of each council varies. No County Legislative Counties have yet been formed, their absence is noted as a significant obstacle to planning and operations within the county government. Staffing gaps are present in all locations (see Annex 2) compounded by the limited training that most

county employees report receiving. While only two locations report a (minimal) presence of statutory court staff, all locations report the presence of operational traditional courts. Payam Administrators are present in all relevant locations though some counties are currently relying on Boma Chiefs to fill administrative gaps around the lack of Boma Administrators.

Structure of Government Score



County Executive Council

The composition of each county’s executive council varies but there are consistencies between the leadership structure as well as the departments which have been prioritized for creation and staffing. A complete listing of the composition of each Executive Council can be found in Annex 1.

All ten counties report that a County Commissioner serves as the chief executive of the county government. In Wau County, while this remains formally true, the position remains highly contested and certain areas within the county do not currently recognize the commissioner appointed by the central government. All county commissioner positions are currently held by men.

All ten counties also report the presence of a County Executive Director. In Wau County, due to restructuring, these positions are currently titled Payam Administrators. In all cases except for Wau County, the position of Executive Director is held by a man.

Five counties report the presence of a County Planner

on the staff. Baliet, Fashoda, Leer and Renk all report one man serving in this role while Maban reports for county planners (all men). While Wau County does not have a County Planner per se, there is a Planner in the Office of Administration and Finance which serves some of the same roles. No county planners of any sort are reported to be present in Pariang, Pibor, Raja, and Rubkona.

Eight Counties report the presence of a county employee serving as the department or sectoral head for Water, Sanitation and Hygiene. There is currently no one serving in this capacity in Pariang nor Wau County. In the case of Fashoda, Leer, Pibor, Renk and Rubkona, this position is held by one man. Maban has divided responsibility between an administrative WASH lead and a technical WASH lead while Baliet and Raja report a sharing of responsibility between a larger group of staff.

Almost all counties report the presence of a Sectoral Head for Health, often with a significant number of staff dedicated to the operations of the department. Pariang

County is the lone location to currently be without a Department of Health Sectoral Head, primarily due to budgetary constraints. Baliet, Fashoda, Leer, Maban, Pariang, Pibor, Raja, Renk, Rubkona and Wau County all affirm that Health Departments are active and have staff in positions of leadership.

All ten counties report the presence of a County Department of Education Lead with the large majority of these lead positions filled by men. While all counties report an Education Lead, representatives of Baliet, Fashoda and Raja also specifically noted that there are significant staffing gaps in the department.

Three counties reported the presence of a Department of Physical Infrastructure within their county's executive council. Baliet, Fashoda and Rubkona all report the presence of a department head while Baliet and Fashoda also report staffs of eight and twelve members of the department respectively. Raja specifically highlights that a Department of Physical Infrastructure is currently not in place but has been in the past. No other counties report the presence of a Department of Physical Infrastructure. Relatedly, Renk County reports the existence of the Department of Public Works which operates under the Department of Infrastructure. Fashoda, Leer, Pariang, Pibor, Rubkona and Wau County all specifically state that no Department of Public Works or Engineering exists within the county structure. A third related department, the Department of Land & Surveying is reported to be present and staffed in Raja County. This Department is unique to Raja County. A fourth related department, the Department of Public Service merges components of public works, agriculture, rural development, physical infrastructure, is present in Pariang County.

All counties report the presence of a Department of Agriculture which often encompasses oversight of forestry, animal resources and the environment. In Fashoda County, tourism is also included as a sub-section of the department. In Wau County, while the department exists, its functionality is currently limited and disjointed due to the recent restructuring. In addition to the Department of Agriculture, Raja County

has created an independent Department of Fisheries, Department of Forestry and Department of Veterinary and Animal Services. All of these departments are operating with less than half of the ideal number. Similar to Raja, Rubkona County has also created an Animal Resource Department.

A Department of Social Development and/or Community Development was reported to be present in four counties. Maban, Pariang, Raja and Wau County report the presence of this department. Baliet, Fashoda, Leer, Pibor and Rubkona specifically report that this is not a department within their county structure while Renk reports that the structure is in place but the department is not functional.

A variety of additional departments have been formed by individual counties to reflect their needs. A Department of Labor is recognized in Maban County, a Department of Information has been formed in Fashoda and Raja Counties, a Department of Administration and Finance is present in Pariang, Raja and Wau Counties, a Department of Accounting and a Department of Planning and Budgeting have been formed in Baliet and a Department of Youth and Sports is present in Raja.

Wau Municipality explained the Wau Municipal Council was led by the Mayor and supported by the Chief Executive Officer, Deputy Chief Officer, Legal Advisor, Clerks/ Establishment officers and administers eight departments. The Mayor oversees an Accounts Department, Audit Department, Public Health Department, Forestry Department, Education Department, Information Department, Survey & Lands Department and Social Welfare Department. The Mayor also oversees and works closely with the five Block Administrators which oversee the five blocks Wau Municipality is composed of. There are staffing gaps within the Accounting, Audit, Public Health, Information and Survey & Lands Departments as well as an insufficient number of Establishment officers. The structure of the municipal council remains deinstitutionalized as the municipal council is operating informally without a warrant of establishment. Wau Municipality representatives explain that there is a need to have the municipality legalized.

County Legislative Council

All eleven locations report that there is currently no county legislative council in place in their respective county or municipality. Wau County representatives explain that while it exists in principle, it has not yet been formed. Leer County representatives add that the county legislative council will be formed after the state

legislative assemblies have been formed. This process has not yet occurred. Other county representatives note delays might be compounded by a county executive's reluctance to institute a check on the executive's power and create an institution that can hold the executive accountability.

Traditional Authorities' Council

All eleven locations report the presence of a traditional chief's customary court at the county level and in nearly all cases counties report that the customary court is fully staffed and functional. While Wau County reports the presence of the county court, this formation is still in process and traditional courts currently only exist on the payam level.

Leer representatives explain that there is one high traditional court overseen by the Paramount chief with 17 judges (6 women and 11 men); and three traditional constituency courts. Each constituency court is adjudicated by 11 head chiefs (3 women and 8 men). There are also an additional 16 Payam traditional courts. Each Payam has 11 head chiefs who adjudicate cases (2 women, 9 men). If a claimant feels that they did not receive justice at Payam level, they can appeal to the constituency court, and if the constituency court fails, then the case is referred to the traditional High Court. Pariang representatives explain that throughout the RAA, each county has 3 courts (Boma, Payam and County level). There are 24 traditional courts that are functioning in the 8 RAA counties. In addition to these courts, there is one customary appeals court at RAA level. This amounts to 25 traditional courts throughout the RAA and three specific to Pariang County.

Maban representatives explain there are three customary courts in the county with 47 Omdas (3 women, 44 men). An Omda is the head chief who leads the Payam. In addition to the omdas, the county has two Paramount chiefs. In Maban, there is also a joint court comprising both members of the host and refugee community. This court has 18 members, 3 of these are women.

In Renk there are six customary courts, four are in Payams and two located in Renk town. Each court has seven members who adjudicate disputes (one woman and six men). In Rubkona, there are four customary courts, all of which are led by men. Fashoda reports one traditional chief's customary court comprising of 9 men. Raja also reports one county level customary court comprising of twelve traditional leaders, (4 women, 8 men) as does Baliet which reports a small court of two people. The Baliet County Legal advisor confirms that the traditional authority council is not yet fully established in Baliet.

Wau Municipality reports the presence of two traditional courts operating in the municipality. Each court (Wau South and North), has three chiefs selected by communities to oversee cases. Each court then selects a president to head its court. The presidents of both courts are men.

Delegated Department from the State/National Government

RRC

Nine locations currently report RRC staff as part of local governance staffing. Pariang representatives explain that there is currently a gap as the RAA is in the process of delegating RRC staff at the county level. Wau Municipality representatives also highlight the lack of RRC as a staffing gap.

RRC staff are generally limited in number, ranging from one staff member in Maban and Pibor, two in Baliet, three in Raja and Renk and five in Fashoda to

eleven in Leer. Leer representatives explain the eleven staff members include the director and 10 staff (3 women and 8 men). There are an additional 32 Payam enumerators (two in each Payam) who support RRC operations at the grassroots level. Eight of the thirty-two enumerators are women. Wau County officials also report the presence of RRC staff though these staff have been locally appointed rather than delegated by the state or national RRC system.

Police Department

All locations report the presence of a police department. In addition to a police department, Fashoda County representatives note the presence of security organs including the Fire Brigade and National Security operatives.

The Police Department constitutes a member of the County Executive Council in all locations though in Wau County, restructuring has meant some county functions are currently being facilitated on a payam level, county-level police responsibilities included.

Raja reports the largest police force with 500 current police personnel including approximately 50% women. Other locations report much smaller police departments including one person in Maban. Baliet, Fashoda, Leer, Maban, Pariang Pibor, Raja, Renk, Rubkona, Wau County

and Wau Municipality all report the presence of a police department of some size and capacity. All locations report police department staffing composition skews heavily towards men.

Judges/Magistrate to Judiciary the Judiciary department

Two locations report the presence of judges or magistrates delegated from the State or National government as part of the current local governance staffing structure. Maban reports the presence of one judge (a woman) while Renk reports the presence of one judge (a man), no other counties or municipalities report the presence of statutory judges.

bringing in statutory judges is being advocated for and ongoing. Currently, Baliet, Fashoda, Leer, Pariang, Pibor, Raja, Rubkona, Wau County and Wau Municipality are without statutory judges.

Wau County and Baliet reflect the experience of many locations when they explain that only traditional courts are currently operational and the Paramount Chief acts in place of a judge at the county level. Raja and Rubkona representatives add that the process of

Related to the judiciary, Leer County representatives highlight the presence of a Legal Advisor as part of their county staffing. Leer representatives explain that despite this member of the team, there is a staffing gap of one person as there is also supposed to be a County Attorney General and currently the Legal Advisor is performing both roles.

Payam Administrators

All locations report the presence of payam administrators throughout their respective counties.

county and there are currently no gaps related to the staffing of payam administrators. Counties report between four and sixteen payam administrators. Among the seven counties reporting the gender breakdown of payam administrators, all administrators are men.

All counties report that the number of payam administrators reflects the number of payams in the

Boma Administrators

Boma administrators exist in most locations though in some locations the role of administering the bomas is delegated to sub-chiefs rather than government appointed personnel.

Rubkona representatives explain that there are 72 Bomas and the county has never had and Boma Administrators. Sub-chiefs have assumed the responsibilities of the Boma Administrators for the past few years and Rubkona participants feel that the chiefs are overwhelmed by the dual responsibilities. They highlight that there is a need to identify Boma Administrators to effectively address community issues and allow sub-chiefs to focus more exclusively on their core responsibilities.

Renk representatives report that the delegation of boma administrators is yet to be done and Wau County representatives report there are currently no boma administrators. Baliet representatives report that the local government system in the area does not include boma administrators but rather delegates authority at the boma level to sub-chiefs. This is similar to Fashoda and Pariang which also reports that Boma Chiefs are supporting the functions of the Boma Administration in addition to their customary functions.

While Raja reports the presence of official boma administrators in some bomas, less than 25% (14/60) are staffed with official administrators. Leer and Maban representatives report that boma administration is being provided by a sufficient number of boma administrators to service each boma.

Administrators

Nine (9) of eleven locations report the presence of administrators in their county government structure though only eight (8) of these nine (9) have administrators currently on staff. Both Pibor and Raja report that there are no administrators working for

the county government nor are they present in the county government structure. While Leer reports that administrators are indicated in the county structure, these positions have yet to be filled.

Baliet reports the presence of one administrator, Fashoda reports twenty-three (23), three (3) of whom are women and Maban reports fifty-five administrators including five women. Fashoda is the only location that reports there is no gap in the number of administrators. Renk reports thirty-three (33) administrators across seven departments including seven dedicated to the education department, four to the agriculture department, twelve to the health department, one to the WASH department, seven to the finance

department, one to the RRC and one to physical infrastructure. Eight of Renk County's administrators are women. Rubkona reports that budgetary limitations have led to a sub-optimal number of administrators, currently all administrators are affiliated with the Public Health Department. Wau County reports ten (10) administrators affiliated with Kpaile, Bagari and Besselia payams. Wau Municipality reports two administrators working at the municipality level and five administrators are operating at the Block Level.

Planners

Five (5) locations report the absence of any planners affiliated with the county government. Pariang, Pibor, Raja, Rubkona and Wau County report their respective county governments are currently without planners. Baliet and Fashoda report one county level planner while Renk reports one each for the county and the education department respectively. Maban reports four planners and Wau Municipality reports two. Leer County reports the largest number of planners with twelve planners serving the county administration, four of them being women.

No locations specifically report that the current number of planners is sufficient to meet their needs while Baliet, Fashoda, Leer, Raja and Rubkona specifically highlight the need for additional planners.

Accountants

Nine (9) of eleven locations report the presence of accountants both in their county structure and currently employed by the county. Pibor County is without accountants both in its projected and current staffing structure and Wau County is currently without accountants.

Baliet reports two accountants presently on staff, Fashoda reports five, Leer reports twelve, Maban reports a large number of accountants including 17 women and Raja reports 17 accountants including one woman. The Raja Deputy Director of Accounts reports

Regarding training for any staff involved in planning, few locations report past training experiences. Fashoda county representatives report that the county planner attended a training on participatory planning and procurement systems in 2009 but neither he nor anyone else has received any relevant training since then. In Maban officials explain that out of the four officers charged with planning, only one has received training. All other locations report that no one involved in planning has received any training related to planning. Representatives from Baliet and Pariang echo the sentiments of the majority when they explain that for a long time there have not been any planners at the county level and nor any plans or planning officers to support planning activities.

that only he has attended training in public service and public financial management, the other sixteen members of the department are currently untrained in these areas. In Renk, there are 14 accountants across four departments including four for the Agriculture Department, including two women, two for the Health Department, both men, four for the WASH department, all men and four for the Finance Department including one woman. Rubkona reports eleven accountants, with one dedicated to each of the ten departments and a senior accountant overseeing them all. Wau Municipality reports five accountants.

Specialized positions to oversee budgeting and accounting

Similar to information gathered about the current state of accountants in county government, county representatives also offered insights into the existence of specialized positions to oversee budgeting and accounting. These roles could be filled by accountants or other designated staff. Representatives in Maban, Raja, Renk and Rubkona Counties report that their

respective counties have specialized positions to oversee budgeting and accounting functions. Maban reports three (3) people within the county government are specialized in accounting and financing. Raja officials report the Executive Director, Director of Finance, and the County Accountant are all trained in budgeting and accounting. In Renk there is an Inspector General

charged with budgeting and accounting at the County Headquarters. Rubkona officials report that each department has an accountant who reports to the chief accountant at the county level. Representatives of the seven (7) other locations report that their counties do not have a specialized position to oversee budgeting and accounting functions.

Regarding whether these staff have received appropriate training to fill these roles, Fashoda County representatives

report that some county officials received training in 2008 on tax collection and expenses and Maban officials report that four (4) county officials have been trained, but one left has left the service since the training. Raja officials have not received any formal training but have learnt from each other while working. All other locations report that no one involved in budgeting has received any education or training relating to budgeting or accounting.

Agricultural Experts

Nine (9) locations report that there are no agricultural experts currently present within the county administration. Fashoda, Leer, Pariang, Pibor, Raja, Renk, Rubkona and Wau Counties as well as Wau Municipality are all without agricultural experts.

Baliet has on agricultural expert on staff and Maban county has five. Raja County reports that there are two

agricultural experts in the area but they are not working for the county as they have joined INGOs.

Four counties specifically highlight a gap in the number of agricultural experts including Baliet and Raja with a need of three, Fashoda expressing a need for six and Rubkona expressing a need for fourteen agricultural experts.

Civil Engineers

Rubkona County reports the presence of four Civil Engineers as part of the current municipal council staffing. No other location reports the presence of Civil Engineers on staff.

All locations report the lack of civil engineers as a gap in their staffing with Wau Municipality and Rubkona specifically identifying a gap of one engineer, Baliet identifying a gap of two, Raja identifying a gap of four and Fashoda identifying a gap of six.

WASH Specialists

Maban County reports the presence of five WASH Specialists as part of the current county government structure. No other location reports the presence of WASH specialists on staff.

All locations report the lack of WASH specialists as a gap in their staffing with Baliet identifying a gap of one

specialist and Rubkona identifying a gap of four. Raja representatives specifically note the need for a Geologist as well as a specialist in drilling. Fashoda representatives note that while there is no WASH specialist, there are twelve technicians that support WASH-related maintenance and operations though only two of these technicians have received training.

Procurement Expert

Renk reports the presence of three procurement experts currently on staff including one woman. Renk is the only location to report the presence of a procurement expert on staff.

All locations report the lack of procurement experts as a gap in their staffing with Baliet specifically identifying a gap of one procurement expert and Raja identifying a need for four.

Maban representatives note that while there is no procurement expert, informal procurement committees have been formed by the executor directive which in the past have comprised of the legal administrator, police, deputy executive director and members of the concerned departments.

Procurement Committee

Nine (9) locations have not developed procurement committees, operational, ad hoc or otherwise. Renk County representatives report that a procurement committee does function at the county level. Maban officials report that while no full-fledged committee exists, ad hoc committees based on need are periodically

present. Maban officials cite the high staff turnover as an obstacle to committee formation. Counties without procurement committees cite a lack of procurement officers or other staff with expertise in procurement as an obstacle to committee creation and functioning.

Monitoring Experts

No locations report the presence of a monitoring and evaluation (M&E) expert on staff. While Raja notes a gap of six specialists, Rubkona representatives specifically note this position is not in the county structure and Baliet representatives note that this position is normally reserved for the State level.

DRR Experts

No locations report the presence of a Disaster Risk Reduction (DRR) specialist as part of the current county government staffing structure.

Baliet and Raja highlight a gap of three specialists each to serve the county. Rubkona and Maban representatives

note that while the county is without M&E experts, the RRC is currently filling this gap. In the case of Maban, the RRC has formed a task force comprising of relevant departments and NGOs.

Gender Equality & Women's Participation Experts

No locations report the presence of a Gender Equality / Women's Participation Expert.

Baliet representatives report a need for one expert and Raja representatives report a need for four. In Fashoda, while the Gender Equality Expert position is reported to be present on the state level rather than the county level, there is a Gender Equality focal point who is

currently operating out of Aburoc. In Maban there is no Gender Equality Expert but there is a protection group formed by the department of Social Welfare consisting of thirty (30) women who handle protection issues as well as an additional thirty (30) mentors. These protection groups currently operate exclusively in Bunj Center.

Social Workers

Four counties report a limited number of social workers currently included in the staffing structure of the county government while seven locations report none. Raja County reports one social worker, Maban reports four, including two women, and Fashoda County reports fifteen social workers including three women. In Wau Municipality, the Ministry of Social Welfare deploys

social workers directly to the municipality and while the number is unknown, there are social workers present. Fashoda County is the only location to report no staffing gaps related to social workers. Raja County specifically notes a gap of five social workers and Baliet County notes a gap of one. Baliet, Leer, Pariang, Pibor, Renk, Rubkona and Wau County are without social workers.

Public Health Experts

Only two locations report the presence of public health experts as part of the current county government staffing structure. Wau Municipality reports the presence of five public health experts and Leer County reports the presence of one staff member with a Bachelor's Degree in Public Health.

All locations report gaps around public health expert staffing. Wau Municipality notes the need for an additional seven experts, Raja reports a need for three, Fashoda a need for four, and Baliet a need for five. Baliet, Fashoda, Maban, Pariang Pibor, Raja, Renk, Rubkona and Wau County are currently without public health experts as part of the county staff.

Education Specialists

Leer County is the only location to report the presence of education specialists as part of the county government staffing structure. Sixteen (16) education specialists support the county government in Leer including five women. No other counties note the presence of

education specialists within the county government nor note any gaps related to educational specialist staffing. Baliet County representatives report that the position is reserved for the state level rather than the county level.

Educational Backgrounds and Job-Related Skills

CFA participants were asked to individually complete a panel of questions regarding their educational background and proficiency in key job-related skills. Within each location, between five and twenty-six people who were members of the county executive or other county employees chose to individually answer these questions. Based on these responses, there are

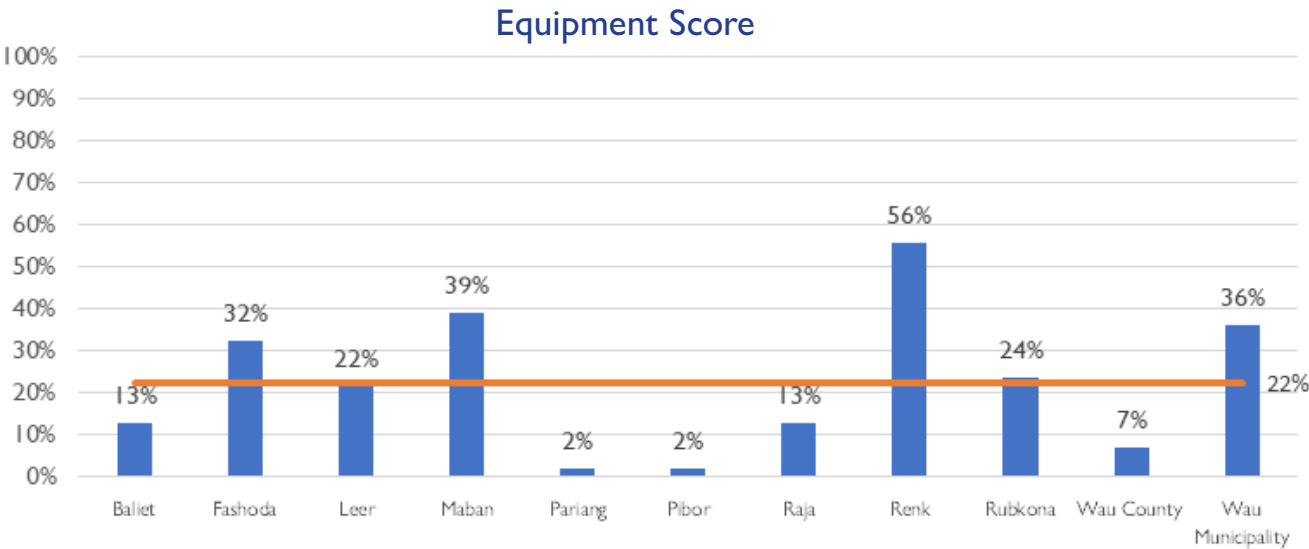
significant education and skills related gaps among county government employees across all locations. Across all county government employee respondents, 67% have completed primary school, 61% have completed secondary school, 51% have completed university, 52% report they have basic computer skills and 54% report having basic numeracy skills.

	Baliet	Fashoda	Leer	Maban	Pariang	Pibor	Raja	Renk ¹⁹	Rubkona	Wau	Wau Municipality
I have completed primary school	75%	100%	71%	100%	84%	42%	54%	67%	43%	45%	61%
I have completed secondary school	36%	100%	63%	92%	77%	41%	54%	65%	43%	45%	61%
I have completed university	30%	60%	50%	73%	40%	41%	65%	50%	39%	57%	56%
I can use a computer, including e-mail; internet; spreadsheets; word processing; participating in online discussions (conferences, chats)	22%	57%	60%	82%	35%	42%	70%	45%	38%	61%	55%
I have basic numeracy skills, including calculating prices, costs or budgets; use of fractions, decimals and percentages; use of calculators	60%	53%	60%	90%	25%	40%	78%	38%	34%	67%	53%

EQUIPMENT & PHYSICAL INFRASTRUCTURE

All locations report significant gaps related to the physical infrastructure and equipment currently allocated to county government. Some counties are completely without permanent offices (Baliet, Pariang),

computers (Pariang, Pibor, Raja, Wau County and Wau Municipality) and vehicles (Pariang, Pibor, Wau County, Wau Municipality) though needs are high across all eleven locations.



Physical Offices

All locations report the presence of physical offices for at least a portion of their office holders though in some cases, the physical structures being counted are no longer habitable. In most cases some departments are without offices altogether and in most cases the existing offices are in need of significant repair and rehabilitation.

In Baliet, the Executive Director and County Commissioner have physical offices but these offices are in need of significant repairs and are reported to no longer be usable. These offices have several cracks and many bullet holes from the 2013 conflict. These offices also require renovation and an expansion of the current building with an additional room to serve as a meeting hall. There are no offices for the health, agriculture, WASH, planning and budgeting, physical infrastructure, accounting, animal resources and fisheries departments nor the RRC. All of these departments are in need of physical offices.

In Fashoda, six (6) departments have well-functioning offices. The Health Department has an office with 3 rooms accommodating 11 staff while the Education Department, Finance Department, Commissioner’s Office, the County Legal Advisor, and the Police also have offices in permanent buildings. The departments of Agriculture, the Executive Director, the RRC, Physical Infrastructure, and Forestry have offices but these spaces are in need of significant repair. Some of these departments also have offices that are too small to accommodate all staff members. The departments of Tourism, Gender and Social Welfare, Information and Planning, and Primary Education do not have any offices at all. Departments in need of offices or additional rooms, or repairs of existing office buildings include the Department of Education, Fisheries and Animal Resources, Forestry, Tourism, Finance, Information, the Executive Director’s office, the Department of Planning, the RRC office, and Agriculture.

¹⁹. Among the counties with less than 10 respondents in this module are Leer (8), Renk (5), Rubkona (5) and Wau Municipality (9). The very limited number of respondents and associated figures offer a very incomplete picture of the entire county government staff.

In Leer, the County Commissioner, Executive Director, County Planner, RRC, Department of Health, WASH Department, Department of Education, Paramount Chief and Department of Forestry and animal resources have physical offices. The former office of the County Commissioner was built in 1932 and has been abandoned due to its decrepitude. A smaller building, also built nearly one hundred years ago, is now used as the temporary County Commissioners office, it too is close to unusable. The County Advisor, Department of Agriculture, Department of Physical Infrastructure and the Police do not have offices. Significant repairs are needed for all of the existing offices. Roofs are leaking and roofing materials are limited to old iron sheeting. Floors are cracked and ceramic tiles are broken in most offices. Some of the existing offices are made of mud and in these offices the walls are cracked and some windows are broken. The Police Department has been allocated a plot for an office which can be constructed, but there are currently no resources.

In Maban, the Health, Finance, Education, Agriculture and Information Departments have physical offices as does the RRC. The Departments of Gender and Social Welfare, Labor and WASH as well as the Traditional authorities, Wildlife Department and Fire Brigade are without offices. The most significant needs are to build offices for the departments currently without them.

In Pariang, as throughout the RAA, there is limited infrastructure related to county governance. Four of the counties in RAA have no physical offices while four have offices in very poor condition. In some of these offices the roofs are blown off, there are no doors and some structures are dilapidated to the point of nearly falling. All of the existing offices are temporary and do not have windows. There is a need for rehabilitation and construction of physical offices in all counties throughout the RAA including Pariang, up to 12 offices per county. As a Pariang official noted, it is nearly impossible to deliver services without any office spaces.

In Pibor, the County Commissioner and Executive Directors in the new counties of Jebel Boma, Pochalla South and Lekuongole use offices constructed from local materials while there is no office for the Pibor county commissioner and executive director. The Pibor commissioner is currently using an office which was meant for the Payam Administrator. This building is old and the walls are cracking and is almost at the point of collapsing due to the recent flooding as well as years

of battering during past conflicts. The remaining county commissioners and executive directors in Pochalla North, Gumuruk and Verteth do not have offices and are conducting their official operations in the open air. Other departments without offices include the health department, education department and WASH department as well as the agriculture department.

In Raja, the WASH department occupies one office and the Customary Court also operates out of one office. The Health Department operates out of two offices in good condition and the Agriculture Department operates out of four offices in good condition. The Forestry Department operates out of one office that is in poor condition with significant structural damage and cracks, the Social Welfare office operates one old and somewhat dilapidated office as does the Veterinary/Animal Department and Fisheries Department. The Community Development Office is in need of renovation, as does the Land & Survey office, the Department of Information and the Office of Finance and Taxation. The Education Department operates out of three rooms which are in need of renovation while the RRC office occupies an office too small to accommodate its needs. The Police and affiliated Security offices occupy an office in need of new doors and significant maintenance. Raja officials have identified their offices' needs. The Education Department needs one store and borehole with water pump. The WASH Department office needs renovation. The RRC needs one additional office. The Social Welfare Departments requires a new office and has been allocated a piece of land that now needs construction. The Forestry Department office needs renovations. The Finance and Taxation office requires a renovation of the office space. The Land & Survey Department requires four additional offices. The Agriculture Department requires 3 additional offices. The Veterinary/Animal office needs renovations. The Fisheries Department requires two additional offices. The Police Department office requires maintenance of the doors and windows of their office. The Information Department office facilities need renovations. The Community Development Department requires renovations of the office. Finally, the Customary Court requires two additional office spaces.

In Renk all departments have physical offices but some require rehabilitation and/or expansion. The RRC occupies a dilapidated building with broken walls and windows with cracked floors and broken windows. The affiliated latrine is also broken. The Education

Department has an office but the walls are cracking. The Health Department has one office with a leaking roof, cracked walls and the office has no fence. The Agriculture Department has insufficient office space. The department has six (6) sections (agriculture, horticulture, plant protection, forestry, veterinary and fisheries) with each having at least 30 staff members. The department has over 180 total members while the current office can only accommodate 30 people. There is also a need to rehabilitate the RRC office, as well as the Education and Health Department offices. There is a complementary need to expand physical offices in some departments such as agriculture. The Renk representative at CFA Validation Workshop further clarified that while the office of the commissioner is there, there is a need for rehabilitation of this office as well.

In Rubkona, the Education department, Revenue authority, Health department and Police department have physical offices. The Department of Physical Infrastructure currently rents an office. The RRC does not have an office and is currently accommodated by the Department of Health. The RRC does have a piece of land on which an office has not yet been built. The Department of Animal Resources does not have an office and currently operates out of a local shop. The WASH

Department is also without an office and operates out of a local shop. The Agriculture Department is without an office and is currently accommodated by the administration and finance department of the county office. The town council does not have an office and is currently accommodated by the county attorney's office. There is currently no office for the County Commissioner.

In Wau County, office structures within Kpaile, Bagari and Besselia payams were elaborated on. In Kpaile payam the Director of Health and the Director of Education have offices, and the same applies in Besselia. No other office holders have offices and there are no offices in Bagari payam. The few existing offices are in need of rehabilitation and all remaining departments as well as the payam administrators are in need of offices. The Wau County CFA Validation workshop representative highlighted the need for a RRC Office to be built.

In Wau Municipality the Accounts Department, Public Health Department, Education Department, Information Department, the Clerks/ Establishment officer and the Traditional Court have offices. The Audit Department, Forestry Department, Land & Survey Office, and the Block Administrators are without offices.

Computers

Rubkona County reports the most computers in use by the county government with nine (9) computers, however most locations report few to no computers with five (5) locations reporting zero computers. Pariang, Pibor, Raja, Wau County and Wau Municipality are completely without computers. Among locations that listed detailed computer needs, the number of computers needed ranges from 18 to 70 with an average of 37 computers needed in each county.

In Baliet, the Department of Health has one desktop computer in good working condition. The offices of the Commissioner, Office of the Executive Director, Departments of Agriculture, Education, WASH, Planning and Budgeting, Physical Infrastructure, Accounts, Animal Resources and Fisheries and RRC are without computers. The needs for computers in the Baliet County government include the Department of Health (2 laptops), the Office of the Commissioner (1 desktop and 1 laptop), the Office of the Executive Director (1 desktop and 1 laptop), the Department of Agriculture (2 desktops), the Department of Education (3 laptops), the WASH Department (2 laptops), the Department

of Planning and Budgeting (1 desktop and 1 laptop), the Department of Physical infrastructure (1 desktop and 1 laptop), the Accounts Department (1 desktop and 1 laptop), the Department of Animal Resources and Fisheries (1 desktop and 1 laptop) and the RRC (1 laptop).

In Fashoda, the Health Department has one laptop and one desktop which are both functioning well. The Departments of Education, Police, Agriculture, Fisheries and Animal Resources, Forestry, Tourism, Finance, Physical Infrastructure, Information, the Office of the Commissioner, the Office of the Executive Director, the Legal Advisor, Planning Department and RRC are all without computers. The computer needs of Fashoda officials include the Health Department (7 computers), the Education Department (11 desktops and 3 laptops), the Police Department (5 computers), the Agriculture Department (2 computers), the Department of Fisheries and Animal Resources (2 computers), the Department of Forestry (2 computers), the Department of Tourism (2 computers), the Department of Finance (1 computer), the Department of Physical Infrastructure (3 computers),

the Department of Information (2 computers), the Office of the commissioner (4 computers), the Office of the Executive Director (2 computers), the County Legal Advisor (2 computers), the Planning Office (2 computers) and the RRC (5 computers).

In Leer, the Health Department has two laptops in good condition while the department's one desktop has technical problems. No other departments have computers. Among the computer needs of Leer County officials are the Office of County Commissioner which requires one desktop and three laptops to service the 11 members of the technical staff, the Executive Director's office which requires three computers to serve six staff members, the County Planner's office which requires two computers to serve three members of staff, the County Legal Advisor which needs one computer to serve three staff members and the RRC office which requires one desktop and three laptops. Additional needs include the Health office which requires 4 laptops and 2 desktops for its 12 technical staff and 3 support staff and the WASH office which requires one desktop and two laptops for its six staff members including the department director. The Education Office requires sixteen laptops and 2 desktops to support the activities of its 16 staff which oversee 54 primary schools. The Office of the Paramount Chief requires 4 laptops, one for each of the three constituencies and one for the high traditional court. The office of Physical Infrastructure requires 3 computers to serve 14 members of staff and the Department of Agriculture requires 2 laptops and one desktop to serve 5 technical staff. The Police department requires 6 computers and the Department of Forestry and Animal Resources requires one laptop and one desktop to serve 5 staff at the county headquarters.

In Maban, the Health Department has three laptops, the Commissioner's Office has two desktops with one being damaged and the Finance Department and Police Department both have one computer each. The computer needs identified by Maban representatives include two laptops for the RRC, a laptop and desktop for the Executive director's office, a laptop and desktop for the Finance department, two desktops for the Health Department, one desktop and two laptops for the Commissioner's office, two computers for the Labor Office, three laptops and one desktop for the Education department, one laptop and two desktops for the Social Welfare office, 2 desktops and one laptop for the WASH office, one laptop and one desktop for the Agriculture department, one desktop and one laptop

for the Land and Survey office, one desktop and two laptops for the Information Department, one laptop and one desktop for the Judiciary, two laptops and two desktops for the traditional authorities, one desktop for the Prisons Department, one desktop for the Police department, one desktop for the Wildlife department and one desktop for the Fire Brigade.

Pibor is among the five locations with no computers. Pibor representatives identify their computer needs as three laptops to be used by the Commissioner's office, ICT officer and private secretary as well as the executive director, controller & planning and budgeting. The Executive Director requires four additional laptops to be used by Administration & Finance; Planning & Budgeting; Land & Surveying programs and the Executive Director. The Health Department requires three computers for the County Health Director, M&E and Surveillance Departments. The Education Department requires two for use by the County Education Head and Supervisor. The WASH department requires three computers for the WASH director, ICT and Head of Technicians. The Agriculture Department requires three computers for Director, Administration and Finance.

Rajais also another of the five locations with no computers. County representatives have identified a number of computer related needs. The Education Department requires three computers, the WASH departments needs one computer the RRC requires 1 desktop and 2 laptops, the Social Welfare Department requires 1 desktop and 3 laptops, the Forestry Department requires 1 computer, the Finance and Taxation Department requires 2 computers, the Land & Survey Department requires 3 computers including 2 desktops and 1 laptop, the Agriculture Department requires 4 computers, the Veterinary/Animal Department requires 3 computers, the Fisheries Department requires 1 laptop and 1 desktop, the Health Department requires 2 laptops, the Police/Security services require 1 laptop and 1 desktop, the Information Department requires 1 computer, the Community Development Department requires 1 desktop and the Customary Court requires 2 computers.

Renk County currently has one computer for the Health Department, one for the Agriculture Department, one for the Infrastructure Department and one for the Finance Department. Each of these departments requires an additional three computers. The RRC, WASH Department and Education require four computers each.

While the Rubkona Health Department has nine computers dedicated to the Health Department, there are no computers for any of the other departments nor the commissioner's office, each of these departments is in need of computers.

In Wau County, there are no computers dedicated to the county government. Wau representatives report many computer-related needs. In Kpaile there is a need for one computer for the Director of Health, one for the Director of Education, 10 for the Payam administrators, 20 for chiefs, 10 for Women Community Representatives, 15 for the Director of Land, 5 for RRC and 6 for Director of Finance. In Bagari payam, there is a need the 3 computers for the Director of Land, 3 computers for the paramount chief,

14 computers for the Education Director, 3 computers for the Department of Gender and Social Welfare, one computer for the Director of Finance, 4 computers for the Director of Health and 18 computers for the Payam Executive Director. In Besselia Payam, there is a need for 3 computers for the Health Department, 1 computer for Executive Director, 3 computers for the Paramount chief, 1 computer for the Finance Department, 2 computers for Agriculture Department, 1 computer for the Department of Gender & Social Welfare, 5 computers for the Education Department, 4 computers for the RRC office, 2 computers for the Information Department and 2 computers for the Land and Survey office. The Wau County CFA Validation workshop representative added that there is a need for 3 computers for the RRC office in Bagari as well.

Printers

The majority of locations report one or more printer in use by the county government though five locations report no printers at all. Pariang, Pibor, Raja, Wau County and Wau Municipality are completely without printers. Among the counties who reported detailed printer needs, the number of additional printers considered needed to adequately meet county government needs ranged from 6 to 70 with an average of 29 printers required.

Baliet reports one functioning printer devoted to the Department of Health. County representatives have identified a number of printer needs. The Health Department requires one printer, the Office of the Commissioner requires one printer, the Office of the Executive Director requires one printer, the Department of Agriculture requires two printers, the Department of Education requires two printers, the WASH Department requires two printers, the Planning and Budgeting Department requires one printer, the Department of Physical infrastructure requires one printer, the Accounts Department requires two printers, the Department of Animal Resources and Fisheries requires 1 printer and the RRC requires 1 printer.

In Fashoda, the health department has two printers but they are insufficient to meet the needs of the department. The Legal Advisor's office has one printer and it is functioning well. The Office of the Commissioner has a printer, but it is not functioning. The Departments of Education, Agriculture, Fisheries and Animal Resources, Forestry, Tourism, Finance,

Physical Infrastructure, Information, Planning as well as the office of the Executive Director and RRC are all without printers.

Similar to Baliet, in Leer and Rubkona, the Department of Health has a functional printer while all other departments are without printing resources. Leer officials report a need of two printers per department, with at least one having the ability to print in color. Similar needs are present in Rubkona. Maban representatives also report two of the three functional printers for the county government are allocated to the Health Department with the RRC utilizing the remaining one. Renk officials report the Departments of Health, Agriculture, Infrastructure and Finance each have one printer. The RRC, WASH Department and Department of Education are without printers and are the departments with the most critical outstanding needs for printing capabilities.

Pariang, Pibor, Raja, Wau County and Wau Municipality all report that there are no printers for county government use within any department. Pibor County officials consider the most critical printing needs to be one printer for the County Commissioner, Executive Director, Department of Health, Department of Education, WASH Department and Department of Agriculture. Raja officials identified a broader range of printing needs including two printers for the Department of Education, one printer for the WASH Department, one printer for RRC, one printer for the Department of Social Welfare, one printer for the Department of Forestry, one

printer for the Department of Finance and Taxation, one printer for the Land & Survey Office, four printers for the Department of Agriculture, four printers for the Veterinary/Animal, one printer for the Department of Fisheries, two printers for the Department of Health, one printer for the Police Department, one printer

for the Department of Information, one printer for the Department of Community Development and two printers for the Customary Court. Wau County representatives identified a need for 70 printers across three payams that would service all core departments.

VSATs (Very Small Aperture Terminals)

Maban, Renk and Rubkona are the only counties to report having one or more VSATs. In both Renk and Rubkona, the sole VSAT is dedicated to the Health Department. Both counties report that no other departments including Education, the RRC, Agriculture, Infrastructure, Finance and WASH nor the County Commissioners office have VSATs. In Maban, there are two VSATs, one allocated to the Health Department and the other to the Office of the Commissioner.

All other counties report the need for VSATs across all major departments including but not limited to Education, WASH, the RRC, Social Welfare, Forestry, Finance and Taxation, Land & Survey, Agriculture, Veterinary/Animal, Fisheries, Health, Police/Security, Information, Community Development and Customary Court.

Power Supply

Five counties are without a power supply of any sort, either via generator, solar panels or an electric grid. Baliet, Pariang, Pibor, Raja and Wau County are in need of power for all of the county's offices including the offices of the County Commissioner, Executive Director and Education, WASH and Agriculture departments among others. In all other locations, county representatives report having a minimal or limited amount of power to support their office operations.

Fashoda and Rubkona Counties report that the only power supply related to county government operations supports the Health Department. In the case of Fashoda, the Health Department has one generator in good condition while in Rubkona there are functional solar panels. All other departments and offices are without a power supply.

In Leer the County Commissioner's Office, Education Department and Executive Director's Office have power while in Wau Municipality the Accounts Department, Public Health Department, Information Department and Establishment officers' office have power and all other departments do not. In Maban, the Health Department utilizes a generator while the County Headquarters has both solar power as well as a generator.

Renk reports the most regular power supply with the electric supply coming from a grid system originating in Sudan and extending southwards into Renk County. As an official notes, this power supply serves as a means of enhancing social cohesion between the border communities of Sudan and South Sudan.

Office Security

Five (5) locations report the presence of any sort of security for at least a portion of the county government offices. In Renk the Education Department office is protected by a police officer and a guard, the Health Department is guarded by a watchman as is the Agriculture Department, the Infrastructure Department is guarded by a policeman, the WASH Department has a watchman as well as a policeman, and the Finance Department is guarded by a policeman. In Rubkona, the WASH and Health department offices have some security-related personnel present. In Wau County the Department

of Education reports the presence of office security in some capacity. In Wau Municipality, municipality officials identify the presence of office security at all government offices. The Accounts office, Audit office, Public Health office, Forestry office, Education office, Information office, Land & Survey office, Social Welfare office, the Block Administrators office, the Clerks/Establishment office and the Traditional Court office all have security related personnel present. In Maban, the Health Department is protected by a security guard as are the Judiciary and County Headquarters.

No security personnel nor equipment are reported to be present at any government offices across the six remaining locations. Fencing was identified as the most pressing security-related need with representatives of

Office Tables

All eleven (11) locations report significant needs for office furniture including tables. The most pressing needs are reported in Pariang and Pibor which report a complete absence of office tables in any office. Very few tables in good condition are reported in Baliet,

Baliet, Fashoda, Leer, Pibor, Raja and Renk specifically highlighting the need for fencing the perimeter of all government offices.

Leer, Wau County and Rubkona. All counties estimate an outstanding need for office tables with counties estimating their needs within the range of 30 to 70 tables across all departments and averaging about 50 tables per county.

Office Chairs

All eleven (11) locations report significant needs for office furniture including office chairs. The most pressing needs for office chairs are in Pariang and Pibor where there is a complete lack of office chairs dedicated to the county government. Baliet and Wau County also report less than ten (10) chairs currently available to

support the county government. All counties report an outstanding need for office chairs with counties estimating their needs as between 80 and 190 office chairs across all departments and averaging 120 chairs per county.

Cabinets

All eleven (11) locations report significant needs for office furniture including cabinets. The most pressing needs for cabinets are in Leer, Pariang, Pibor and Raja where there is a complete lack of cabinets dedicated to the county government. Baliet and Wau Counties also report only one semi-functional cabinet devoted

to the Health Department and Education Department respectively. All counties report an outstanding need for cabinets with counties estimating their needs as between 24 and 75 cabinets across all departments and averaging 38 cabinets per county.

Means of Transport

All eleven (11) locations report significant transportation related gaps to support the operations of the county government. Three counties, Pariang, Pibor and Wau County as well as Wau Municipality report no means of transport whatsoever while Raja County reports one motorbike assigned to the Education Department and Baliet and Rubkona report two and five motorbikes respectively which are devoted to the Health Department. Fashoda County also reports two motorbikes devoted to the Health Department as well as one ambulance. The Fashoda County Commissioners' office reports ownership of one non-functional vehicle. Similarly, Leer County reports one vehicle and one motorbike devoted to the Health Department as well as one vehicle devoted to the County Commissioners office. Maban representatives report that the County Commissioner's Office has a vehicle as does the police

department, though it is in poor condition. Renk County has four functional vehicles including one for the Health Department, one for the Agriculture Department, one for the Infrastructure Department and two for the Finance Department, the Agriculture Department has an additional five vehicles which are currently not operational.

All counties report the need for additional means of transport to support the operations of the county government. The most frequent requests are for vehicles and motorbikes which are universal needs, most counties estimate a need for 5-10 vehicles and 10-20 motorbikes. Ambulances are also identified as a specific need by Pibor and Fashoda representatives. Motorboats, pickup trucks, bicycles, and tractors are also specifically identified as additional outstanding transport needs.

Other Assets

Raja and Fashoda representatives took the opportunity to relay additional asset and infrastructure-related requests that would support the more effective functioning of the county government. Raja representatives explained the Social Welfare office requires one refrigerator; the Finance and Taxation office requires the renovation of its latrine and the Information Office requires a radio set. Fashoda representatives relayed that the Tourism Office requires a video camera, GPS and still camera; the Finance Department requires a safe for petty cash

and a money counting machine; the Office of Physical infrastructure requires survey equipment, a surveyor telescope, a GPS and an excavator; the Information Office requires a voice recording device, camera, video camera, video editing software, and megaphones; the Police Department requires a detention facility for twenty people, handset radios, and handcuffs; and the Agriculture Department requires a rain gauge, a machine for monitoring the weather, a telescope and an insecticide sprayer.

Most Important Equipment Needed

When asked the most important equipment needed to support essential government functions, additional office space and/or the rehabilitation of existing offices was identified as the most common answer. Representatives of Leer, Pariang, Renk and Rubkona all identified

additional or improved office space as the most critical item needed to support improved and expanded government service delivery. Maban representatives identified additional vehicles including ambulances, cars and a tractor as the most pressing need.

Inventory of Physical Assets

Four locations report currently having an updated inventory of their physical assets. In Leer and Maban this list is maintained by the Executive Director while in Renk the Inspector General manages the list. In Wau Municipality, while no single list is maintained, each department head maintains an updated inventory of the department's assets.

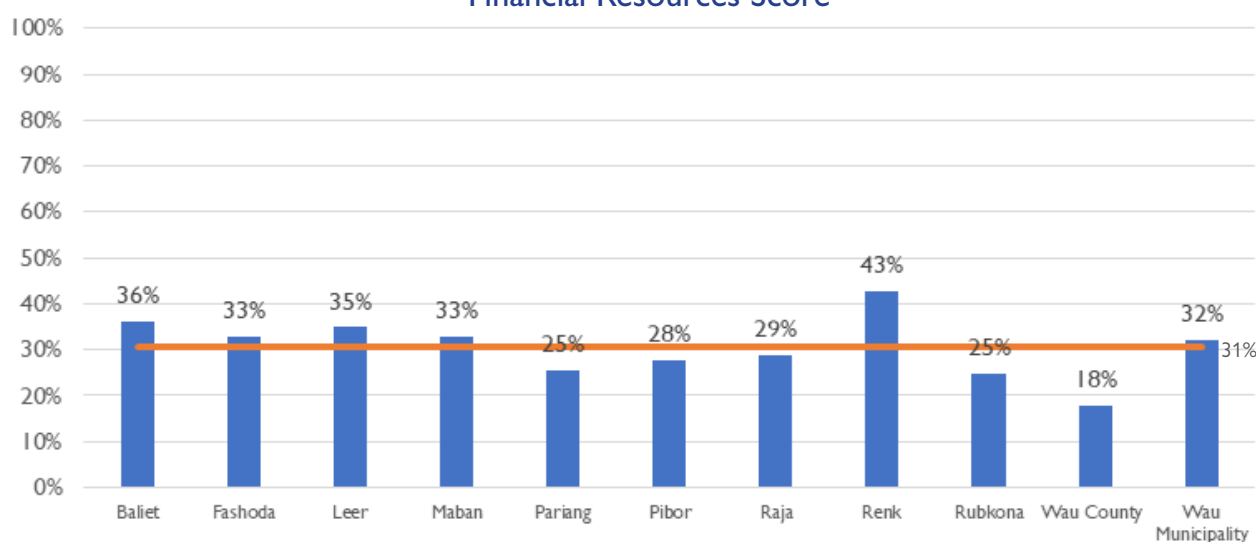
Baliet, Fashoda, Pariang, Pibor, Raja, Rubkona and Wau County are without updated inventories of the county government's physical assets. The absence of an inventory was attributed to a combination of destruction and disfunction caused by the war as well as the newness of the current government and the subsequent lack of qualified personnel

FINANCIAL RESOURCES

While most locations report generating revenue locally and nearly half report receiving revenue transfers from the national government in the past year, all county governments are underfunded. County officials in all locations view revenue devoted to staff salaries, recurrent costs and development capital as all highly inadequate, with the most significant gaps in funding

identified as recurrent costs and development capital. While county representatives report staff salaries being the most often funded county expense, salaries are still reported to come quarterly or bi-annually and almost exclusively as partial payment rather than full payment for the work done to that point.

Financial Resources Score



Revenue Sources

Government grants were among the most often cited source of revenue for counties, though less than 50% of locations report receiving any grants. Renk and Rubkona representatives report that government grants are received bi-annually for the exclusive purpose of supporting government salaries. Pariang representatives echo the focus on supporting salaries via government grants and report quarterly support is received. Maban representatives explain that the county government has previously received in-kind support from the national government in the past through the government funded construction of Bunj Hospital and the county guest house and more recently in September 2021, the local government received the 2% of oil revenue allocated to the local government in cash.²⁰ Pibor representatives have previously received government grants for service delivery in the sectors of health, education, water and

agriculture but representatives could not recall the last time any support was received. Baliet and Raja representatives were unaware of any government grants or even the existence of such grants while Wau County representatives note they have not received any government grants since the February 2020 move back to 10 states.

Locally generated revenue was the most often cited source of revenue with nine locations citing it as a source of funding. Only Rubkona and Wau County representatives report an absence of locally generated revenue. Leer, Pariang, Raja, Renk and Wau Municipality representatives report receiving locally generated revenue on a monthly basis while Pibor, Fashoda and Maban representatives report receiving funding less frequently. Leer representatives explained that revenue

²⁰ Of the 5% of oil revenue dedicated to oil producing states, 2% is earmarked for local government and 3% is earmarked for communities living in oil producing areas. Savage, E. (2013). South Sudan's Petroleum Revenue Management Act. Sudd Institute.

is collected from Port Adok as well as through the traditional court system. The Leer County Planner elaborates that taxes are normally collected at Port Adok as well as in the market from petty traders. However, trade in the market has been badly affected because goods are not no longer coming from Bentiu due to flooding so only Port Adok is generating any tax revenue at the movement.

Raja representatives explain local revenue sources include fees related to licenses, courts, charges of livestock, Personal Income Tax and seasonal customs from vehicles coming from Sudan. Pibor representatives explain that local revenue is only collected during the dry season (December to April) where traders and cattle keepers are charged fees for movement. The lack of laws governing revenue collection has contributed to conflict while the poor state of the roads throughout Pibor has hindered revenue collection altogether. In Wau County, while locally generated revenue was present during the 32-state system, it is currently not operational and no local revenue is being generated. Baliet representatives explain the challenges to generating revenue locally in their county citing the lack of commercial businesses using the river route, the lack of a robust market, and the absence of roads among other challenges. Despite these challenges, the Baliet County Executive Director reports local revenue is generated during the dry season when Sudanese nomads graze their animals in the area as well as when Sudanese fisherman come to the area. While all counties report significant challenges around both generating revenue and delivering services, Renk County has shown significant initiative. The Renk County Commissioner reports that recently, "We mobilized 35,000 USD which the county has used to purchase two huge water pumps, as well as over 300m of electric cable" in an effort to expand access to clean piped water in the town.

Baliet and Renk count community contributions as a source of revenue for the county. In both cases, these community contributions take the form of in-kind labor rather than a financial contribution. In Baliet the community contributes towards road repair and maintenance every so often. In Renk, community members contributed labor and in-kind support to

community members during flooding. Fashoda, Leer, Maban, Pariang, Pibor, Raja, Rubkona, Wau County and Wau Municipality report that community contributions do not serve as a source of revenue for the county.

When asked whether counties had ever received revenue from an organization, no counties report receiving financial contributions from organizations as a source of county revenue. However, Renk representatives highlight that organizations do regularly provide services to the community. Raja representatives seconded this idea and explained that some organizations are contributing in terms of projects, assets, and fees but not financial contributions to revenue. The Rubkona RRC Coordinator added that petroleum companies are a source of funding for some county projects. Baliet, Fashoda, Leer, Maban, Pibor, Pariang Raja, Renk, Wau County and Wau Municipality representatives did not consider donations from organizations a source of county revenue.

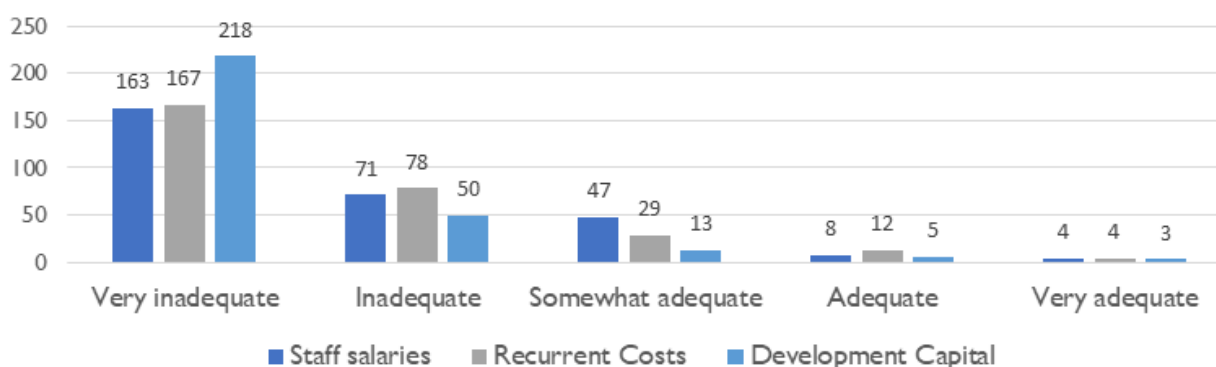
No counties report receiving funding from individuals to fund county projects or the county budget.

No counties report receiving loans to fund county projects or to support the county budget. Baliet representatives note that even if the county wanted to pursue a loan, there are no banks or other financial institutions that could be pursued.

Wau Municipality is the only location to report receiving revenue-related support from another source. Wau Municipality reports that the Ayinduog Agency has constructed a shop for the municipality to generate money. The shop will be handed over to the Municipality in 2023 to help generate revenue for the county.

CFA Participants were asked to individually reflect on the adequacy of revenue currently available for core county government functions. Across all locations, participants voiced the opinion that revenue for staff salaries, recurrent costs and development projects was inadequate, with the majority of participants viewing current revenue as very inadequate. 56% of a CFA participants viewed revenue for staff salaries as very inadequate, 58% see revenue for recurrent costs as very inadequate and 74% believe revenue for development capital to be very inadequate.

To what extent is the revenue/funds sourced adequate for covering staff salaries, recurrent costs, and development capital for your County?



Staff Salaries

Salaries to county employees across the country come irregularly and are often only partial payments. In no cases did county representatives report being paid on a monthly basis. In the case of Wau, county representatives report that county employees are currently not receiving any salaries at all. County representatives of Maban, Pibor, Renk, Raja and Wau Municipality report that partial salaries are only received after lengthy delays and only reflect partial payment of salaries owed. In most cases, salaries are delayed six months and when received, only reflect payment of one month – for example an employee is paid her July

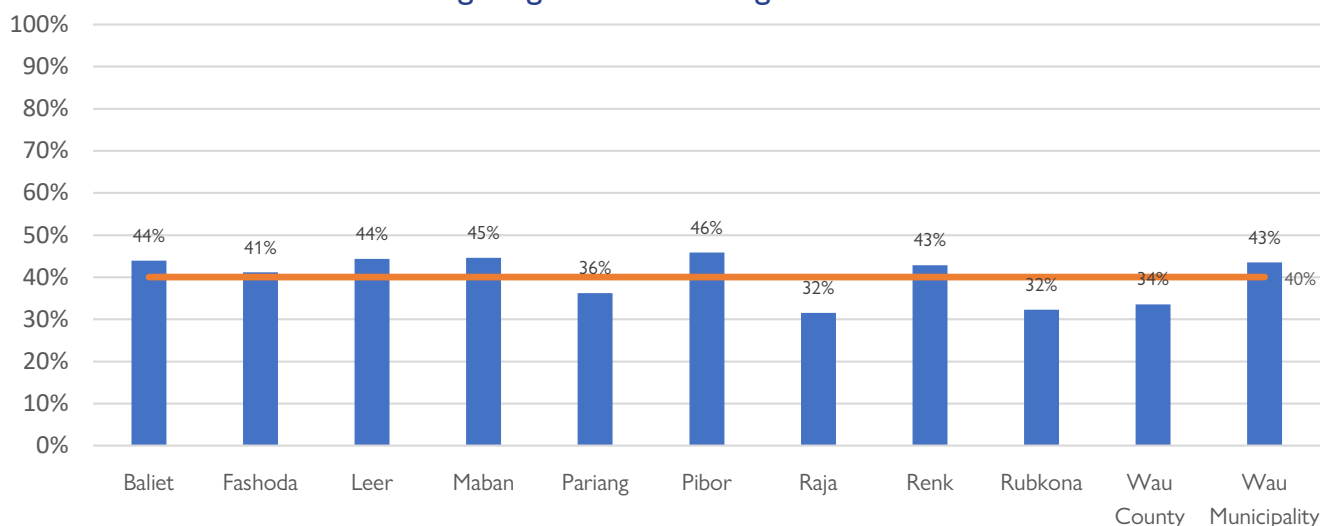
salary in December and continues to wait for the back salary of August, September, October, November and December. Salaries are reported to come somewhat more regularly in Baliet and Pariang counties. In these locations salaries come on a quarterly basis but also only cover the back salary of one month. For example, Baliet County employees receive their July salaries in October but still wait for their August and September salaries. Fashoda County reflected the most promising situation, with county employees being paid quarterly rather than monthly but receiving their full salary for the three months worked.

BUDGETING & ACCOUNTING

No counties currently have budgets that have been developed and approved through the designated channels. Only one county, Maban, expresses that there is currently a budget of any sort. Only three locations, Leer, Renk & Wau Municipality report having Internal

Audit Departments of some form and report engaging in the compilation and submission of regular audit reports. A lack of budgeting is in part a reflection of the lack of regular and predictable budget transfers from any sources including national and state government.

Budgeting and Accounting Score



County Budgets

When asked the yearly budget of the county, all eleven (11) locations reported that there was no budget for the county. Some county representatives pointed to the lack of a fully formed government as a stumbling block to creating a successful budget. The lack of a Legislative Council to approve a budget was cited multiple times. Representatives from some counties explained that the state and central government provide some funding to support salaries via Chapter 1 of the Transitional Constitution of the Republic of South Sudan²¹ but no funding is received which is earmarked for development projects, recurrent costs or other outlays.

While no budgets for 2021 were fully developed and approved, Maban representatives note that the county budget is 'pending approval' while Rubkona representatives note that salaries come only through the country and state government, no salaries are currently supported through county programming.

Since no county budgets were developed except for Maban County which notes that the county budget remains under review by the State government, no other budgets were shared with higher levels of government. No portion of the county budget was used to provide basic services to citizens since no counties had a county budget in 2021.

There are no guidelines or policies used for developing budgets in any location at the moment but Rubkona representatives note that members of the County Department of Education have previously seen a copy of a Financial Management Guide while Baliet representatives note their knowledge of a set of guidelines developed in 2009 but as no budgets have been developed, no guidelines have been used. Low awareness of any guidelines or policies to use as resources in budget development was present across counties.

²¹. Transitional Constitution of the Republic of South Sudan. (2011). https://www.fd.uc.pt/g7+/pdfs/South_Sudan.pdf

Internal Audit Department & Audit Reports

Officials from Leer, Renk and Wau Municipality report that there is an internal audit department within their respective administrative domains. Renk officials explained that there is an internal auditor who sits at the Department of Finance. All remaining eight (8) locations report that there is no internal audit department in their respective administrative domains.

Officials in Leer, Maban, Renk and Wau Municipality report that their respective county or municipality is preparing quarterly audit reports in the prescribed format. Leer representatives explain that these are based on revenue collection and expenditure, but not development capital. Maban officials note that accountants at the county level draft and then submit the audit to the State auditor for finalization. In Wau Municipality, municipality officials prepare audit reports every quarter and bi-annually and submit them to the Governor.

Representatives of Baliet, Fashoda, Pariang, Pibor, Raja, Renk, Rubkona and Wau Counties report that there are

no audit reports being prepared, quarterly or otherwise. Officials in Leer, Maban and Renk Counties report that the quarterly audits being prepared are being submitted to the Council and the Ministry of Local Government and/or other relevant bodies. Maban officials explain the audits are submitted to the Ministry of Finance, with copies to Commissioner. Renk officials explain that audit reports are submitted to the county. They are received by the executive director who submits the report to the commissioner who reviews them and then submits the report to the State Ministry of Finance. Wau Municipality officials meanwhile report that audit reports are submitted to the Governor and copies are sent the Chief Executive Officer.

As audit reports are not being prepared in Baliet, Fashoda, Pariang, Pibor, Raja, Renk, Rubkona and Wau Counties, audit reports are not being submitted to any officials or offices.

Additional Budget Information

When county officials were asked for additional insights or recommendations related to county budgeting, a number of recommendations were made. Leer representatives reiterated the importance of having legislatures in place so as to propel the planning process. Without the legislative councils, planning and budgeting is 'impossible'. Leer officials also recommended that funds for development should be released to counties to facilitate service delivery. Maban officials highlighted the importance of intensive training in **budgeting and planning** and the importance of access to budgeting and planning specialists to help capacitate the relevant departments. Pibor officials recommended developing a **training package for accountants on financial systems for local governments**.

Wau Municipality representatives offered a range of insights and recommendations including the development of a policy on tax collection and utility. Currently, the system operates with the Mayor giving provisional orders but since there are no guidelines, no limits are set on how to prioritize or limit expenditures. For this reason, revenue collected from the Wau Municipality blocks is spent before submission to the officer in charge. This makes it difficult for the Auditor to track how much

was collected and even more difficult to determine how it was spent.

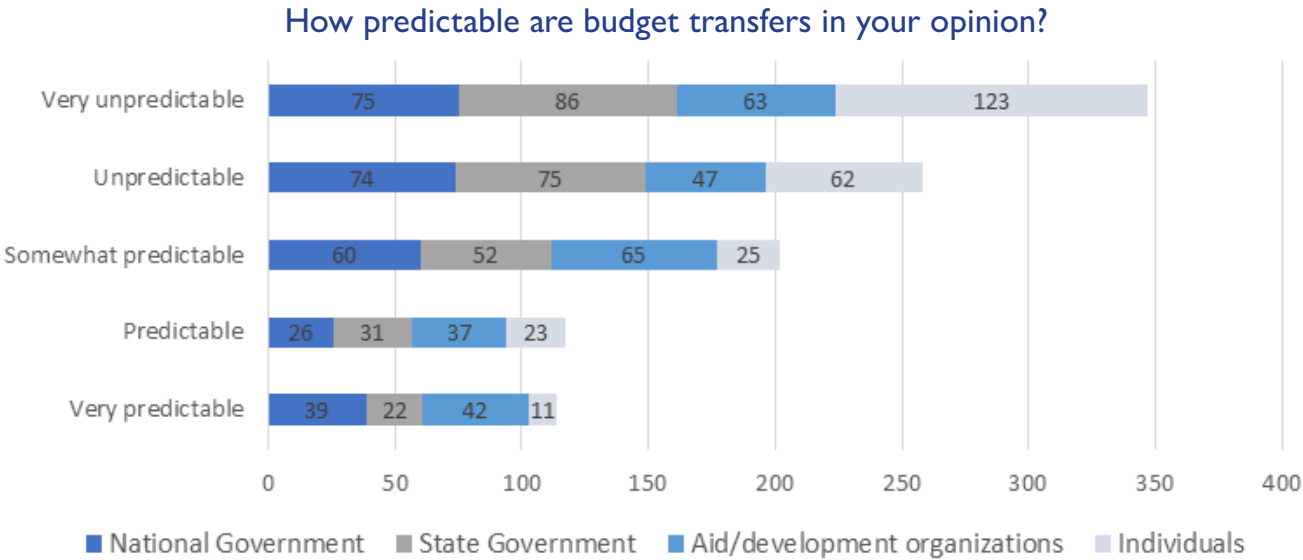
In Wau Municipality revenue is dedicated to a number of objectives though expenditures are focused around security. Services provided from revenue collected include issuing 91,000 SSP per day to the security sector to provide security to the blocks, address emergencies, ferry dead bodies to the morgue, follow up burial permits and organize burials in cases where dead bodies are not claimed, build and maintain fencing of roundabouts and to perform town clean ups. These expenditures amount to over 90% of the revenue collected in the municipality. The remaining portion of revenue is devoted to the motivation of staff, compensation of victims of various groups such as floods and fires, recurrent costs for the county and state offices and services to the ministries such as Independence Day celebrations.

Among the challenges specifically noted by Wau Municipality officials, the fact that payments are done without notifying the Auditor is significant. Relatedly, since the auditor leaves the office at 2pm, staff issue expenditures without his approval. Regular work hours for the auditor would significantly alleviate this issue.

Wau Municipality officials also note that the Director of Accounts in the municipality has no idea how financial matters are working because he is not informed, the Director is only informed of transactions after they have been concluded. Finally, Wau Municipality officials note that there is no procurement officer to track the use of resources.

ECRP staff noted that in many counties, some officers who collect revenue do not know how to use the Local Government system. There is therefore a need to train the tax collectors in revenue collection and the entire system of taxation based on the Local Government system.

CFA participants were asked to individually evaluate how predictable they considered budget transfers for key sources. Participants found budget transfers of all types to be generally unpredictable. 54% rate budget transfers for the National Government as unpredictable to some degree, 58% consider the budget transfers from the State Government to be unpredictable, 43% consider budget transfers from Aid & Development Organizations to be unpredictable and 76% consider budget transfer from individuals to be unpredictable.



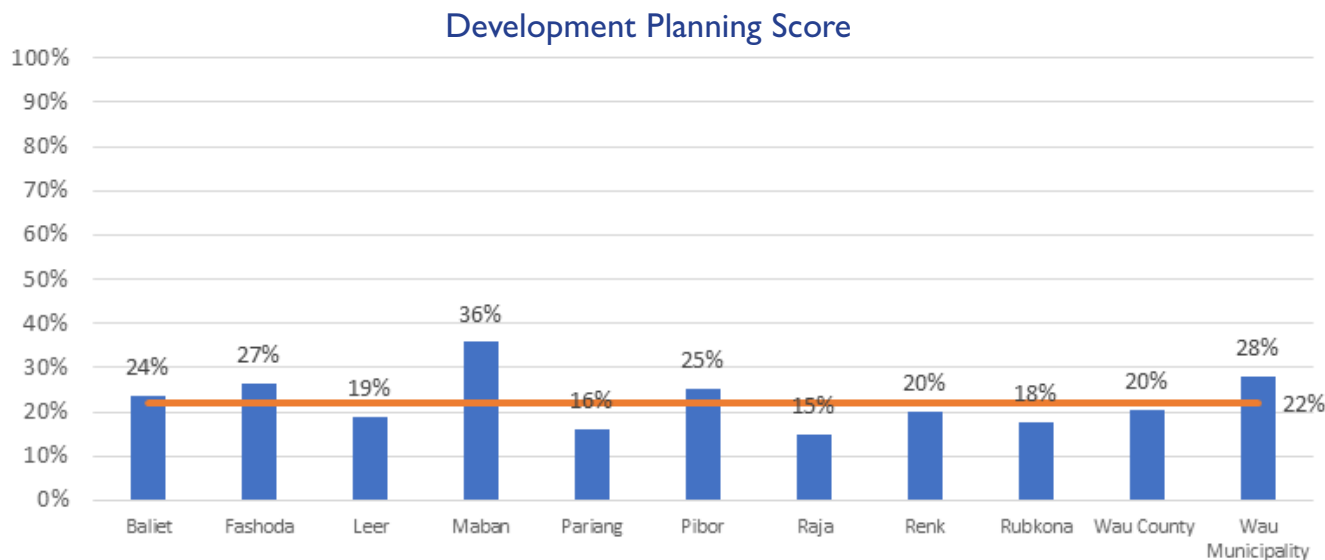
Procurement Plans

None of the eleven (11) locations have developed operational procurement plans. Leer and Baliet representatives echo the sentiment of other counties when they explain the lack of procurement experts and procurement committees has been a major obstacle to creating procurement plans. Meanwhile, Maban officials report that this process is handled on the state level rather than county level.

DEVELOPMENT PLANNING

Development planning is currently very limited across all locations. Limited budgetary resources, trained staff and clear guidelines all serve as obstacles to development planning. Somewhat more county sectoral planning is reported with Leer, Pibor, Wau Municipality,

Wau County and Rubkona all reporting some sectors developing recent or current sectoral plans. Maban reports that all sectors develop sectoral plans at yearly or multi-year intervals.



County Development Plans

All locations report that no county development plan was created nor were any plans funded by the state or national government. Key reasons cited by county representatives included the lack of county planners or other staff to assist in the creation of plans. Maban representatives did note that while there was no county development plan, the county government did receive the 2% of oil revenue earmarked for local government in oil producing areas in September 2021. Pariang County officials note that the lack of development plans is largely because no planners have been deployed to the counties while Fashoda officials explain that since the government is not yet fully formed the county government is not yet in a place to undertake activities such as developing a County Development Plan.

While Fashoda County did not have a County Development Plan for 2021, the Fashoda County Planner explained the planning process. The county planning process starts at the boma level. Bomas engage in participatory planning and identify their needs and solutions. Each boma develops a boma priority list of these needs. The list is forwarded to the Payam level where the needs are consolidated, and a Payam Priority list (PPL) is generated. The PPL is then submitted to

the Executive Director at the county level where it is reviewed and endorsed. While it is a very interactive process, Fashoda Representatives explain that it is a very long process and takes many months to complete. Fashoda representatives explain that development partners should collaborate with county planning officials for efficiency and to reflect ownership as well as to build the capacity of the county staff.

All eleven (11) locations report that there was no coordination with agencies working in the area regarding the drafting of a county development plan. This was largely because no counties report having a functional county development plan for 2021. Maban representatives note that a draft plan was developed and shared with the state for approval but partners were not involved in this process.

Regarding County Development Plans for previous years, Maban County representatives explain that during the 32 states system they had development plans but that this has now changed due to the new 10 state arrangement. The approval process under the new system is still in progress and the tentative plan did

not incorporate a significant component of community feedback. Baliet, Fashoda and Leer County officials explain that their respective counties were producing development plans prior to the crisis but have not produced any since 2013. Representatives from Pariang, Pibor, Raja, Renk, Rubkona and Wau Counties as well as Wau Municipality report that no County Development Plans have ever been undertaken.

Development plans have generally not been incorporated into county strategic plans. Wau Municipality officials report that development plans have been incorporated into the County Education Department's Strategic Plan. Development plans have not been incorporated into the municipality's strategic plans in any other sector. No other locations report that development plans have been incorporated into county strategic plans. Officials from nearly all counties report that this is because there are no development plans.

No locations report that county development plans or budgets have been approved by the legislative and executive councils. As Fashoda representatives expressed and officials across the counties reiterated, this is because development plans are almost nonexistent and the legislative councils that would approve the development plan and budget are also not yet formed. Wau Municipality representatives report that the development plan for the Education Sector has been supported by HARD, IOM, UN and GESS. The plans of no other sectors are being supported by partners. No other counties report that development plans are being supported by other partners since no development plans have been created.

No counties have used any guidelines or policies for developing plans. While in part this is due to very low awareness of key guidelines such as the Participatory Planning Guide for Local Government, this is more directly a reflection of the lack of development plans which counties have developed in recent years.

Plans for Individual Sectors

Maban County representatives report that each sector within the county government drafts a sectoral plan each year. These plans are then consolidated and sent to the state. No other locations report that each sector within the government creates a sectoral plan but most counties have some sectors which do produce sectoral plans. Leer officials report that both the health and

Fashoda representatives highlighted the need for budgetary support to move forward with development planning. Currently the county is without funding which negates the need for development planning to a large extent. There are currently also no proper financial management systems in place and no auditing so public funds are not always spent responsibly. Fashoda representatives further explain that in addition to funding, preconditions for development include security, qualified human resources and the rule of law. All of these are currently absent according to CFA participants. Renk representatives highlight the challenges they have faced around development planning include: a lack of resources to facilitate county planning, a lack of planning officers with expertise in development and strategic planning as well as tax evasion by Sudanese farmers who are cultivating at the border. Renk representatives recommend that a portion of national level grants be set aside for staff training and operational budgets and that initiatives to support local farmers and relevant ministries to increase revenue generated from farming should be promoted.

Rubkona representatives highlight the need for capacity building for county government departments related to planning, budgeting and policy guidelines. They also recommend capacity building for BDC/PDCs related to budgets and planning. Similarly, Leer representatives explain there is a need to support Leer County with technical skills targeting technical teams with planning skills to aid in developing strategic, sectoral and development plans.

Wau County representatives highlight how the conflict has blocked any development and planning across departments so county staff have not had the opportunity to plan. The lack of a budget and local level administrators (boma level) compounds this problem. There is a general need for capacity building and development as well as relevant professional training.

education sectors, as well as the RRC create sectoral plans, however the WASH sector does not. Pibor and Wau Municipality officials report the Department of Education as the only sector which has created a sectoral plan while Wau and Rubkona Counties report the Department of Health as the only sector creating a sectoral plan. Raja officials report sectoral reports are

created for the WASH, Education and Health Departments. Renk officials report five sectoral reports as currently being implemented: Infrastructure, Education, Health, Agriculture and RRC, while no sectoral plans currently exist for WASH as well as the County Finance Department.

Baliet, Fashoda and Pariang Counties report no sectoral plans have been developed in any sector.

Annual Planning & Budget Reviews

No counties, nor Wau Municipality, have held an annual review of the budget and annual plan. Renk officials report that while no annual reviews are held, small activities which are implemented using revenue collected by the county are periodically reviewed. These reviews take place every three months and are led by the general auditor at the Department of Finance. Pariang County officials also report that reviews of projects undertaken with county funds are reviewed periodically, normally every two months.

None of the eleven (11) locations report having developed an annual implementation plan. As Fashoda officials elaborated, this is because there is no budget and as Rubkona officials clarified, there is also no development plan and therefore no need to document how it would be implemented. As no counties have developed implementation plans, no projects have been accomplished in line with the plan. No projects or investments have been implemented as planned and approved in the budget in any county. As Fashoda representatives clarified, this is because there is no budget and there is no workplan.

Regarding annual accomplishment reports, Maban officials report they submitted an annual accomplishment report to the state and that this was managed and submitted by the County Commissioner. Wau Municipality officials also report submitting annual accomplishment reports related to public health, auditing and information management. These reports are submitted to the Mayor and/or the respective county officials.

Nine (9) locations report that no accomplishment reports have been submitted though Renk officials report that departments submit progress reports to the County Commissioner on small projects which have been undertaken on an ad hoc basis. Wau County officials cite the frequent turnover of commissioners as an obstacle to the process of institutionalizing accomplishment reports.

In addition to a general absence of programming and budgeting reviews, no locations have a monitoring framework to ensure that investments are not detrimental to communities or the environment. This is in line with the reality that no counties report having development plans nor M&E plans and have limited planning and monitoring capacity.

No county currently involves citizens at the boma and payam level in the development of plans and budgets, this may be the result of the general lack of development plans and budgets currently being produced by the counties.

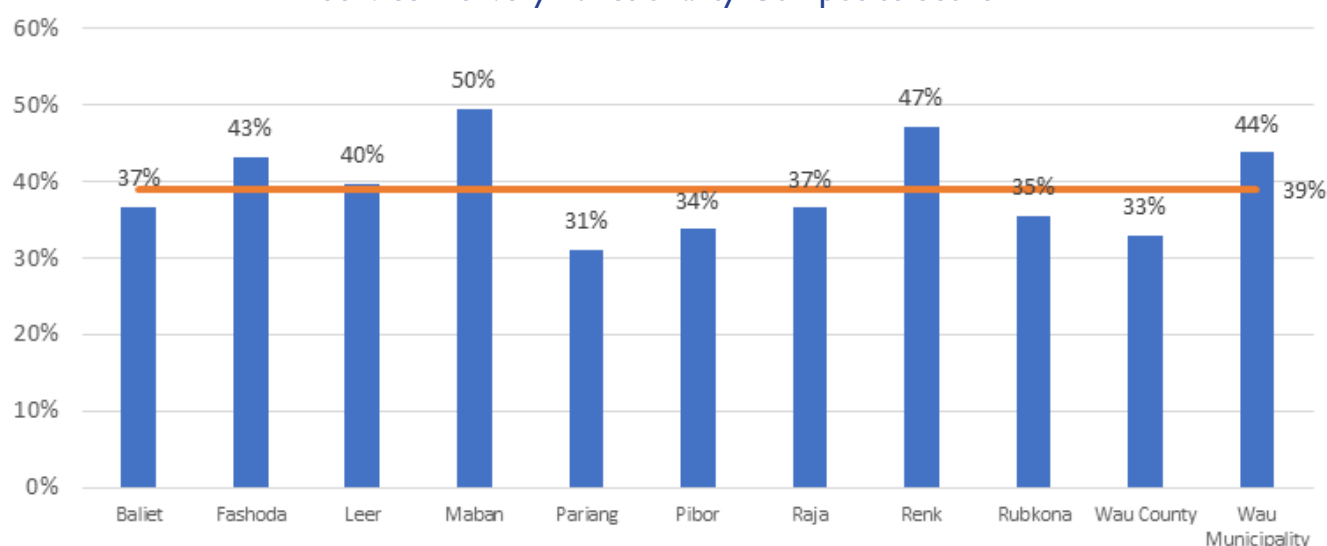
Once planning activities are being undertaken by counties, the fact that all counties report that there are currently no mechanisms in place to identify vulnerable, marginalized and excluded groups and those who lack access to basic services to ensure there is nondiscriminatory access to basic services, will be an additional element of planning practice to integrate.

SERVICE DELIVERY MANAGEMENT

No county has undertaken a comprehensive service mapping in recent memory nor are databases of existing services nor inventories of needs present. Nearly all counties are collecting revenue to support key county functions and these systems of revenue collection rely on tools and guidelines developed at the state and national levels. All locations report significant programming being conducted by humanitarian and development partners often focused on basic essential services including

food distributions, WASH and healthcare. All counties currently express difficulties in the provision of such services independent of support from external actors. These difficulties are centered around a lack of funding and compounded by a limited number of staff with proper qualifications and experience. CFA participants generally rank the current performance of the county government in key areas as poor or very poor.

Service Delivery Functionality Composite Score



Service Mapping & Databases of Services

While no county has undertaken a complete service mapping of all services, some counties have completed partial service mappings, often in conjunction with humanitarian partners. Those counties who have undertaken partial service mappings include Maban, Pariang, Pibor, Raja and Wau. In Maban the RRC led a service mapping process in January 2021. A report is available but only NGO activities were included as part of the mapping exercise. In Raja, while the county has not conducted a comprehensive service mapping, service mapping for education and WASH related activities has been conducted at a departmental level. Meanwhile, in Wau County, a partial service mapping of health-related activities and resources has been conducted.

Both Maban and Pariang counties have undertaken partial GBV service mappings. In Maban this mapping was conducted by Save the Children in Bunj and

Jinkuata payams. In Pariang, humanitarian agencies have conducted GBV service mappings in areas hosting refugees. GBV service mapping has not been conducted in Baliyet, Fashoda, Leer, Pibor, Raja, Renk, Rubkona or Wau counties nor Wau Municipality.

No location has established a database of existing services and an inventory of needs. Fashoda County officials note this is largely because the government is not yet fully formed, Pariang officials explain that there are no county planners to support this and Wau County officials explain that no one has the relevant training to undertake this.

Systems for Revenue Collection

The capacity to deliver county-level services is correlated with the ability of the county government to generate and collect revenue. Most counties have set up a system for revenue collection. While Baliet and Wau County representatives report there is currently no system for revenue collection, all other locations report that there is a system in place. Fashoda, Leer, Maban, Pariang, Raja, Renk, Rubkona and Wau Municipality officials all report that a revenue collection system exists. Pibor officials report that people have been selected to collect revenue but there are no documented guidelines to guide the revenue collection.

Leer officials outlined major elements of the revenue collection process. These officials explained that if taxes are collected, the payee is left with a copy of Form 15 for big businesses like those hiring boats from Juba, or flights from Juba to Leer. Once collected, the taxes are remitted to the county office by filling Form 39. In case of expenditures, Form 40 is filled before any cash is withdrawn for use. Form 40 is also used for those trading in livestock. Form 1 is used to collect revenue without reporting it to the state. Form 1 covers those conducting small business activities such as selling of milk, firewood and charcoal.

In Renk, the county is applying local government law for revenue collection. Local officials explained that there is one official who collects taxes and uses Form 15 to enter the revenue collected which they are expected to bank. While at the bank, the tax officials fill Form 76 to deposit the money then take the receipts back to their office, at the office they fill Form 19. Form 40 is filled for withdrawal to meet approved expenditures. Internal auditors supervise these processes.

Development & Assistance Programs

All counties report currently receiving some level of development or assistance programs.

In Baliet, representatives report that UNDP has supported the construction of facilities including prisons in Adong, Abwong, and Gelachol. UNDP has also supplied speed boats, cars, VHF Radios (Codan), and motorbikes. CARE has built PHCUs, one each in Abwong, Wunbut and Banglai Bomas. GOAL has supported Baliet by building a PHCU in a Gelachol and operating Baliet PHCCs. IOM is currently supporting the county building structures in Nyongrial, Nyongkuac,

In Rubkona there is a similar system. Form 15 is duly completed and revenue collected is taken to the chief accountant at the county level. Revenue collectors use receipts which are in duplicate to collect revenue. Once revenue has been collected, officials make entries in Form 15 which also indicate expenses and cash. The copy of the duplicate is given to the payee, while one is retained by tax collectors and the other is submitted to the accountant together with Form 15. Traders with large amounts of revenue are issued Form 15 and others with small payments are given normal receipts which are later transferred to Form 15.

Wau Municipality officials also referenced Form 15 in their explanation of the revenue collection system. They explained that the municipality uses Form 15 which is issued to people to show how much tax they are required to pay. The LGA gives power to the mayor (via Article 57) to endorse all policies in the event that there is no legislative council. This is the power that the mayor is currently using to give orders related to taxes and revenue collection.

Almost all locations report having policies to enforce the collection of revenue. Baliet County is the only location to explicitly state that there is an absence of policies.

In Pariang and Fashoda, representatives explain that state level policies fill this role of enforcing revenue collection while in Maban and Raja, there are also local orders from the county authorities that supplement state regulations. Renk representatives explain that refusal to pay taxes can result in tax evaders being brought to court.

Adong, Abwong and Gelachol Payams.

In Fashoda, World Vision has supported the county through the construction of water pipelines and IOM is beginning to support the county through the construction of infrastructure projects.

In Leer County, representatives report that there are seven (7) agencies providing health services including MSF, ICRC, Medair, Nile Hope, UNIDO, Access for Humanity, Healthcare Foundation Organization. There are four (4) agencies supporting education services

including UNICEF, UNIDO, Justice and Equality and Windle Trust Programme while Impact provides additional support through providing teachers' salaries. There are five (5) agencies implementing WASH programming including MSF, ICRC, Medair, Coalition for Humanity and UNIDO.

Maban representatives report that there are twenty-one (21) humanitarian agencies in Maban County. They provide service delivery in the areas of health, WASH, education, GBV, Protection and food security & livelihoods. UNHCR is supporting the rehabilitation of the county headquarters.

Pariang representatives report that UNHCR is supporting refugees in the county, while WFP provides food assistance to refugee and host communities. IRC supports WASH and healthcare services, CARE supports health services, DRC supports tree planting and the Girl Education in South Sudan (GESS) program provides financial support to girls' education to motivate them to stay in school.

In Pibor, a number of humanitarian agencies are providing a patchwork of services. UNOPS is supporting the county with the Safety Net project funded by the World Bank while Medair provides health services and Plan International and JAM supports nutrition programming. Plan International is additionally supporting education programming by paying teachers' incentives and is also planning to construct temporary schools and ECD centers and primary schools. CMD is supporting education through the construction of primary and secondary schools and FHI supports educational programming through EU funding by supporting teachers with incentives. FAO is active in the area of food security. ICRC likewise contributes to food security programming by distributing seeds and vaccinating animals while CRS is supporting the distribution of goats, seeds and tree planting in the community. Finchurch Aid is active in the area of peacebuilding. Finally, ACROSS, Intersos and JAM are supporting vocational training in Pibor county.

Raja County likewise receives humanitarian support from a variety of sources including IOM which is engaging in development programming including the construction

of boreholes/water yards, schools and PHCCs. ICRC is supporting emergency programs including food, seeds/tools and boreholes. WFP also supports emergency programming through food distribution. Healthnet is active in health interventions including the provision of pharmaceuticals and medical supplies and ACCESS also contributes to health programming in the county. AFOD supports nutrition programming in the county and school feeding for pupils. Solidarities International contributes to food security and agriculture programming along with the Hope Agency for Relief and Development which runs an agricultural farm. UNMISS is active in construction throughout the county and UNOPS manages the cash for work Safety Net project. Hold the Child conducts child protection programming, Malteser leads hygiene promotion and UNHCR contributes to shelter, NFIs, and hygiene programming throughout Raja.

Rukbona County is also home to a variety of humanitarian programming. In Panhiy Payam JAM supports agriculture-related programming and IOM supports the county through vocational training and business skills. In Kaljak Payam CARE leads nutrition programming, CODAID conducts health programming and DRC conducts vocational training. In Budang Payam IOM has supported the community with fishing tools. In Wathjak Payam CARE conducts nutrition programming. In Thorbor Payam, CARE conducts nutrition programming and IRC conducts health programming. In Norlawel Payam, Concern Worldwide leads health programming, IRC is active in vocational training and World Relief contributes to education programming.

Wau County is supported by a range of humanitarian programming. In Besselia payam UNMISS is currently building a primary care center and IOM is constructing a meeting hall. UNMISS has assessed a primary school for renovation in Mboro and UNMISS has built a PHCC. In Bagari payam, IOM ECRP programme is supporting the county with infrastructure programming, ICRC has constructed a PHCC, Islamic Relief has recently constructed latrines, Help the Child is constructing child friendly spaces and IOM has constructed latrines, a community center, and the Frajalla health facility. In Kpaile payam IOM is supporting infrastructure investments through the ECRP program.

Services

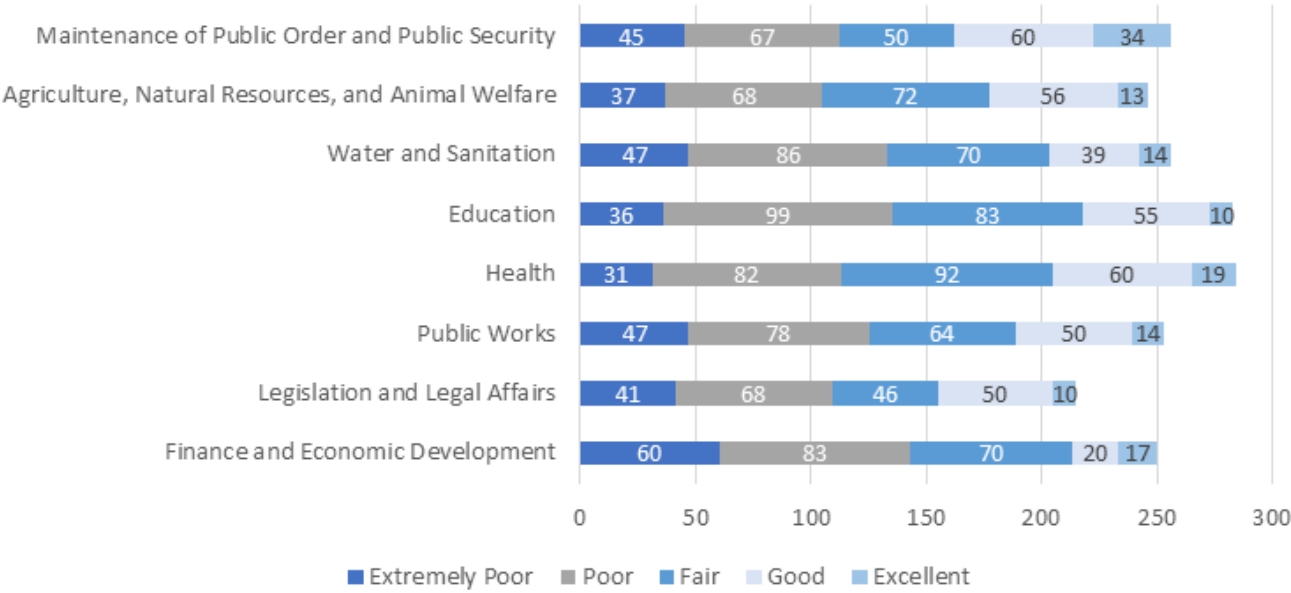
All counties report that there are significant limitations around the provision of health, WASH and education services and in most cases, humanitarian actors support the limited provision of services that currently exist. Somewhat more services are reported to be available in Renk County and Wau Municipality compared to other locations while Leer, Pariang, Pibor and Rubkona report an especially low level of service provision related to health, WASH and education.

Security is the service most consistently reported to be provided by the county government with all locations reporting a greater or lesser provision of this public resource. Security-related services are reported to be provided generally exclusively by government officials

rather than in conjunction with humanitarian actors. A lack of staffing and funding are identified as major obstacles to the more robust provision of health, WASH and education services.

County Functionality Assessment Participants were asked to individually rate the current functionality of key departments and services that fall within the purview of the county government. Respondents expressed a range of opinions though in all cases, a minority of respondents ranked the county’s performance as Good or Excellent in any area. The majority of respondents rated the county’s treatment of Education (52%) and Finance and Economic Development (57%) as Extremely Poor or Poor.

Core Functions Rating by CFA Participants



Social Services Coverage

All locations report that no active social services are being provided by the county or municipality governments. This interpretation of social services does not focus on primary education, healthcare and some level of basic WASH services provision as all locations have some schools and basic healthcare facilities which

are facilitated by government ministries in some capacity though ministerial support may be occurring primarily through state or national levels. Fashoda representatives do note that there are public squares for social activities and clubs to meet.

Telephone Coverage

The state of mobile coverage was reported by half of the locations. In Baliet and Raja, Zain coverage is available but does not extend to all areas of the county. In Fashoda, Zain and MTN coverage is available. Similarly, MTN and Zain coverage is available in Wau Municipality but is reported to be very poor. In Wau County outside of the municipality, coverage is even more limited with

MTN coverage reported to be accessible at extremely limited locations. In Rubkona, only four payams have access to mobile telephone network and the network is not always strong. For example, Nhieldieu has network access in the evenings while Zain coverage which is received in Kaljak, works only intermittently.

Radio Coverage

Raja County representatives explained that Raja Radio station is currently not operational however, UNMISS Radio (Miraya) is working in Raja but coverage does not extend to Boro Medina and Diem Zubeir. No other locations choose to comment on the state of radio coverage in their county or municipality during CFA workshops.

CFA Validation Workshop participants were asked to briefly explain the current situation regarding radio coverage in their location. Baliet, Fashoda, Leer, Pibor and Raja report no radio coverage. The Maban representative reported the presence of Peace Radio, the Ruweng representative reported the presence of

radio in refugee hosting areas, Rubkona has one radio station in the IDP site and another AM radio station that is sometimes present in the rest of the county. Wau County and Wau Municipality representatives report that Voice Radio is present in their areas. A CFA Validation Workshop participant explained that over the last three years or so funding for radio programming has decreased which has led to the closure of some local stations. One way these closures are being addressed is through the creation of radio committees which include the training of community members and local engineers on the basic operations and maintenance of radio stations so local stations can better weather future funding gaps.

Roads Coverage

Raja County representatives report that the condition of all the major roads in Wau County including the Wau-Raja Road, the Raja-Boro Medina Road and the Raja-Timsah Road are not good. In Leer, the County Commissioner identified the lack of road access from Bentiu to Leer and from Leer to Port Adok as well as a lack of internal roads as significant challenges to service

delivery. In Maban, the Paramount Chief specifically requested the construction of a bridge at Old Bunj to allow host communities to cross over to Jebel Bugaya to farm. Not only will this support food security efforts but will serve as a means of conflict mitigation in the area. No other locations chose to discuss the condition of the roads or bridges in their location.

M&E Plans & Follow-up Mechanisms

Maban officials report that the county has an M&E plan with clear indicators for monitoring service delivery and ensuring service providers respect their contracts. This process is currently managed by the County Executive Director. No other locations report having an M&E plan related to service delivery. Pibor and Renk representatives point to the lack of an M&E expert on staff as a key obstacle to developing a plan, while Fashoda representatives point to the lack of a fully formed

government and Wau Municipality representatives see the lack of a development plan as a key obstacle.

None of the eleven (11) localities report having follow up mechanisms (such as action points or tasking teams with deadlines for reporting back to the council) to council decisions. A Renk representative explained that this was because County Legislative Councils have not yet been formed.

Challenges to Service Delivery & CFA Participant

Recommendation

When asked to share challenges and recommendations around service delivery, county representatives offered a number of insights.

Wau County representatives recommended longer tenures for County Commissioners of two to three years in office to allow for more time for systems to be built and budgets to be managed. Additional recommendations include road rehabilitation; additional transport options such as ambulances for people experiencing medical emergencies; security improvements especially around Bagari; expanding county government staff to expand and manage service delivery and expanding educational opportunities and literacy programs to further capacitate county residents and enhance their ability to contribute to local development.

Fashoda representatives identified their biggest challenge to service delivery as a lack of financial resources for the county. The County does not currently have the financial resources to fund development activity implementation. The limited revenue collected in the county is only able to support limited operational costs but are not substantial enough to support service delivery of any sort.

Leer representatives explained that engaging experts has been difficult because there is no planning in place and the high salaries experts require are currently out of reach for the county budget. The absence of a county legislature exacerbates these issues. Leer representatives specifically requested support from planning and M&E specialists to train existing county staff.

Pibor officials offered a number of insights. Pibor representatives highlighted the challenges presented by a lack of roads and the need for support in road construction to support service delivery. Among the roads most in need of investment are the road from Juba to Pibor through Tingele desert, as well as roads to neighboring counties. Development of the airstrip is also needed as it is a key gateway to improving service delivery, generating revenue, assisting in the movement of travelers and goods, and encouraging more people to visit and invest in Pibor. Pibor officials also require job training for county officials to orient them to their current roles within each department.

Among the many recommendations related to service delivery, Pibor representatives recommend: establishing vocational training centers for government staff and youth; training teachers (primary and secondary) to provide appropriate services; improving teacher's salaries as teachers currently receive 2000 SSP per month and this demotivates teachers; employing long lasting solutions to flooding so that services can reach villages and assets can be protected; desilting the river; surveying the land across the seven (7) GPAA counties; providing development capital to counties for development; enhancing security along the highways to promote trade and diversify the goods in the market; and training social workers across the GPAA to enhance services to vulnerable people.

Raja representatives also offered a number of insights into their current challenges and recommendations for improving conditions in the county. Raja representatives explained that everything was destroyed during the conflicts 2013-2016, so the county is rebuilding again with no budget and no funds. Administrative redistricting in recent years has created administrative challenges with budgets and salaries continuing to come from Aweil up to today despite Aweil no longer being in the same county as Raja. The residual effects of the move back to 10 states continue to affect the reporting structures and the ability of county officials to staff key posts. Many county staff have limited capacity and significant training is needed in the areas of planning, budgeting, procurement, monitoring and evaluation. High staff turnover and the repeated loss of institutional knowledge compounds this issue. The low pay and often delayed salaries have served as a disincentive to serve in government posts and Raja officials perceive the salaries of Raja County employees to be lower than the salaries of similar officials in other areas. County officials have made compromises to staff to work part time because of the pressing need for additional income but this limits the ability of county officials to fulfill their government tasks completely. A higher level of coordination is needed between departments as there are no regular joint meetings at the county level to share ideas and set plans.

Raja officials highlight the need to develop a budget for the county to encourage proper funding for the county. There is a need to complete the process of moving

administrative functions related to Raja out of Wau and move them back into the county, to finalize the staffing structure and fill the vacant posts. As with Pibor officials, trainings and seminars on planning, budgeting, procurement, monitoring, and evaluation are needed for county officials.

Wau Municipality representatives similarly offered a number of insights into the challenges facing the municipality and steps to improve the current conditions. Wau Municipality representatives explain that among the challenges facing the municipality is the fact that it has no warrant of establishment and it was established from verbal instruction. The legislative assembly at the state level has not yet approved it. Other key challenges are low revenue collection; the reshuffling of mayors; expenditure requests coming from outside the Municipality and the lack of taxation of citizens with the majority of tax revenue being generated solely through the taxation of foreigners.

Challenges for Block Administrators in Wau Municipality include inadequate funding to perform their duties, a lack of mobility, a lack of a clear budget and instructions to guide them on expenditure and the manual compilation of reports due to a lack of computers and internet. Key municipality officials express that they do not understand their roles and responsibilities and are in

need of job training. Municipality staff require training and orientation around their jobs as well as what the Local Government Act contains. Additional challenges include a lack of clarity around tax law and who has the right and responsibility to tax; insecurity in and around Wau Municipality which limits community safety and security and low public awareness about the linkage between taxes and service delivery.

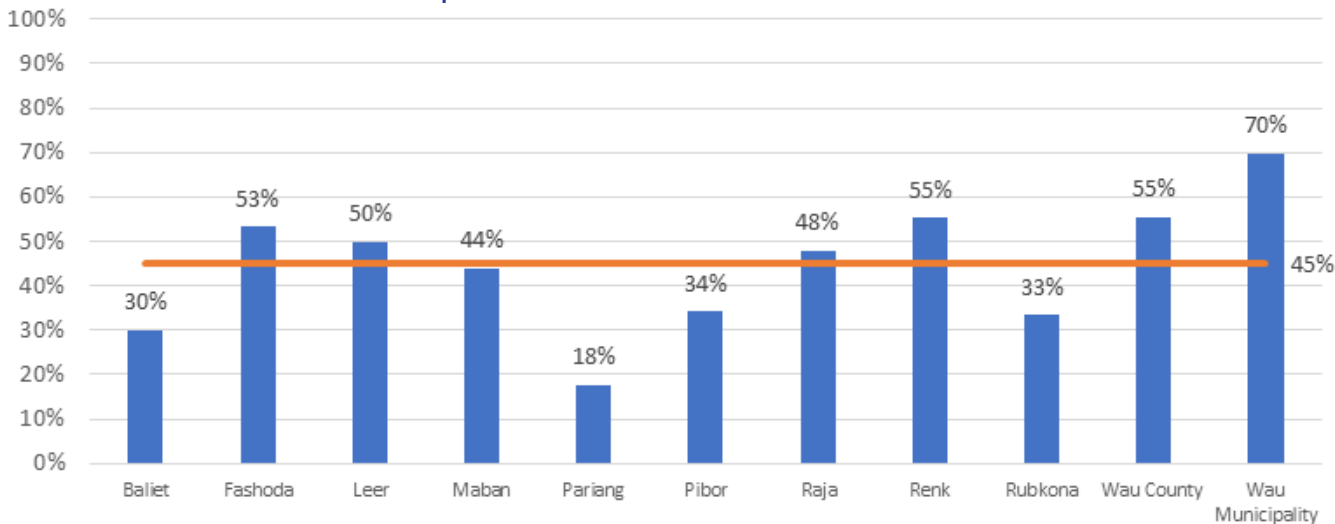
Baliet County representatives echo similar sentiments as other county representatives in identifying a lack of financial resources for running county programming as the largest challenge they face. Additional challenges include limited mobile coverage; a lack of veterinary services to support livestock and insecurity caused by war and widespread poverty. Baliet representatives identify a well-defined budget as a key need as well as the development of human and institutional capacity. Regular trainings for staff and the development of key institutions is essential to support improved service delivery. Investments by the state and national government in road construction and the development of other transport facilities is also a pressing need. The road from Malakal to Baliet and to Nasir was identified as particularly critical to the development of commerce in the area as was the construction of a bridge in Nyinebiil (between Baliet and Rianganom) so that people are able to use the Malakal-Baliet Road.

OPERATIONS & MAINTENANCE

County representatives report that a wide variety of operations and maintenance activities related to basic infrastructure are taking place. Many of these activities are community-led but in other cases, the local government plays a role in their ongoing operations. Fashoda and Wau County representatives cite the existence of Boma Health Committees to support health-related O&M with Leer and Wau Municipality also reporting active O&M mechanisms. In the area of WASH, Fashoda and Wau County report Water Management Committees while Raja and Raja report county staff assigned to WASH O&M and Wau Municipality has trained community members. In the area of schools,

Fashoda, Raja, Wau County and Wau Municipality cite robust PTA structures and Renk & Leer explain that O&M plans exist. Wau Municipality has committees to support the maintenance of feeder roads and the Maban County government hires surveyors to support road maintenance. Wau Municipality also reports the existence of Market-related O&M and Agriculture-related O&M. User fees and collection fees related to basic infrastructure are present in many locations but are generally not institutionalized and are community, rather than government, managed. Six locations report having some staff trained on the operations and maintenance of basic infrastructure.

Operations & Maintenance Score



Health-related O&M

Four locations report having significant arrangements to spearhead health-related operations and maintenance. Fashoda and Wau County report the presence of Boma Health Committees throughout the county which provide oversight for the operations and maintenance of the health facilities at the boma level. Leer representatives report that health related O&M has been a key part of 2021/2022 activities. Wau Municipality likewise reports significant O&M related arrangements. Wau Municipality representatives report that all completed infrastructure such as water yards have trained community members to maintain the facilities and there are O&M committees specific to the infrastructure that has been built. Public latrines constructed by the Municipality in collaboration with IOM also have trained community members to maintain them. The community has assigned people

within the community to clean the latrines and collect user fees for maintenance. Wau Municipality representatives cite that they have legal provision for this through Article 57 of the LGA (2009). However, despite these arrangements Wau Municipality still depends in large part on aid organizations to provide O&M, especially related to health facilities and the provision of equipment of medication and drugs.

Pibor County representatives report that some staff have been trained to run certain facilities but not all facilities have O&M-related trained staff and the training and capacity of staff does not extend to the restocking of pharmaceuticals and other key supplies. In Raja there is a health committee at Raja Hospital which is responsible for the operations and maintenance of the health facility.

All of the operations and maintenance related to the maintenance of the Surgical Unit, Maternity Ward and Operations Theater are spearheaded by the health committee with funding from Healthnet. In some facilities traditional leaders together with community members and the payam health supervisor oversee operations and maintenance. There are also health committees at the payam and boma levels that oversee

the operations and maintenance of the health facilities and services. Renk County representatives also report some presence of health-related O&M arrangements.

Baliet, Maban, Pariang and Rubkona representatives report that there are no arrangements in place to support the operations and maintenance of health-related infrastructure.

Road-related O&M

Only two locations, Maban and Wau Municipality, report the presence of arrangements to support the operations and maintenance of roads. In the case of Maban, the county provides surveyors and vehicles to survey land for a variety of services. In Wau Municipality, road-related O&M is reported to be more extensive. There are fifteen person committees in different areas where feeder roads exist who look after the roads, facilitate movements and maintain the road. This committee does not collect any fees and relies on support from external partners to function. The creation of the Interstate Coordination Committee for Seasonal Cattle

Movement has also positively affected Wau Municipality. The Committee was formed jointly by representatives from both Warrap and WBeG States with the goal of opening an interstate feeder road between them. This has been achieved and the committee now helps with maintenance, travel, security, and other road related functions.

Baliet, Fashoda, Leer, Pariang, Pibor, Raja, Renk, Rubkona and Wau County report that there are no arrangements in place to support the operations and maintenance of road-related infrastructure.

Market-related O&M

The only location to note the presence of arrangements to support the operations and maintenance of market-related infrastructure is Wau Municipality. In the case of Wau Municipality, the municipality charges traders that sell goods in the market a fee which subsidizes the small payment made cleaners and others who maintain the market as well as the security providers who supervise the market. Every market has a trade union

with representatives that help with O&M as well. The Market Committee is a subcommittee of the traders' union and is made up of the workers who contribute to the operations and maintenance of the market.

No other locations report the presence of arrangements to support the O&M of market-related infrastructure.

Agriculture-related O&M

Wau Municipality is also the only location to note the presence of arrangements to support the operations and maintenance of agriculture-related infrastructure. Wau Municipality representatives explain that the Agriculture Department of the municipality helps to maintain livestock and livestock-related infrastructure

such as slaughterhouses. They also provide vaccines for livestock and testing to ensure sanitation standards are maintained.

No other locations report the presence of arrangements to support the O&M of agriculture-related infrastructure.

O&M User Fees & Collection Mechanisms

Seven (7) locations report that there are no institutional arrangements such as policies or regulations to support the operation and maintenance of basic infrastructure. Institutional arrangements are reported to be present to some extent in Fashoda, Leer, Pariang and Renk Counties.

Fashoda representatives explain there is an institutional

arrangement related to schools and educational infrastructure but not in other sectors. Representatives explain that since pupils in public/government schools do not pay school fees, to support the operations and maintenance of the school, the government has a policy which allows parents to contribute financial resources to fund the operations and maintenance of schools.

Schools that qualify for the program receive Capitation Grants for doing small O&M activities in the school through the Ministry of Finance.

Leer and Pariang representatives explain that community led processes are well established though they lack written guidelines. In the case of Pariang, these community organized arrangements are supported by the county government. In Renk, policies are in place to promote user fee collection but significant migration as well as the low incomes of community members have proved significant challenges to the success of these policies. While the arrangements in Maban, Rubkona and Wau Municipality are not institutionalized nor policy driven, community members often mobilize amongst themselves to raise funding for needed O&M of basic infrastructure in their community.

The majority of locations have some collection fees and/or mechanisms related to the operation and maintenance of basic WASH-related infrastructure but these mechanisms are generally informal and community managed. Fashoda and Wau County representatives explain that Water Management Committees are present in their counties. These committees collect fees in each household using the water facility and maintain written records, including invoices, to do so. In Wau County, these committees

are mobilized as needed primarily to raise funds to fix broken boreholes. The fees are managed by the water management committee. Leer representatives explain that the county administrators and chiefs are charged with overseeing the safety of essential infrastructure and use of the O&M fees collected. In Maban, communities have organized themselves and begun collecting user fees while in Raja, traditional leaders lead this process. In Wau Municipality O&M committees collect user fees on an irregular basis in response to needs. While Rubkona representatives do not consider O&M fee collection mechanisms to be present in their community they explained that the community will contribute cash to repair boreholes whenever there is a breakdown.

Baliet, Pariang, Pibor and Renk representatives report that no O&M collection fee mechanisms are in place.

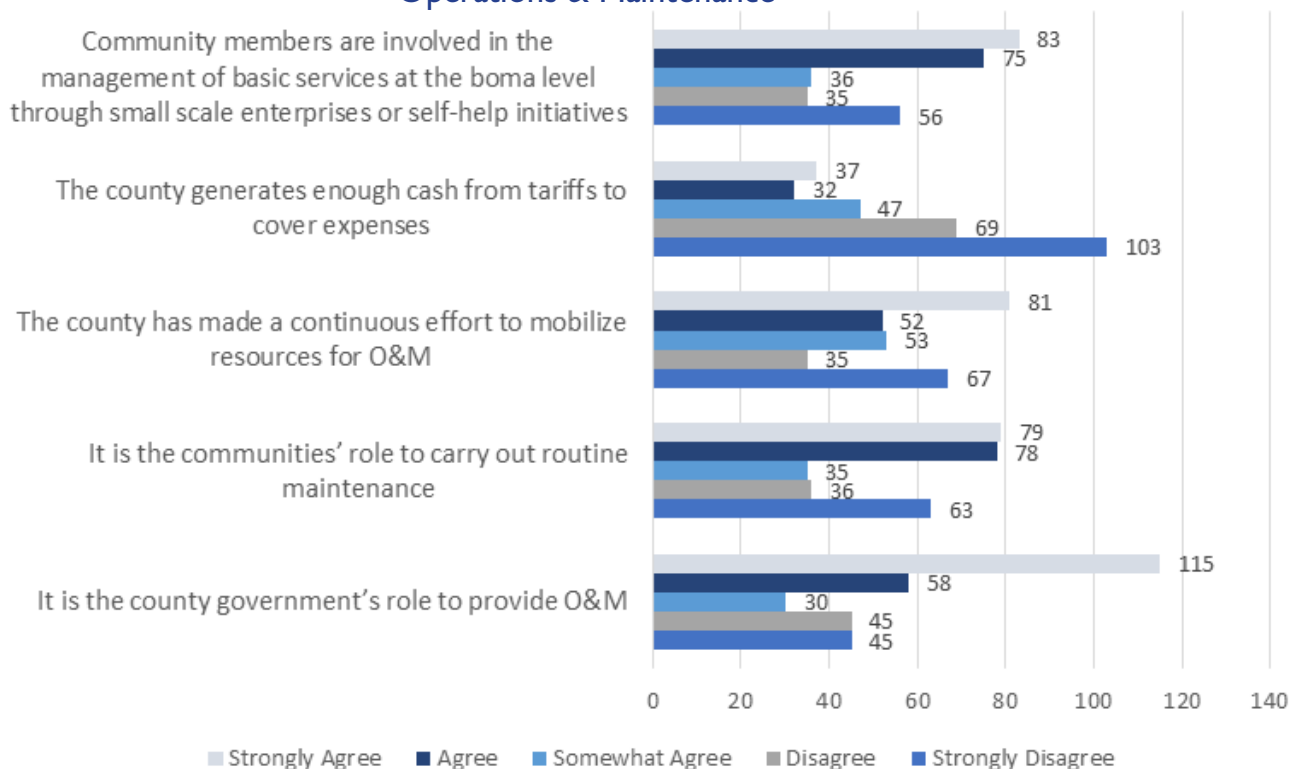
No locations report having specific budget lines in their annual budgets supporting O&M for infrastructure providing basic services. This is largely because no counties report having budgets at the present time. Wau Municipality officials report that the proposed Wau County budget, which includes Wau Municipality, specifically includes funding for O&M related to the health facilities, WASH, and education facilities. However, this budget has not yet been approved.

O&M Training

Six (6) locations report having staff trained on the operations and maintenance of basic infrastructure. Baliet County employees have been trained by World Vision International on latrine O&M, Leer County reports eight (8) people trained on WASH related O&M and Pibor reports seven staff supporting O&M activities across the GPAA. Maban reports some staff have been trained in WASH O&M but many have since retired. Some staff members in Raja received training in 2018 from ICRC on repairing boreholes and changing spare parts. Wau Municipality received training from IOM on the management of latrines and general sanitation as well as WASH related O&M focused on four blocks of latrines. The other five locations (Fashoda, Renk, Rubkona, Pariang and Wau County) report receiving no O&M related training.

CFA Participants were asked to individually rate their agreement with a series of statements about operations and maintenance. 59% of all CFA participants agree that it is the county government's role to provide O&M while 54% also believe it is the communities' role to carry out routine maintenance. 60% believe that the county does not generate enough cash to cover expenses including those related to operations and maintenance. 55% believe community members are involved in the management of basic services at the boma level through small scale enterprises or self-help initiatives and 46% believe the county has made a continuous effort to mobilize resources for O&M.

Operations & Maintenance



CFA Validation Workshop participants reconfirmed the importance of regular maintenance and operational attention to basic infrastructure. Generator maintenance was considered particularly important with daily checks and maintenance operations every 250 hours being

recommended. Accountability mechanisms for keeping track of essential equipment such as generators, cars, air conditioners and office equipment were also highlighted since without proper accountability, theft and misappropriation is highly likely.

Markets

O&M and the maintenance of basic infrastructure is central to the ECRP project. Developing a more robust understanding of the goods and services available in each county's local market is important to ensure that O&M activities can continue after the initial phase of the project and supplies can be restocked. Markets that are found to be fully functional and stocked with key O&M items are more likely to be able to manage maintenance operations in the long term. Among ECRP counties, the most robust markets are found in Wau Municipality, Renk, Pariang and Maban. The least functional markets are found in Baliyet, Leer, Rubkona and Wau County (excluding the Wau Town market).

In addition to data consolidated by the Joint Market Monitoring Initiative (JMMI), market functionality was assessed by key informants whom were asked to report on the presence or absence of key items needed for

O&M operations in the main market of their respective counties (see Annex 3). Wau Municipality is currently (March 2022) the only ECRP location to report the presence of all key O&M items including borehole repair parts, doors, cement and other construction supplies. While Maban, Pariang and Pibor also report the presence of most key O&M items, most counties are without key supplies such as borehole repair pairs, welding masks, overalls, water taps, solar panels and plastic barrels.

In addition to needed construction supplies and repair parts, craftspeople and repair people are often needed for successful program operations and infrastructure maintenance activities (see Annex 4). Similar to supplies, Wau Municipality has a range of personnel including carpenters, masons, mechanics, generator repair personnel and others. Pariang market is also home to

a full range of tradespeople. Wau County is without O&M-related tradespeople of any sort (outside of Wau Municipality) and Leer, Maban and Rubkona are without key suppliers such as people who make doors and

windows. Across counties, the tradespeople least likely to be found are solar technicians and window & door fabricators.

Market Presence and Functionality			
● Dysfunctional	● Limited Functionality	● Reduced Functionality	● Fully Functional
Baliet	The market in Baliet Town was deemed to be of limited functionality by JMMI in November and December 2021 and was not measured in January 2022. In December 2021 the price of Multi-Sectoral Survival Minimum Expenditure Basket (MSSMEB) key items increased by 6% from the previous month.		
Fashoda	Local informants report that Kodok Town has a functional market of medium size. While conflict largely closed the market in 2016, it has resumed operations over the past few years. No information has been gathered recently by the JMMI on the Kodok Town market or any other markets within Fashoda County. While markets in Fashoda have not been measured in recent months, the market in Melut was deemed to be of limited functionality while the Market in Malakal Town was considered fully functional in November 2021.		
Leer	Local informants report that the market in Leer Town has limited functionality. Most of the food and NFI items of the MSSMEB are available most of the time though key items such as mosquito nets, blankets and school supplies are not found. The closest market included in JMMI reports is Nyal Market which is reported to have Reduced Functionality (January 2022). Informants report that the market in Nyal is bigger and has a greater variety of goods than the market in Leer. In Nyal, the price of MSSMEB key items dropped 15% between December 2021 and January 2022. There is also a market in Koch County on the northern side of Leer County which was deemed of reduced functionality in November 2021 while Nyal's market was considered fully functional in November.		
Maban	Local informants report that the Maban Market is fully functional with goods coming from Sudan through Renk and other commodities coming from Juba by barge through Malakal and by plane from Juba. Money transfer stalls and other hardware shops can be found in Bunj Market. There are masons, carpenters and clinics. The road transport system is limited or absent during the rainy season and the prices of commodities rise dramatically due to road conditions. While roads are impassable, traders are still able to get commodities from Juba by planes. No information is gathered by the JMMI on any markets within Maban County.		
Pariang	Local informants report that there are two large markets in Pariang, one in Yida and the other in Jam-Jang. There is an additional market in Pariang Town but this market is significantly smaller than the other two. Informants describe the two primary markets as fully functional with a range of products and tradespeople. No information has been gathered in the last few months by the JMMI on any markets within Pariang County.		
Pibor	Pibor Town Market is reported to have Reduced Functionality (January 2022). The roads to Bor and Juba were impassable in January though the road between Akobo and Pibor is open normally allowing the passage of some goods into the Pibor market. In November 2021, the market was deemed to be of limited functionality and the road to Akobo was impassable while the roads to Bor and Juba were open irregularly. The reduced accessibility of Akobo in the rainy seasons is reflected in raised prices for commodities and the reliance of goods coming to market via flights from Juba. Local informants report that the government is opening an alternative road to Pibor that will not pass through Bor. Among other goods and services available in the market, money transfer services, clinics, hardware shops, masons and carpenters can all be found.		

Market Presence and Functionality			
● Dysfunctional	● Limited Functionality	● Reduced Functionality	● Fully Functional
Raja	Raja Town Market is considered fully functional by the JMMI (January 2022). The price of basic goods in the Raja Town market dropped 10% between December 2021 and January 2022. The market in Raja Town is the main market for the county and was rehabilitated in 2014 with the assistance of aid agencies (REACH, 2014). There is also a market in Deim Zubeir which was considered as having reduced functionality in November 2021 and was not measured in January 2022. ²²		
Renk	Local informants report the Renk Town market is fully functional and goods are received primarily by road via Sudan as well as by river routes and air travel. However, the JMMI reports the Renk Town Market to have Reduced Functionality as of January 2022. The price of MSSMEB key items was classified near the median price of all South Sudan markets in January 2022. Data on Renk Town market was not collected in November or December 2021 by the JMMI.		
Rubkona	The market in Rubkona Town was deemed to be of Limited Functionality (January 2022) and the Bentiu Market was also classified as having limited functionality (January 2022). The prices of basic items in Rubkona increased by 26% between December 2021 and January 2022. In December 2021 the Rubkona market was also classified as having limited functionality while the Bentiu market was considered as having reduced functionality.		
Wau County	While markets throughout Wau County are reported to be of very limited functionality, residents of Wau County have access to the Wau Municipality Market which is described by JMMI as Fully Functional (January 2022). This is by far the largest market serving Wau County and all items in the Multi-Sectoral Survival Minimum Expenditure Basket (MSSMEB) ²³ are available. Prices of basic items have decreased 3% between December 2021 and January 2022.		
Wau Municipality	Wau Town Market is Fully Functional (JMMI, January 2022) and is the largest market serving Wau Municipality. All items in the Multi-Sectoral Survival Minimum Expenditure Basket (MSSMEB) are available. Prices of basic items have decreased 3% between December 2021 and January 2022.		

²² <https://reliefweb.int/report/south-sudan/reconstructed-market-ajaja-county-promote-socio-economic-recovery>

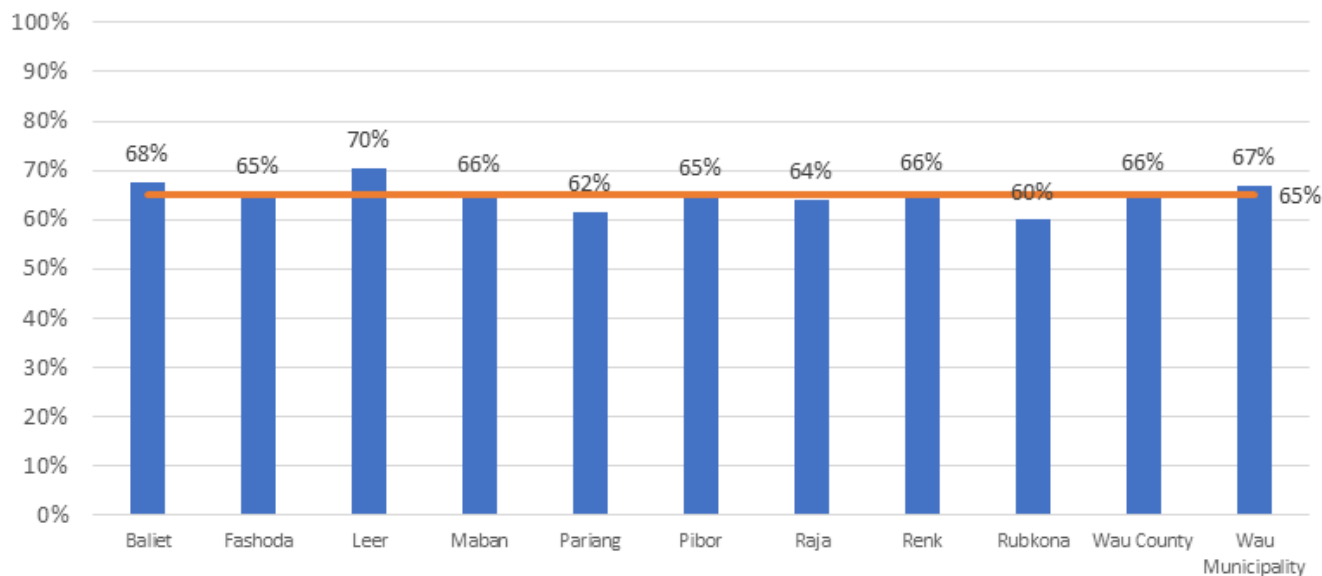
²³ The Multi-Sectoral Survival Minimum Expenditure Basket (MSSMEB) represents the minimum culturally adjusted group of items required to support a six-person South Sudanese household for one month. The cost of the MSSMEB can be used as a proxy for the financial burdens facing households in different locations. The MSSMEB's contents were defined by the CWG in consultation with relevant sector leads. (JMMI, 2022)

PARTICIPATION & INCLUSION

County officials are taking part in a variety of meetings with partners, constituents and other government officials across all locations. Among the meetings occurring in the most locations are those with national and international NGOs and development partners. Four locations also hold regular or semi-regular meetings with community members on the boma and payam levels and six counties report having meetings with

state government counterparts either on an ad-hoc or semi-regular basis. CFA participants hold progressive views regarding the participation of underrepresented groups in leadership structures and believe in sharing information widely and accessibly. Despite these beliefs, less than half of all locations report employing any form of citizen outreach in the past year and only half of the eleven locations have a known civil society presence.

Participation and Inclusion Score



County Women’s Union

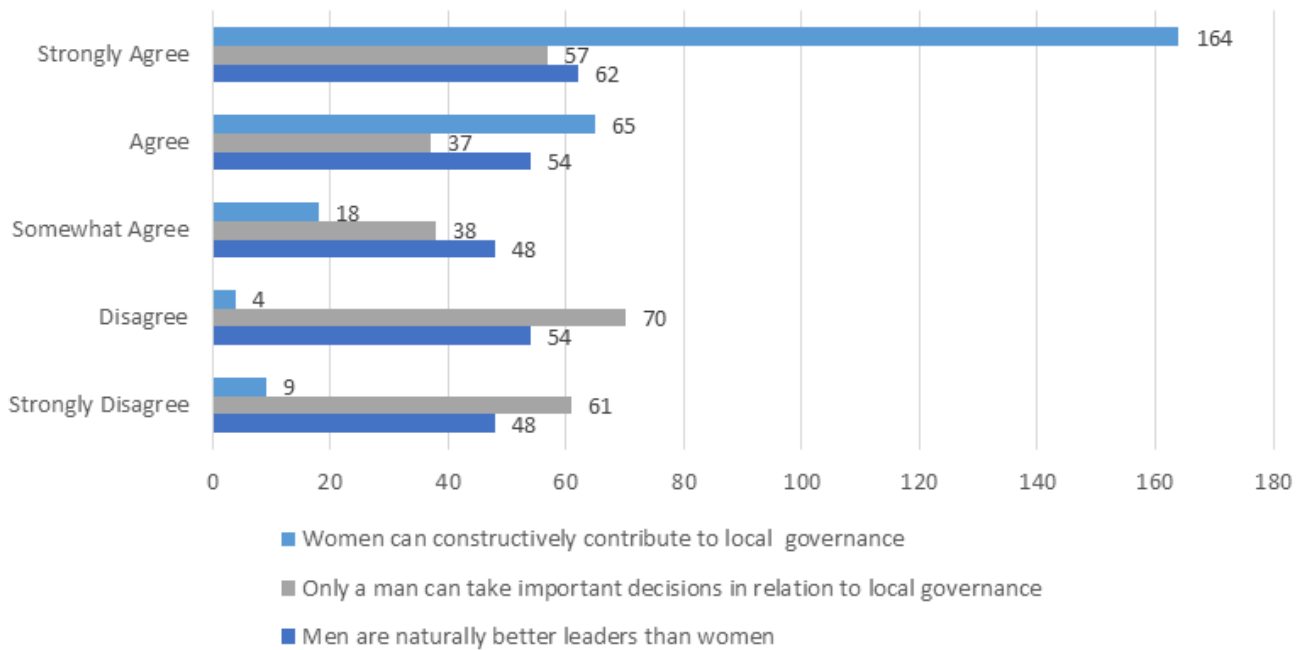
All locations report the presence of a County Women’s Union and/or other women’s groups. All locations reporting membership composition report all women membership save for Raja County where there are eleven members of the executive committee of the women’s union, with one member being a man. Pibor reports the presence of women’s associations on the county level rather than a women’s union which are reserved for the state level. Wau County representatives report the presence of boma level women’s associations rather than a county level association.

Leer reports the lack of a women’s center, a lack of furniture and a lack of leadership skills as current limitations on the work of the Women’s Union. Renk County representatives report that the women’s union requires trainings to build skills in tailoring, computers and the English language while Maban officials report

a need for capacity building on how to address early marriages and address issues around the enrollment of girls in schools, the construction of women’s centers and improving access to vocational skills training.

Reflecting further on the role of women in local governance, CFA Participants were asked to reflect on key concepts around gender and leadership. 36% of participants believe that only a man can take important decisions in relation to local governance and 44% also believe that men are natural better leaders than women. The large majority of participants (88%) simultaneously believe that women can constructively contribute to local governance. This suggests that gendered ideas about women and leadership are present in the community and among county officials to a certain extent but there is room to continue promoting women in leadership to reduce gendered perceptions in the future.

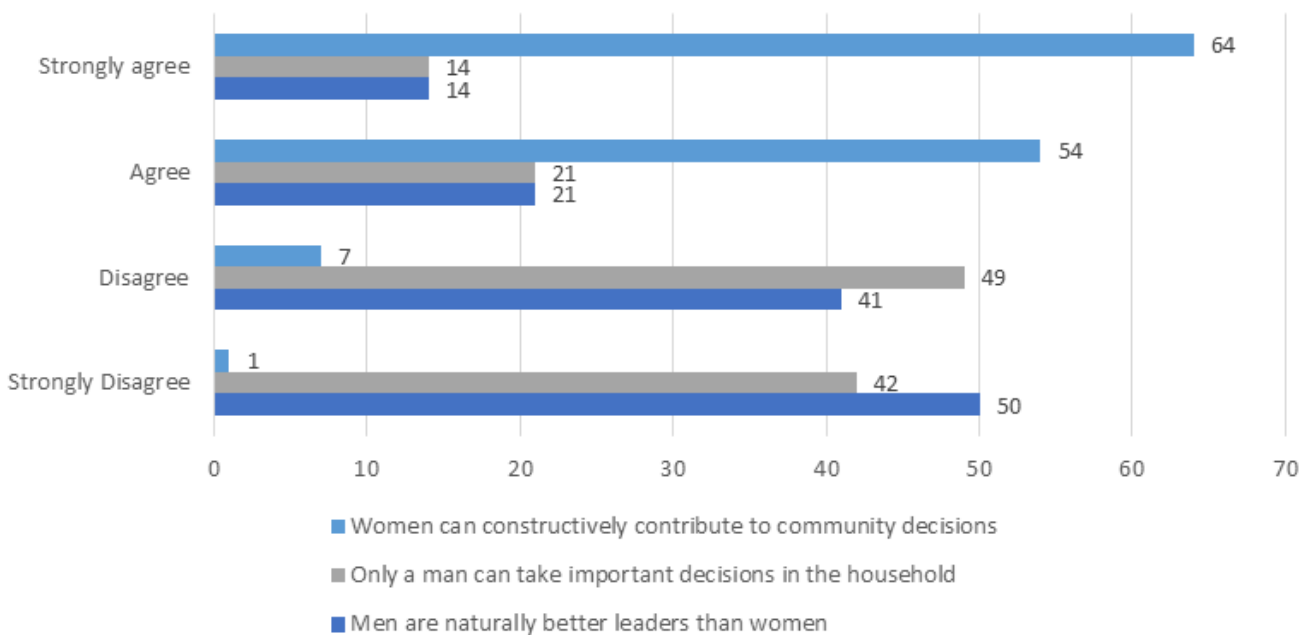
Gender & Leadership, CFA Participants



The ECRP Gender Empowerment team undertook a recent data collection on the topic of women's empowerment which included some of the same questions on women and leadership as the CFA. In this case, the questions were administered to women BDC members across all eleven project locations. Women BDC participants agree with CFA participants that women can constructively contribute to community

decisions (94%). Somewhat unlike CFA participants, they more robustly reject the idea that men are naturally better leaders than women (72% reject) and the idea that only a man can take important decisions in the household (72% reject). Suggesting that women, or at least women BDC members, hold less gendered views than men regarding women's potential to be leaders.

Gender & Leadership, Women BDC Members



CFA Validation Workshop participants engaged in a robust discussion about the barriers to women's participation in local government and how to promote increased participation. Participants identified a number of structural obstacles to increased participation and identified that there are gender imbalances at the county, payam and boma levels. Participants explained that if women are not exposed to information about their rights and the rights included in the constitution then there will still be ignorance about what rights exist and can be exercised. Participants explained that men often want to dominate and be in control and the more rights women have, the less control men can have over them. There is also influence from religious and cultural norms. If the religious traditions people espouse do not promote gender equality, these religious and cultural practices are a strong and repetitive example of women being treated unequally. Sometimes this can manifest directly in women sitting in the back of meetings and not claiming leadership positions while other times the influence is less obvious but equally significant. Participants pointed to societal expectations in which women are not expected to nor even allowed to make big decisions and are left out of decision-making on critical issues related to the conflict, peace process and major political issues. Societal constructs about the rights and roles of widows further limit the opportunities for some women. Participants also pointed to the tendency of many women towards shyness and diffidence which serve as obstacles to women being seen as empowered leaders.

While most participants agreed 'there is no problem with women, men have the problem', some participants saw the issues of gender imbalances differently and posited that some areas have already achieved gender

parity and if they haven't it is because women are not taking the initiative to claim roles they would like. For some participants, since women are not equal soldiers, they are not equally qualified to serve in political positions and they are not equally able to work in tense and conflict-affected areas.

Discussing solutions to gender imbalances within the local government, participants offered a variety of recommendations. Implementing the constitutional provision of 35% women's representation is first among them. Other recommendations include the promotion of girls' education and adult education, a proposal for compulsory education for girls, encouraging the hiring of recent women graduates into local positions which can also serve as an example and inspiration to other girls and creating awareness campaigns for women so that they know their rights. Encouraging women to enter the paid workforce and engage in income generating activities was also encouraged so that women are more financially independent and able to manage their own affairs. While awareness raising for women is important, awareness raising about women's rights among men was deemed equally, if not more, important. The idea that men need to 'stop being obstacles' to women's progress was raised. In addition to implementing the 35% of women's leadership outlined in the constitution, imposing the laws that punish those who exploit and abuse girls and women was also considered vital. If prosecutions and significant punishments are realistic repercussions for abusers, it was deemed likely that the abuse and exploitation of women and girls will decline. Part of this abuse is abuse suffered within the home and domestic violence was considered a significant issue that requires continued attention on the part of the government and law enforcement bodies.

County Youth Union

Pariang County reports that there are some informal youth groups operating in the county that have yet to be legalized but there is currently no Youth Union operating in the county. Pibor representatives report that youth associations operate in the county while the youth union operates at the state level. A youth union was also reported to be absent in Renk County however a robust youth association is present and active. All other eight locations report the presence of a youth union.

Leer and Pibor representatives identified the lack of youth centers, a lack of furniture and a lack of sports



Renk County Community Outreach Assistants, Amaal Agany Luol and Mardia Padiet Ajang © IOM 2022 / Mauro TALAMONTI

equipment as limitations to the activity of the youth union. Pibor representatives further identified the absence of vocational training centers where young people can acquire livelihood skills as a gap. Maban representatives identified computers skills and vocational skills including mechanics, carpentry and sports as current needs of the youth association.

County Disability Union

Baliet and Leer representatives report the presence of a functional Disability Union on the county level. Presently, there are no other Disability Unions active in the reference counties. While Fashoda officials report the presence of a disability union at a prior time, it is no longer functional. While no disability union is present in Wau County, in all payams, persons with disabilities are represented in all women's and youth groups.

Leer representatives report that there are a number of challenges facing the County Disability Union. Among them are the lack of a designated center or office, a lack of furniture, a lack of wheelchairs and other mobility items, a lack of psychosocial support and a lack activities suitable for persons living with disabilities.



Civil Society Organizations

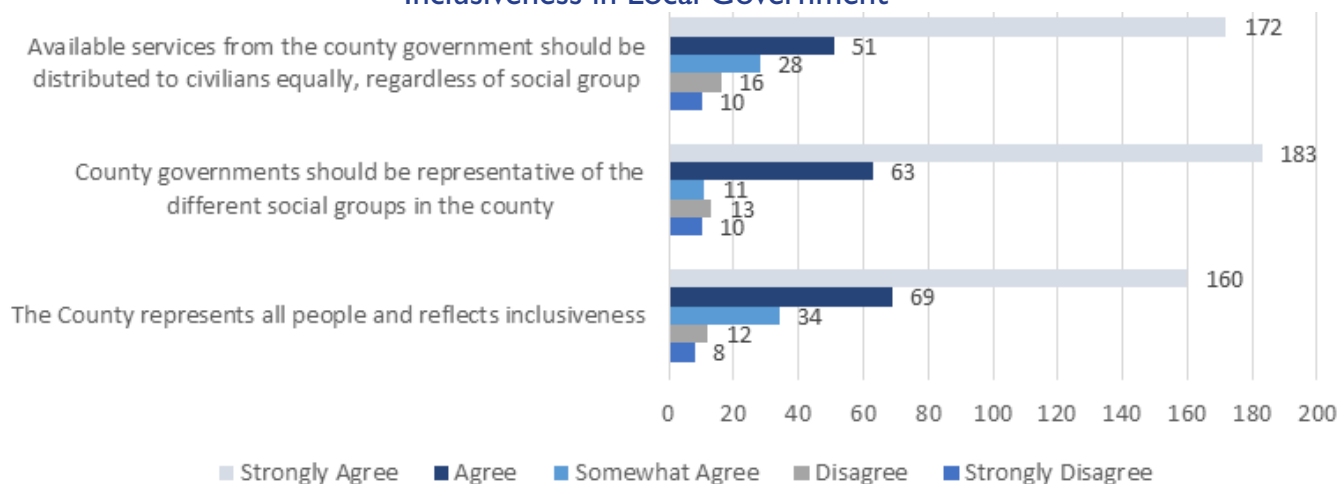
Representatives in Renk, Leer, Baliet and Fashoda counties as well as Wau Municipality report the presence of Civil Society Organizations (CSOs) in their respective locations, all other locations report that there are no civil society organizations present. In Baliet, county representatives report that there is a trade union with 7 members (5 men and 2 women), a boat union which has 7 members (all are men), an animal & fisheries union which has 7 members (all are men), a sports union which has 7 members (all men), and church union which is composed of 14 members (7 men and 7 women). Fashoda representatives report that there are sixteen (16) NGOs in Fashoda, four (4) faith-based organizations, a Trade union, Transport Union, Farming Union, Pastoralists Union, Gum Arabic Union, Construction Workers' union, and a Sports Union. Wau Municipality representatives report that there are a variety of CSOs including: the Unity Cultural and Development Center (UCDC); Women's Development Group (WDG); WOTAP; Kindness and Community Development Organization (KIGDO); Peace Corps; EDI; Stop Poverty Communion Initiative (SPOCI) and EFO.

CFA Validation Workshop representatives participated in a discussion regarding the promotion of civil society

and steps county governments can take to support civil society in their area. Among the suggestions participants made: the establishment and support of women and youth associations, building a peaceful and safe community, calling for an order of Civil Society Organizations through proclamation, creating dialogue forums between civil society and the county government and recommending civil society organizations for international funding awards and grants were all proposed by the group. Other participants suggested awareness raising for community members regarding what civil society is and how to participate in CSOs. Community radio stations, the promotion of unions for teachers and civil servants and the distribution of written materials promoting civil society was also all proposed by CFA Validation Workshop participants.

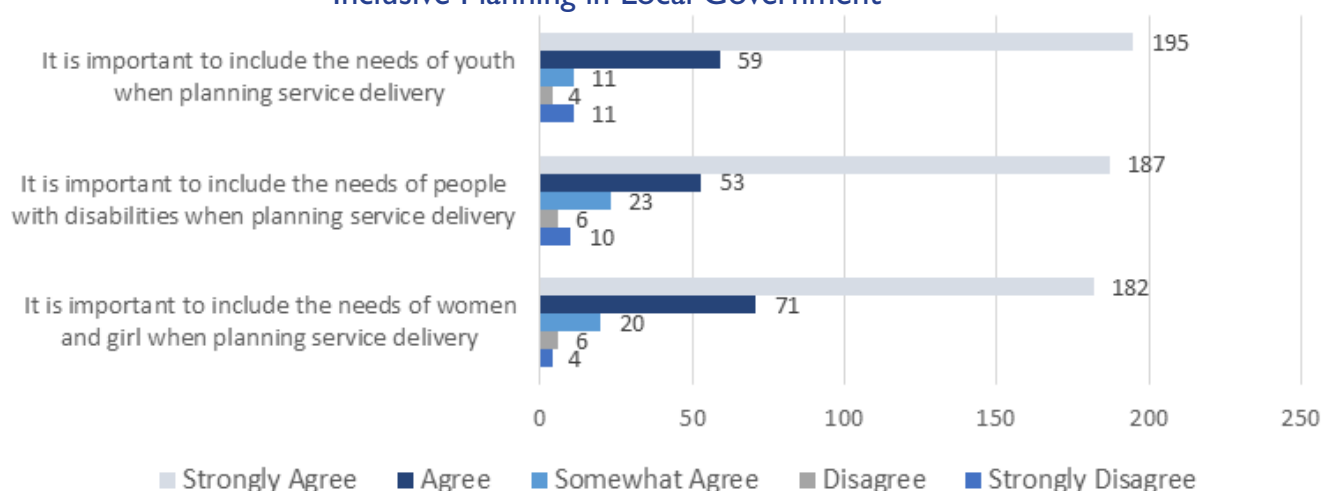
CFA Participants were asked to individually express their opinions regarding inclusiveness in county government. CFA participants overwhelmingly agreed (81%) that the county represents all people and reflects inclusiveness, that county governments should be representative of the different social groups in the county (88%) and that available services from the county government should be distributed to civilians equally regardless of social group (81%).

Inclusiveness in Local Government



CFA participants were also asked to individually reflect on how inclusive planning conducted by the local government should be. CFA participants overwhelmingly believe that it is important to include the needs of youth (91% agree), people with disabilities (86% agree) and the needs of women and girls (89% agree) when planning service delivery.

Inclusive Planning in Local Government



Public Facilities for Community Meetings

Though access to public facilities is limited in many counties, all locations except for Baliet, Leer and Pibor report that county level groups such as the Women's, Youth or Disabilities Union have access to some public meeting spaces. In Fashoda, representatives explain that there is a youth center that is normally accessible to different actors at a fee. Construction of a Women's center has been left unfinished by the contractor and is now standing as walls. In Maban, representatives report that there is a youth center but no women's center while in Renk and Rubkona the opposite is reported. In

Wau County a community hall is being constructed by IOM which will be open for public use. This will serve as an additional resource to the existing meeting hall and community hall which are already present. Wau Municipality officials add that within Wau Town there are also meeting halls in Hai Dinka, Geira, Hai Kosti and Lokohoko and a total of seven public meetings halls and one women's center. In Raja County all residents have access to the Youth Resource Center and County Headquarters Hall. People with disabilities also have a designated space in Khor Malang.

Civil Society Organizations and Service Providers Consultations

All eleven (11) locations report that they do not hold regular consultations with civil society organizations and service providers on issues related to access to basic services with a view to developing a culture of dialogue. The exception to this is Wau Municipality which reports holding quarterly meetings focused on health where humanitarian aid groups discuss achievements,

challenges, and the way forward with the Department of Health Officials. These quarterly meetings are headed by chiefs and attended by humanitarian aid workers and municipality officials. Fashoda County representatives report that consultations are held on an ad hoc basis as needed. No other counties report consultations with community members of any sort.

Meetings

County Government and National Government

No target county or municipality conducts regular meetings with National Government Ministries or Departments. A Fashoda County representative explains that it is the state representatives which meet the national ministries, not the county. The county is

expected to report their issues to the relevant ministries within the state who then take these issues forward to the relevant ministries in the national government where annual meetings are held.

County Government and State Ministries

Seven (7) locations report regular or semi-regular meetings with State Government Ministries or Departments. Pariang officials explain that only the County Commissioner meets with the state government and Wau Municipality reports regular security-focused meetings between municipality officials and state representatives and semi-regular meetings with the Ministry of Finance. Raja and Pibor officials report meetings with the State Ministry of Health and Renk reports meeting with state-level officials across sectors

as issues arise. Leer officials across all departments report to their respective state level departments on a monthly basis and Maban officials report holding meetings between county and state officials once a year for each department except for the Judiciary which conducts meetings with the State every six months.

Baliet, Fashoda, Rubkona and Wau County officials report that no regular meetings with State Government Ministries or Departments take place.

Boma Chiefs & Traditional Local Authorities

In the majority of localities, county officials conduct meetings with Boma Chiefs or other traditional local authorities on an ad hoc basis. Only Wau County reports meeting with traditional local authorities at regular intervals, normally of two months. Meanwhile, representatives of Leer, Maban, Pariang, Pibor, Renk and Wau Municipality report that meetings with local leaders reflect the issues the community is facing. County officials explain that meetings are held more often when there are issues to discuss and are not held when there is no pressing need.

Baliet, Raja and Rubkona officials report that no regular meetings with Boma chiefs or other traditional local authorities take place. Fashoda representatives also report that no regular meetings take place but if the need arises the government seeks permission from the Shilluk King or relevant authority within the Shilluk Kingdom and once permission is granted, a meeting can take place.

National or Local NGOs

Six locations report that county officials hold regular or ad hoc meetings with national and local NGOs. Raja officials report holding weekly meetings with individual NGOs every Wednesday and Renk officials report that the RRC holds a monthly coordination meeting with additional bi-monthly meetings for education partners with the Education Department and quarterly

meetings with health partners. Fashoda holds meetings with NGOs on an as needed basis while meetings with NGOs in Baliet have been temporarily halted because of transport challenges. Pibor officials meet regularly with CEPO, the only national NGO present in the county, on a regular basis.

Maban, Pariang, Rubkona, Wau County and Wau Municipality report that no regular meetings with national or local NGOs take place.

Humanitarian or Development Agencies or International NGOs

While Rubkona officials report that county officials do not meet with humanitarian or development agencies nor international NGOs, the remaining ten (10) localities report meeting with them on a regular or semi-regular basis.

Monthly meetings with NGO partners are held in Pibor and Maban with regular cluster coordination meetings serving as a strong pathway for communication and collaboration. In Fashoda, Leer, Pariang, Renk, Wau County and Wau Municipality, meetings with international agencies and NGOs take place semi-regularly or on an as-needed basis. The Fashoda RRC Coordinator explained that previously, the county held

a monthly coordination meeting with development actors but as a result of the COVID-19 pandemic, these meetings have been halted for the foreseeable future. In Leer, the RRC Coordinator reports that a monthly coordination meeting takes place with the meeting minutes submitted to OCHA. In Baliyet, meetings with humanitarian or development agencies and international NGOs have been temporarily halted because of transport challenges. While some Raja representatives reported an absence of any coordination meetings, the RRC Coordinator reports a bi-monthly cluster meeting with NGOs, community leaders and government representatives in attendance

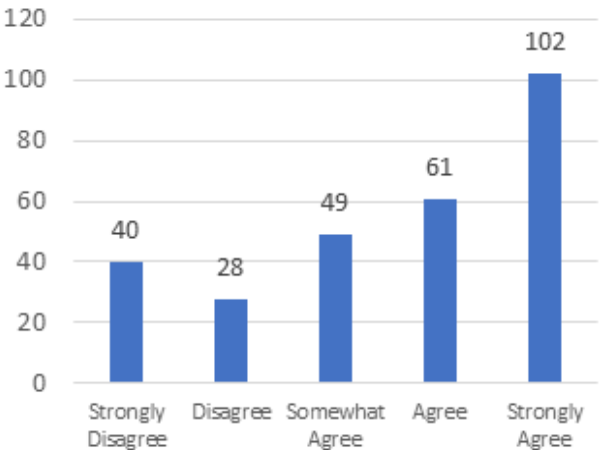
Community Meetings

Leer respondents report that both boma level and payam level meetings between community members and county officials take place on a monthly level. All other locations report less frequent meetings at both the boma and payam levels. Baliyet, Maban and Pibor officials report holding ad hoc meetings on both boma and payam levels to address needs as they arise. Meanwhile Fashoda, Pariang, Raja, Renk, Rubkona, Wau County and Wau Municipality representatives report that no meetings have taken place in the last twelve months.

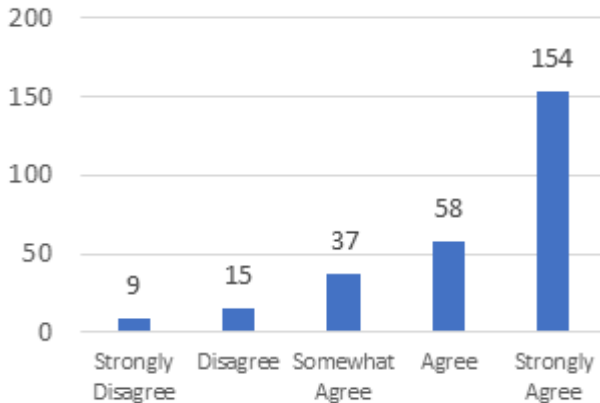
Additional insights were provided by CFA participants individually about the relationship between the

community and county government and related topics. 69% of CFA participants believe there to be a high level of trust between the county government and communities. 69% also believe traditional leaders influence important decisions affecting the county. 83% of CFA participants believe all community members currently enjoy access, in their own language and through a means that is understandable to them, to all relevant information on matters of public concern. 78% of participants also believe marginalized groups such as IDPs have a right to obtain information on issues and decisions that directly affect them and to participate effectively in decision-making processes.

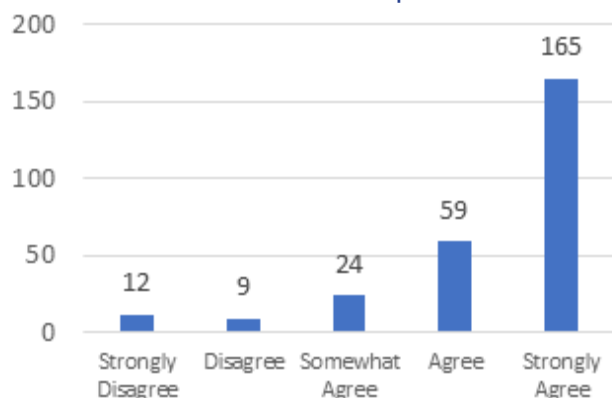
There is a high level of trust between the county government and the communities



Marginalized groups such as IDPs have a right to obtain information on issues and decisions that directly affect them and to participate effectively in decision-making processes

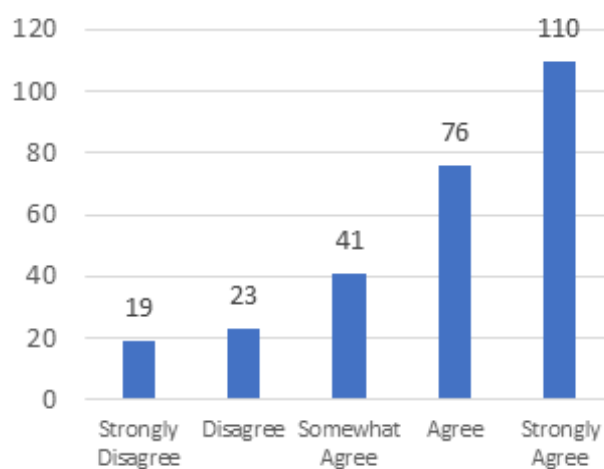


All community members enjoy access, in their own language and through a means that is understandable to them, to all relevant information on matters of public concern



CFA Validation Workshop participants engaged in a discussion about how to build and maintain trust between community members and local government. It was confirmed that trust is the basis for all relationships and that it is manifested in both words and deeds. It can be promoted and maintained through consultation and involvement of community members in decision making and regular meetings between community members and government officials. It is also promoted through effective service delivery and the ability of the local government

Traditional leaders influence important decisions affecting the county



to solve disputes neutrally and peacefully. A key element is the local government's ability and willingness to listen to the people and to reserve space for listening in all activities they conduct. Trust and improved relationships can also be promoted through successful reconciliation and mediation as well as intermarriage. Among the next steps CFA Validation Workshop officials see as possible to continue promoting trust are coordinating sports competitions and organizing cultural and entertainment events.

Citizen Outreach

Distribution of printed materials

Five (5) locations report using the distribution of printed materials as a form of citizen outreach in the past 12 months. Wau Municipality and Fashoda, Wau and Raja County representatives report that COVID-19 materials have been periodically distributed, while materials on malaria have also been distributed in Raja and materials on guinea worm and children's rights have also been

distributed in Wau County. Leer representatives also report distributing printed materials to the community.

Baliet, Maban, Pariang, Pibor, Renk, Rubkona and Wau County officials report that no printed materials have been used as a form of citizen outreach in the past 12 months in their counties.

Regular Media Briefings

No locations report that media briefings have been used as a form of citizen outreach in the past 12 months though Wau Municipality representatives report that media briefings have previously been used as a tool for information sharing in the past. Wau Municipality has previously used media briefings to share information on development initiatives, the security status in the

county and the price of commodities. Meanwhile Raja representatives explain that items and equipment for radio media were all looted during the conflict leaving the government or community without the means to pass information via radio.

Public Presentations

Four locations report that public presentations have been used as a form of citizen outreach in the past 12 months. Fashoda representatives report that they

have been used this year for the purpose of peace messaging while in Leer they have been used to promote vaccination campaigns. In Pariang they have

been employed for a variety of purposes when there are critical issues as well as on special occasions. Baliet officials also report employing public presentations as a tool of citizen outreach.

Scheduled programs in local media

While Wau Municipality representatives report that programs in the local media have been used as a form of citizen outreach in the past, only Maban representatives report that it is a tool currently in use. Maban representatives report that the health and social welfare departments as well as the Paramount Chief employ this communication tool periodically.

Consultative meetings

Five (5) locations report using consultative meetings as a form of citizen outreach in the past 12 months though some counties report that consultations are exclusively held with the paramount chief or relevant chiefs rather than the wider community. In Maban and Pariang chiefs are consulted when there is a need. In Pibor consultative meetings usually address the topic of peace building and are aimed at individual age-sets within communities though these meetings can also address broader

Community forums

Four (4) counties report using community forums as a form of citizen outreach in the past 12 months. Baliet has employed community forums on an ad hoc basis with groups including youth unions, traditional authorities and women's unions. Meanwhile, in Maban, the Paramount chief has held community forums to discuss topics related to peace and conflict resolutions as well as COVID-19 prevention and awareness. In Pariang, it is the payam administrator who calls for a

Working Groups and Focus Groups

Two (2) locations report utilizing working groups and/or focus groups as a form of citizen outreach in the past year. In Maban, the Ministry of Social Welfare has used them to address the issue of early marriage, risks regarding flooding and general protection. The Ministry of Health has also used focus groups to discuss breastfeeding and other health and maternal health issues. Wau Municipality has occasionally used focus

Public Workshops

None of the eleven (11) locations report used public workshops as a form of citizen outreach in the past year.

CFA Validation Workshop participants reconfirmed the potential for radio, TV programs, newspapers, magazines and community meetings as tools to further community outreach activities in their counties.

Maban, Pibor, Raja, Renk, Rubkona, Wau County and Wau Municipality representatives report that public presentations have not been used as a form of citizen outreach in the past 12 months.

Baliet, Fashoda, Leer, Pariang, Pibor, Raja, Renk, Rubkona, Wau County and Wau Municipality representatives all report that programs in local media have not been used as a form of citizen outreach in the past 12 months.

challenges facing the community. Wau Municipality and Baliet report utilizing consultative meetings on an ad hoc basis depending on the current issues to be addressed.

Fashoda, Leer, Pibor, Raja, Renk, Rubkona and Wau County representatives report that consultative meetings have not been used as a form of citizen outreach in the past year.

community forum whenever the need arises. In Pibor the county government regularly holds forums with youth, elders and women from the community.

Fashoda, Leer, Raja, Renk, Rubkona, Wau County and Wau Municipality representatives all report that community forums have not been used as a form of citizen outreach in the past 12 months.

groups and working groups to discuss particular issues with targeted populations within the community.

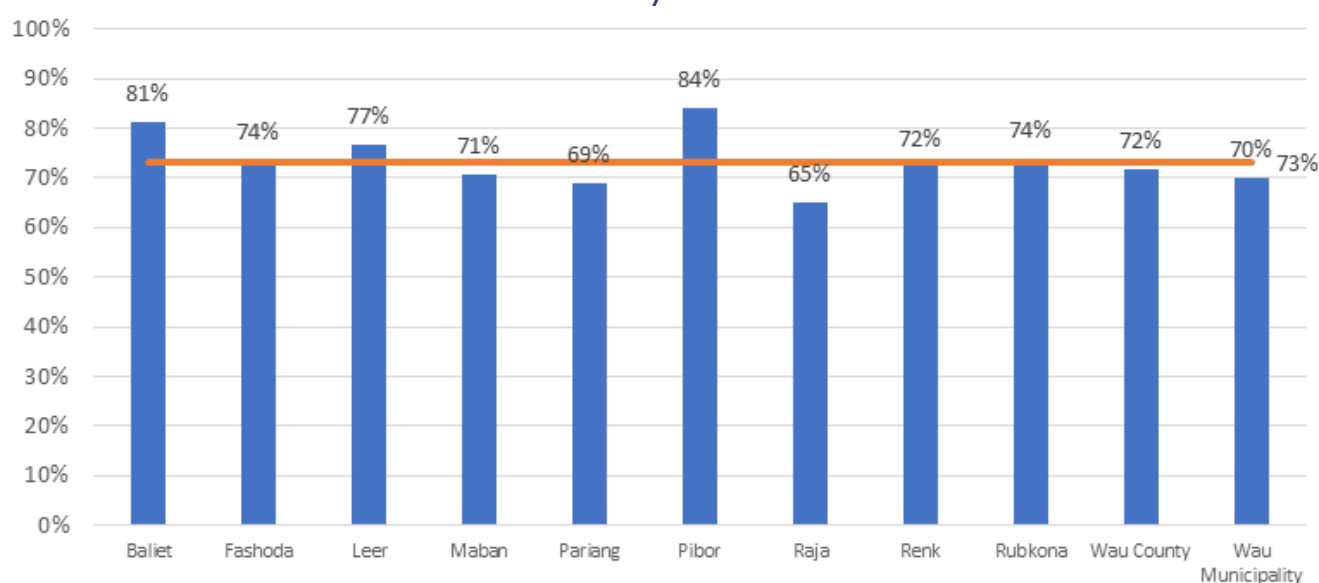
Baliet, Fashoda, Leer, Pariang, Pibor, Raja, Renk, Rubkona and Wau County report that neither working groups nor focus groups have been used in the past 12 months as a form of citizen outreach.

Accountability

All locations except for Renk report having a mechanism in place in the county for the population to make complaints and/or express concerns regarding disputes or service provision, these mechanisms largely rely on local and traditional authorities. There are less complaint mechanisms related to public sector performance with only 40% report of CFA participants reporting that the county has mechanisms for receiving and processing complaints about public sector performance. Participants also expressed opinions that reflect there is significant

room for growth in the area of sharing information with the public, learning from past mistakes and holding themselves and service providers accountable. This growth can build on the 73% of CFA participants who believe that the decisions of the county government are respected by community members, a positive indicator of the legitimacy of the local government. It can also build in partnership with the BDCs and PDCs who are viewed as representatives of the local government and key partners in development.

Accountability Score



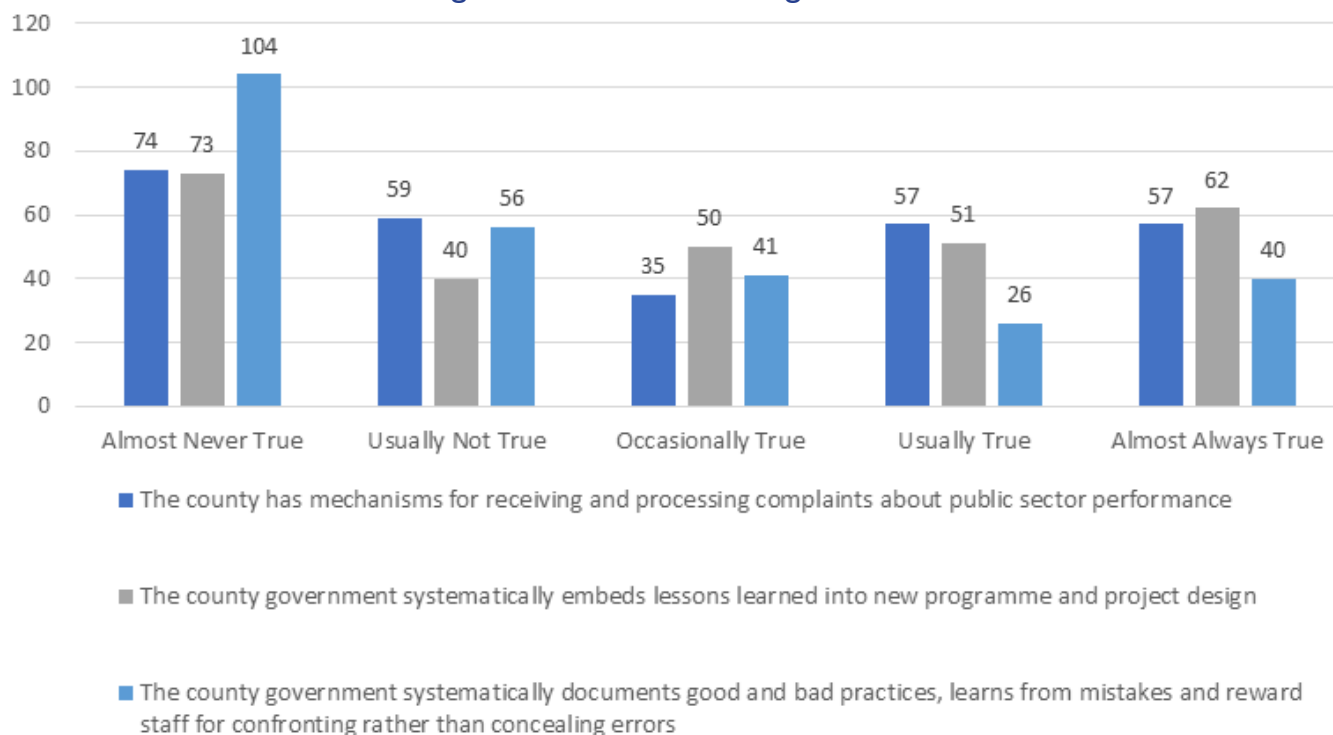
Complaints Mechanism

All locations except for Renk report having a mechanism in place in the county for the population to make complaints and/or express concerns regarding disputes or service provision. In all other locations, officials report that all complaints are sent to the Local Authorities (boma, payam and county chiefs). In many cases, complaints are brought to boma authorities and then escalated to payam and county officials as needed. In Raja and Maban, in addition to the traditional authority structure, women's groups and youth structures are also used to collect complaints. In both Leer and Maban, health related complaints systems are also present. In Leer, Village Health Committees at the facility level receive and acts on complaints, cases that are beyond their capacity are referred to the County Health Department. In Maban it is reported that UNICEF developed a system for use by the Health Department

where each health facility records their complaints, these are collected on monthly basis. These monthly facility reports are then sent to UNICEF and the County Health Department.

CFA Participants were also asked to respond to questions about how the county government collects information from community members and how it learns from its past performances. 41% of CFA participants assert that the county systematically embeds lessons learned into new program and project design. 25% of participants report that the county government systematically documents good and bad practices, learns from mistakes and rewards staff for confronting rather than concealing errors. 40% report that the county has mechanisms for receiving and processing complaints about public sector performance.

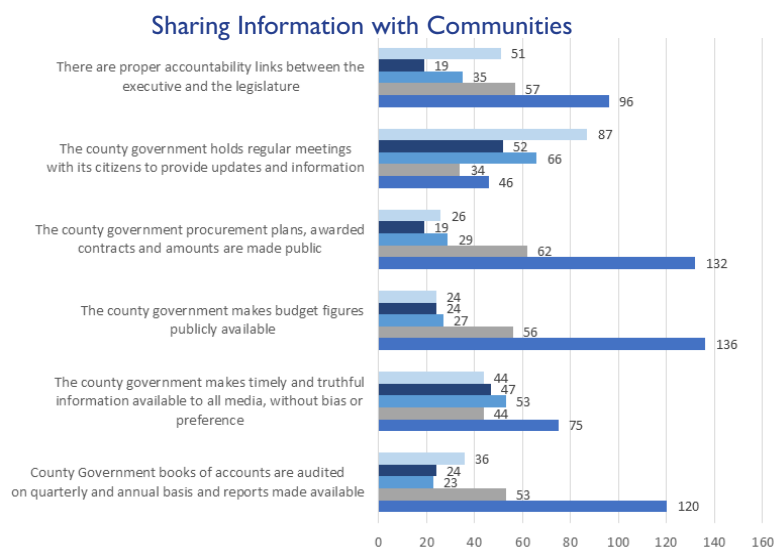
Collecting Information & Learning from Past Performance



Sharing Information with Communities

CFA participants were asked to individually respond to a number of questions about how the county government shares information with the community. 68% of participants do not agree that the county government books of account are audited quarterly and annually and that the reports are made available. 45% of participants disagree while 34% agree that the county makes timely and truthful information available to all media, without bias or preference. 72% of participants disagree that county budget figures are made publicly available. 72% of participants disagree that county government procurement plans, awarded contracts and amounts are made

public. 49% of participants agree that the county government holds regular meetings with its citizens to provide updates and information.





Maban County Entry Workshop © IOM 2021 / Margaret SUEN

Similar information about how the county government shares information with the community was also collected on the collective level during each CFA workshop. All eleven (11) locations report that the county does not avail financial reports and audits to communities. In significant part, this reflects the limited amount of auditing and financial reporting being conducted by county governments at the present time. All eleven locations report that development plans and budgets are not made publicly available. CFA participants

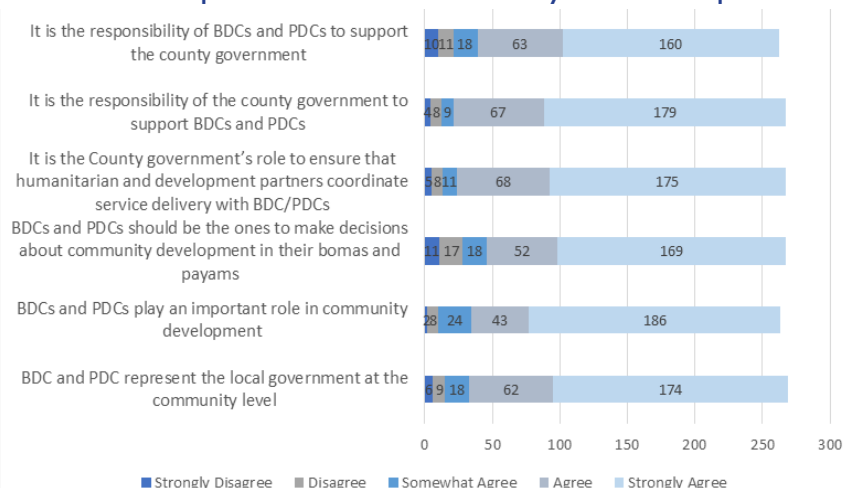
explain this is largely because there are currently no development plans nor budgets.

All eleven (11) locations report that the county does not make information related to contracts, tenders and procurement decisions available publicly. Baliet and Fashoda officials report this is because procurement does not take place at the county level while other counties cite a lack of appropriate staff, committees and/or procurement plans

Roles of BDCs and PDCs

CFA participants were asked to individually express their beliefs about the roles and responsibilities of BDCs and PDCs and their relationship with the county government. Nearly all participants believe it is the responsibility of BDCs and PDCs to support the county government. Reciprocally, nearly all participants also believe it is the responsibility of the county government to support BDCs and PDCs. Participants believe it is the county government's role to ensure that humanitarian and development partners coordinate service delivery

Boma Development Committees & Payam Development



with BDCs and PDCs. The statement CFA participants agreed with least, that BDCs and PDCs should be the ones to make decisions about community development in their bomas and payams was still believed by 83% of respondents. CFA participants believe BDCs and PDCs play an important role in community development and that they represent the local government at the community level.

Penalties for Non-Compliance by Service Providers

Fashoda, Leer and Renk officials report that there is an effective regulatory system and penalties for non-compliance by service providers in their counties. Fashoda officials report that these systems apply to government-contracted companies but not to NGOs. Renk officials also note that there are clauses in

government contracts that hold government contracted service providers accountable. Meanwhile, Leer officials note that RRC regulations fill this role. Representatives of all other locations report that effective regulatory systems and penalties for non-compliance are not in place.

CONFLICT, RISK & ACCESS

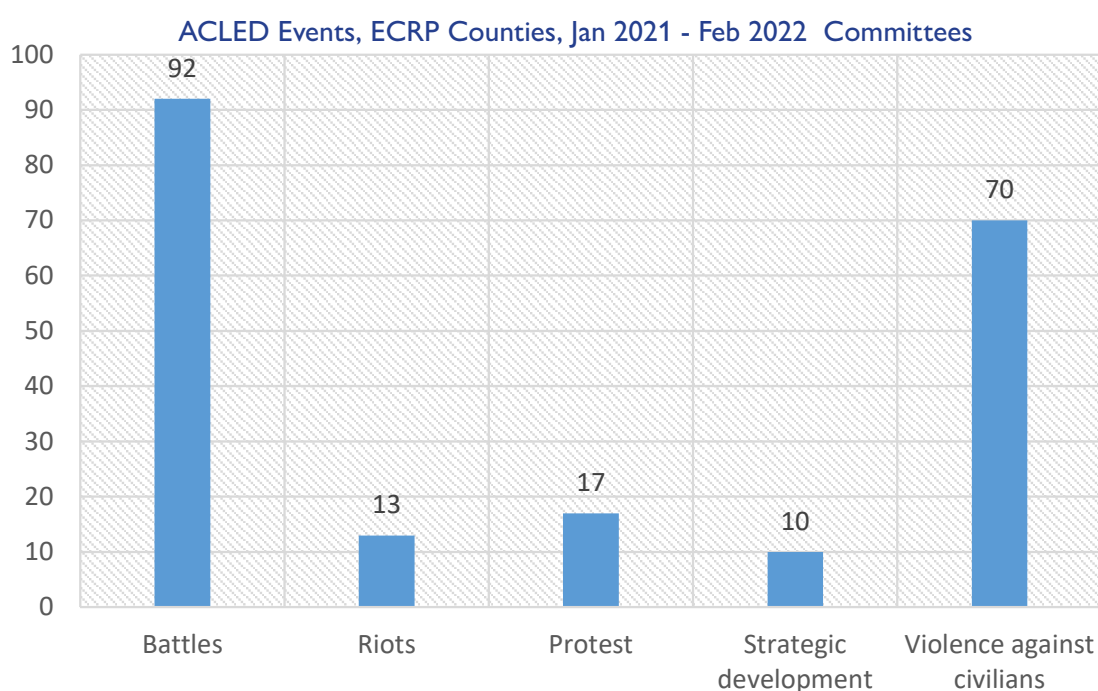
Since the signing of the R-ARCSS in September 2018 South Sudan has ostensibly been at peace. Despite this, the country continues to experience significant levels of political violence in the form of intercommunal violence and clashes between a variety of armed actors. One source of instability is unresolving issues around housing, land and property issues which have intensified with displacement, a rise in real estate values and competing local authorities. Political networks which rely on patronage and military experience, concentrations of power in Juba and the executive branch, and poor job prospects for youth in a floundering economy all

contribute to a fragile context in which violence is often viewed as a legitimate strategy to achieve one's goals. This violence often impacts civilians as well as humanitarian and development actors with over seventy (70) acts of violence against civilians recorded in the most recent fourteen months as well as nearly 300 incidences involving NGO workers including the deaths of fifteen (15) NGO workers in 2021. Humanitarian actors and contractors regularly encounter access constraints in the form of checkpoints and denials or delays in movement requests hindering their ability to reach people in need.

Conflict Events

One source of conflict-related data on South Sudan is the Armed Conflict Location & Event Data Project (ACLED) which aggregates and analyses data from a wide range of local, regional and national sources collected by trained data experts. The ACLED project²⁴ codes reported information on the type, agents, location, date, and other characteristics of political violence events, demonstrations and select politically relevant non-violent events. ACLED focuses on tracking a range of violent and non-violent actions by political agents, including governments, rebels, militias, identity groups, political parties, external actors, rioters, protesters and civilians.

The fundamental unit of observation in ACLED is the event. Events involve designated actors – e.g. a named rebel group, a militia or state forces. They occur at a specific named location (identified by name and geographic coordinates) and on a specific day. ACLED identifies six major event types: battles, explosions/remote violence, violence against civilians, protests, riots and strategic developments.²⁵ Between January 1st 2021 and February 27th 2022, ACLED identified 202 acts of political violence across the ten ECRP counties.



²⁴ <https://acleddata.com/#/dashboard>

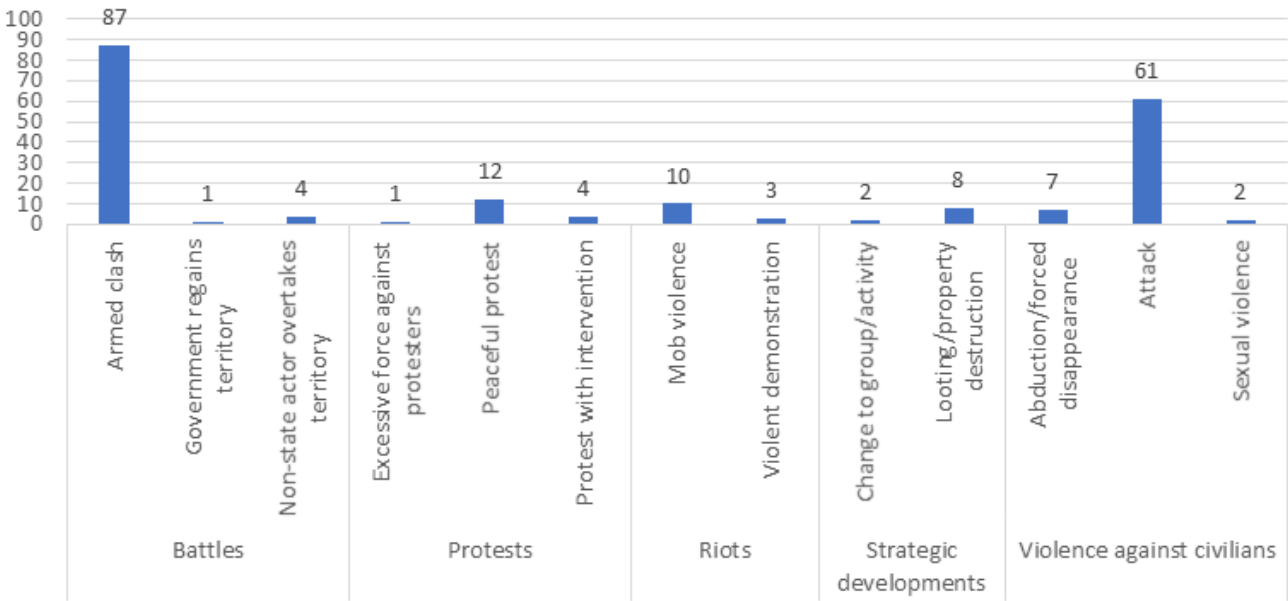
²⁵ ACLED, (2019). "Armed Conflict Location & Event Data Project (ACLED) Codebook."

In ECRP counties, ninety-two (92) battles took place, seventeen (17) protests, thirteen (13) riots, ten (10) strategic developments and seventy (70) acts of violence against civilians. No explosions or remote violence such as chemical weapons, suicide bombs, shelling, IEDs or drone strikes were recorded.

Within each category of events, ACLED has identified between two and eight sub-events that fall within each category. Among the 90 battle related events, 87 are armed clashes, one was an event in which the government regained territory and four were identified as situations in which a non-state actor overtakes territory. Among the seventeen protest events, one event was identified as a situation of excessive violence against protestors, twelve as peaceful protests and

four as protests with intervention. Among the thirteen riots, ten were described as events of mob violence and three as violent demonstrations. Among the ten (10) strategic developments, two (2) were defined as a change to the group or activity²⁶ and eight (8) were described as looting or destruction of property. Other sub-categories of strategic developments that were not identified as taking place in South Sudan between 2021 and the present (March 2022) include: agreements, arrests, disrupted weapons use, the establishment of a headquarters or base and the non-violent transfer of territory. Finally, among the seventy (70) acts of violence against civilians, seven (7) are identified as abductions or acts of forced disappearances, sixty-one (61) are attacks and two (2) are acts of sexual violence.

ACLED Events & Sub-Events in ECRP Counties, Jan 2021- Feb 2022

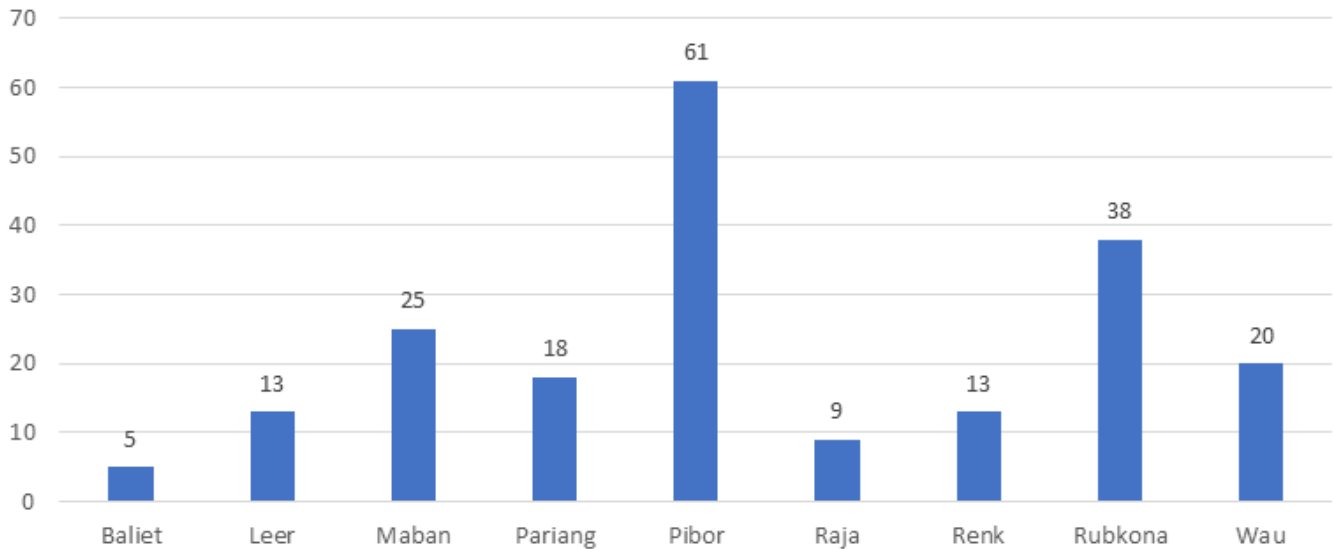


Across the ECRP counties, the number of acts of political violence and related events varied significantly. Between January 2021 and February 2022 ACLED recorded zero events in all of Fashoda County and less than ten events

in both Baliet and Raja. At the same time, twenty (20) events were recorded in Wau County, twenty-five (25) in Maban, thirty-eight (38) in Rubkona and sixty-one (61) in Pibor.

²⁶ Per the ACLED Codebook. "Change to group/activity: This sub-event type is used to code significant changes in the activity or structure of armed groups. It can cover anything from the creation of a new rebel group or a paramilitary wing of the security forces, "voluntary" recruitment drives, movement of forces or any other non-violent security measures enacted by armed actors. This subevent type can also be used if an armed group is absorbed into a different (existing) armed group or to track large-scale defections." ACLED, (2019). "Armed Conflict Location & Event Data Project (ACLED) Codebook." Page 15.

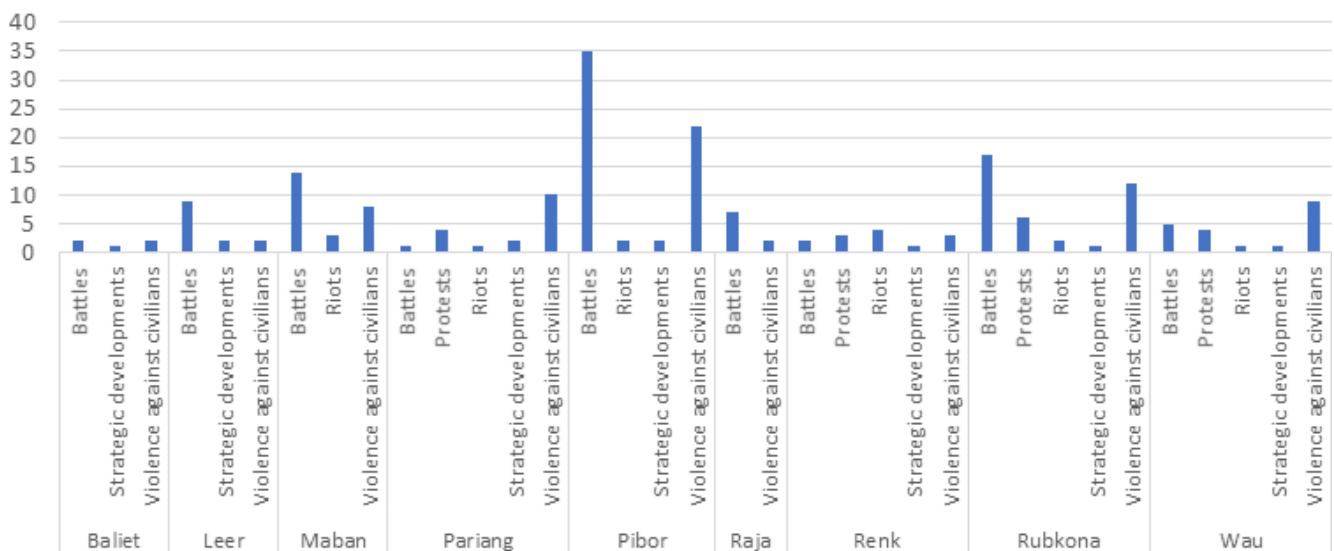
ACLED Events in ECRP Counties, Jan 2021 - Feb 2022



Within each county the acts of political violence varied significantly with Pariang, Renk, Rubkona and Wau experiencing the range of ACLED events (battles, protests, riots, strategic developments and violence against civilians) while Baliet, Leer and Maban experienced three types of events and Raja experienced

only two types of events (battles and violence against civilians). Pibor and Rubkona experienced 49% of all the ACLED events recorded during this time period. Battles and violence against civilians were the two primary events experienced in both Pibor and Rubkona as well as Wau, Raja, Maban, Leer and Baliet.

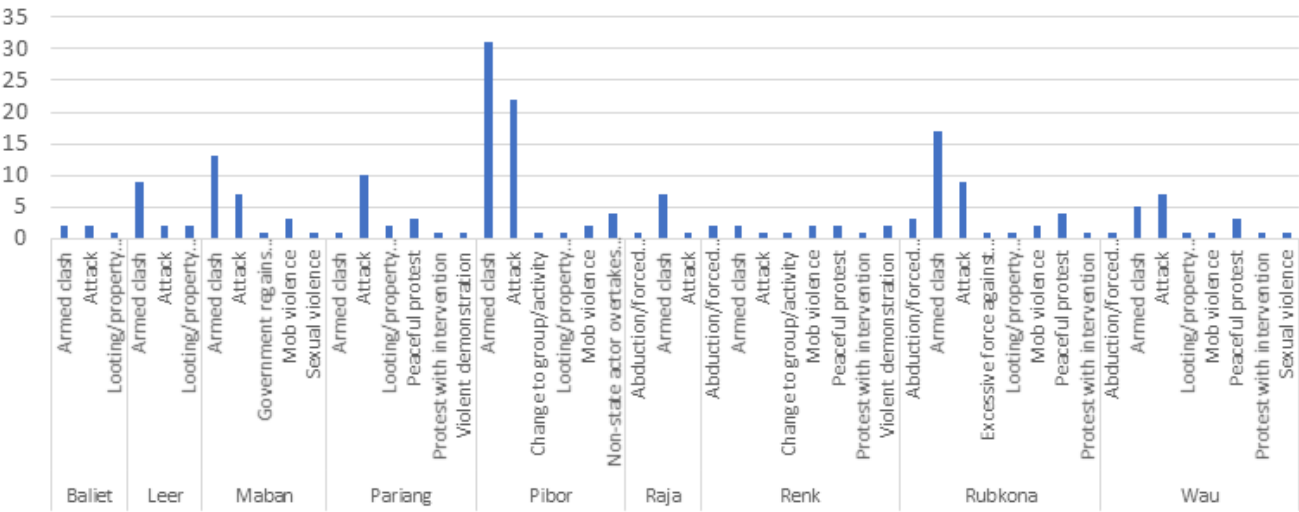
ACLED Events by ECRP Counties, Jan 2021 - Feb 2022



Among the types of sub-events that constitute each category, armed clashes constitute of the majority of events within the battle category across all counties and attacks constitute the majority of violence against

civilians. Some of the events falling within the category of violence against civilians include descriptions of revenge attacks, cattle raiding and attacks by unknown gunmen on travelers and local residents.

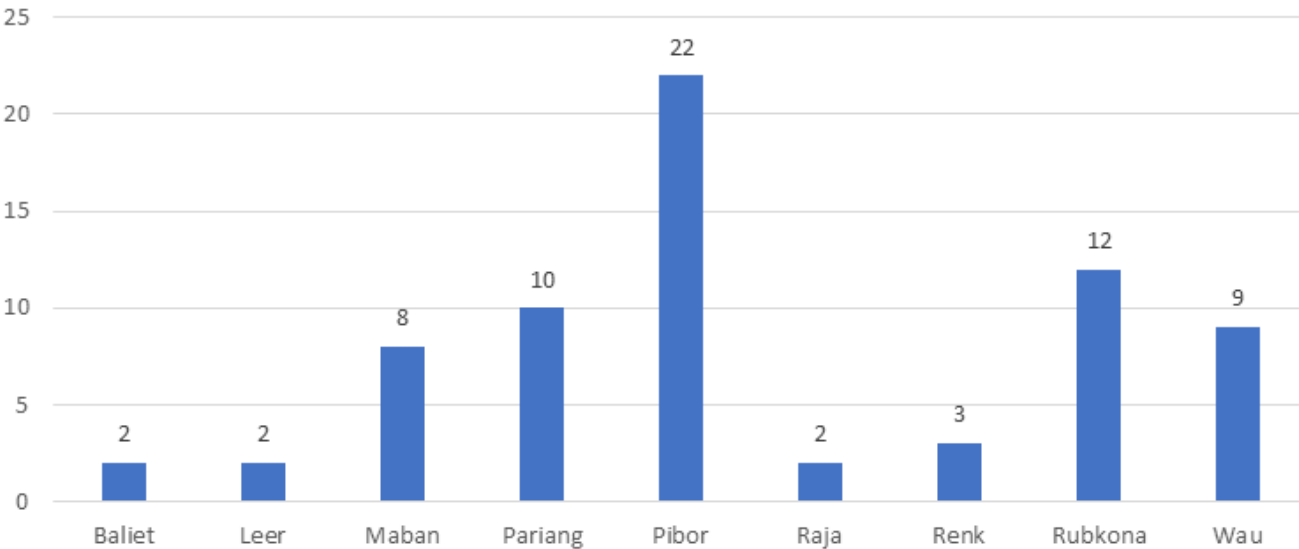
ECRP Counties by ACLED Sub-Events, Jan 2021- Feb 2022



All nine counties in which ACLED recorded acts of political violence and related events between January 2021 and February 2022 included acts of violence against civilians. Pibor and Rubkona recorded the greatest number of acts of violence against civilians with twenty-

two and twelve respectively. The acts of violence against civilians recorded in Pibor include attacks by unknown gunmen against travelers and local residents, attacks on aid workers, attacks on traders, and large-scale attacks against entire villages.

Violence against Civilians in ECRP Counties, Jan 2021 - Feb 2022



Over fifty different groups or entities were identified as actors within one or more acts of political violence. ACLED does not identify actors as perpetrators, victims or any other category of participant in violence within the dataset. Ethnic or communal militias were named in over ninety-six (96) ACLED events. The SPLA-IO were

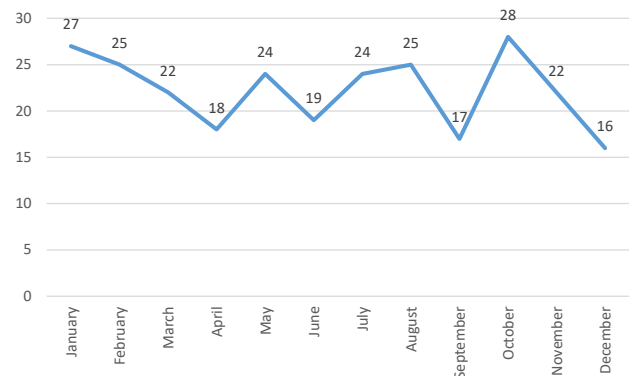
named in over eighteen (18) events, unidentified armed groups were named in over twenty-three (23) events, the Military Forces of South Sudan were named over sixteen (16) times and the military forces of Sudan were named in five (5) events.

Security Incidents involving NGO Workers

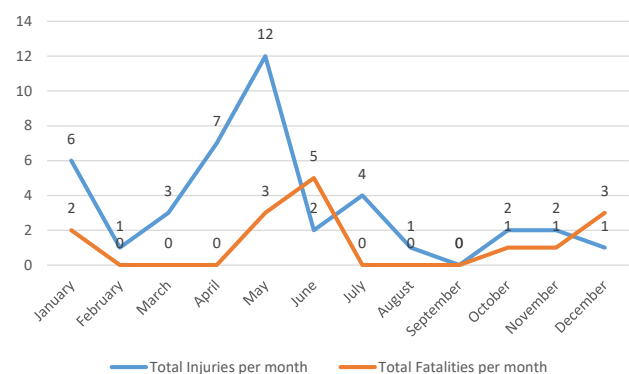
The International NGO Safety Organization²⁷ provides aggregated global data on safety and security incidents. One of the countries included in its analysis is South Sudan. While data is not disaggregated on a county level it is nonetheless insightful to view the challenges facing NGO and UN workers across the country.

In 2021, there were a total of 267 reported NGO Incidents. Of the 267 incidents, 46 (17%) included staff from National NGOs and 225 (83%) involved staff from international NGOs. A total of 41 NGOs workers were injured in South Sudan in security incidents²⁸ in 2021, 8 abductions took place and 15 NGO workers were killed. Of the injured staff 4 (10%) are international staff and 37 (90%) are national staff. The eight people who were abducted were taken in at least 4 discrete events, one person in January, one person in February, one person in August and 5 staff taken in September 2021. All eight staff members were national staff. Across the country, 2% (6) of incidents included NGO workers being injured and 1% (2) involved NGO workers being killed. 97% of reported security incidents involved neither the injury or death of NGO workers.

Total NGO Incidents per Month



Total Injuries and Fatalities per month, 2021

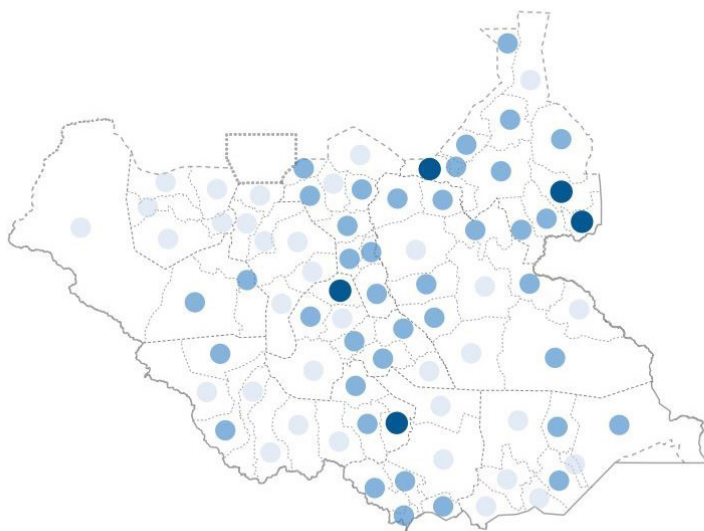


²⁷ INSO Key Data Dashboard. <https://ngosafety.org/keydata-dashboard/>

²⁸ "Security Incidents" refers to all "Theft", "Confine", "Threat" and "Attack" events reported to INSO regardless of type, severity, perpetrator, intent or outcome. For instance, it includes all petty criminal robberies and threats as well as armed assaults and bombings. It includes all accidental involvement as well as all deliberate and targeted attacks. It includes all incidents in which no one was injured or hurt and all those in which someone was. INSO Key Data Dashboard. <https://ngosafety.org/keydata-dashboard/>

Of the fifteen NGO fatalities in 2021, 1 (7%) international staff member was killed and 14 (93%) national staff members were killed.

Severity of humanitarian conditions by county, HNO 2021



! 5 counties with high access constraints

High access constraints: Significant access constraints present. Access is extremely difficult or impossible. Armed groups, checkpoints, bureaucratic or other access impediments are present and actively restrict humanitarian activities. Operations in these areas are often severely restricted or impossible. Even with adequate resources, partners would be unable to reach more than a minority of targeted people in need.

! 39 counties with medium access constraints

Medium access constraints: Moderate access constraints present. Armed groups, checkpoints, bureaucratic or other access impediments are present and regularly result in restrictions on humanitarian activities. Operations continue in these areas with regular restrictions. With adequate resources, partners would be able to reach roughly half of targeted people in need.

! 34 counties are accessible or with low access constraints

Low access constraints: No or very few access constraints present. Armed groups, checkpoints, bureaucratic or other access impediments may be present, but these rarely or only occasionally result in restrictions on humanitarian activities. Partners are largely able to operate. With adequate resources, partners would be able to reach all or nearly all targeted people in need.

OCHA (HNO 2021) explains that despite general improvements in the overall feasibility of humanitarian access since the establishment of the transitional government, access continues to be constrained by sub-national violence, bureaucratic impediments, operational interference, violence against humanitarian personnel and assets, and COVID-19 travel restrictions accompanied by the lack of cross-country unified travel regulations. Out of the 7.5 million people in need of assistance in 2020, approximately 254,000 people lived in counties with high access constraints, including some

215,000 targeted with assistance. This represents over a 200 per cent increase from 65,000 people targeted in areas with high access constraints in 2019.²⁹ No ECRP counties were included among the counties with high access restraints in 2020. Baliet, Fashoda, Leer, Maban, Pibor and Wau are included among the counties identified as having medium access constraints in 2020. Pariang, Raja, Renk and Rubkona were included among the counties identified by OCHA as accessible or with low access restraints.

Drivers of Fragility, Conflict and Violence

With the signing of the Revitalized Peace Agreement (R-ARCSS) in September 2018 and the formation of the Revitalized Transitional Government of National Unity (R-TGoNU) in February 2020 there is a new window of opportunity for political stability in South Sudan, but challenges persist. The World Bank has identified a number of challenges as drivers of fragility, conflict and violence that continue to impair government functionality and the development of a robust democratic system.³⁰

One of the persistent challenges is the legacy of militarized rule which has led to dysfunctional governance. Since before independence, the military has maintained a dominating presence in the government which has contributed to non-inclusive governance and limited representation. Patronage networks often dictate the distribution of state funds rather than transparent processes based on need. Despite public rhetoric supporting decentralization, the Juba-centered governance structure marginalizes and hinders the

²⁹ Humanitarian Needs Overview, 2021. Page 22.

³⁰ World Bank. (2021). South Sudan Risk and Resilience Assessment. June 2021.

development of peripheral regions and limits the access of areas outside the capital to public resources. With the overwhelming majority of budget revenue being sourced from the sale of oil and oil futures, coupled with the absence or inadequacy of public services, the social contract between citizens and the state is currently weak.

A second persistent challenge is the concentration of power by elites which has created a destabilizing impact. In addition to the concentration of power and influence in Juba, a limited number of elites are capturing a large share of economic rents and these elites are often driven by security and military interests. Part of this power contestation has been witnessed in the drawing and redrawing of state and county boundaries and the leveraging of local conflict dynamics by elites via support of arms and weapons to local actors.

A third persistent challenge has been intercommunal violence and the influences it has on local and national conflict dynamics. Local tensions between ethnic groups in specific geographic areas at the subnational level have an impact on national political dynamics. At the same time, national military and political elites also influence local violence, such as by leveraging support from armed herders to conduct cattle raiding. The militarization of cattle raiding via the proliferation of small arms and the influence on external areas in turn intensifies bouts of intercommunal violence. Land disputes are often linked to disputes over finite natural resources, economic control and political influence and serve as an additional driver of conflict.

A fourth persistent challenge has been the weak justice system which has perpetuated impunity and violence. In the absence of oversight and justice mechanisms

at the national level, elites are able to engage without repercussions for crimes such as corruption, illicit trade and the exploitation of oil rents. Electoral processes are currently not robust nor independent enough to withstand any significant challenges. Similarly, the constitutional provisions for an independent judiciary are compromised by political interference and the customary justice mechanisms have been weakened by years of conflict.

A final persistent challenge has been the limited socioeconomic opportunities for youth which has increased their susceptibility to violence. With a lack of investment in education and economic opportunities since independence as well as preceding it, youth have been left without education and skills to thrive in today's marketplace. The lack of investment in youth is reducing economic productivity in the country as well as social cohesion. The limited access to education, vocational training, and economic opportunities has reduced the opportunity cost of crime and violence and leaves young people susceptible to instrumentalization by political and military elite. Compounding this, access to the opportunities that are available are often unequally distributed based on ethnicity with youth from more dominant ethnic groups better able to access employment in the public sector.

The delayed implementation of the R-ARCSS, climate variability and shocks, the impact of COVID-19 and geopolitical risks all have the potential to impact and exacerbate the existing challenges and contribute to additional fragility, conflict and violence.

Housing, Land and Property Issues

As the South Sudan Protection Cluster, among others, has identified, Housing, Land and Property (HLP) rights including reclamation, restitution and reconstruction continue to be a crucial issue in South Sudan. To achieve durable solutions for those affected by the conflict significant effort will be required to ensure that they are effectively addressed. South Sudan is not yet conducive for mass scale returns, however with the signing of R-TGoNU, an increase in spontaneous returns has been recorded, alongside a corresponding increase in HLP issues.



Construction underway for a new primary school in Ngisa Boma in Wau County, which was prioritized by Bagari Payam Development Committee for ECRP funding© IOM 2022 / Mario TALAMONTI

Equitable access to HLP remains a pivotal requirement for peacebuilding and recovery in post-conflict South Sudan. Inter-communal land and resource conflicts rooted in access, ownership and usage threaten peacebuilding and stabilization efforts. Development of land tenure policy, review of associated legal frameworks, and installation and operationalizing of land administration structures at sub-national levels are all important post-conflict priorities that are essential to identifying durable solutions in resettling IDPs and refugees, and ex-combatants. Securing HLP rights that enable livelihoods and addressing HLP grievances/disputes will

also contribute to establishing the rule of law, which in turn produces conducive environments for returns, investment, poverty reduction and development.³¹

While HLP issues remain salient across the country and across all counties with ECRP programming, some counties are more affected than others due to a confluence of economic, social and political factors. As ECRP programming moves forward in these areas, programming is more likely to be affected and potentially delayed in some counties than others.

Intensity of Issues around Housing, Land and Property in Program Counties	
Baliet	HLP issues are unlikely to cause significant conflict in the program implementation areas that will lead to project delays or stoppage
Fashoda	HLP issues are more likely to cause conflict in program implementation areas and lead to project delays or stoppage
Leer	HLP issues are somewhat likely to cause conflict in program implementation areas and lead to project delays or stoppage
Maban	HLP issues are unlikely to cause significant conflict in the program implementation areas that will lead to project delays or stoppage
Pariang	HLP issues are somewhat likely to cause conflict in program implementation areas and lead to project delays or stoppage
Pibor	HLP issues are somewhat likely to cause conflict in program implementation areas and lead to project delays or stoppage
Raja	HLP issues are unlikely to cause significant conflict in the program implementation areas that will lead to project delays or stoppage
Renk	HLP issues are more likely to cause conflict in program implementation areas and lead to project delays or stoppage
Rubkona	HLP issues are more likely to cause conflict in program implementation areas and lead to project delays or stoppage
Wau County	HLP issues are somewhat likely to cause conflict in program implementation areas and lead to project delays or stoppage
Wau Municipality	HLP issues are more likely to cause conflict in program implementation areas and lead to project delays or stoppage

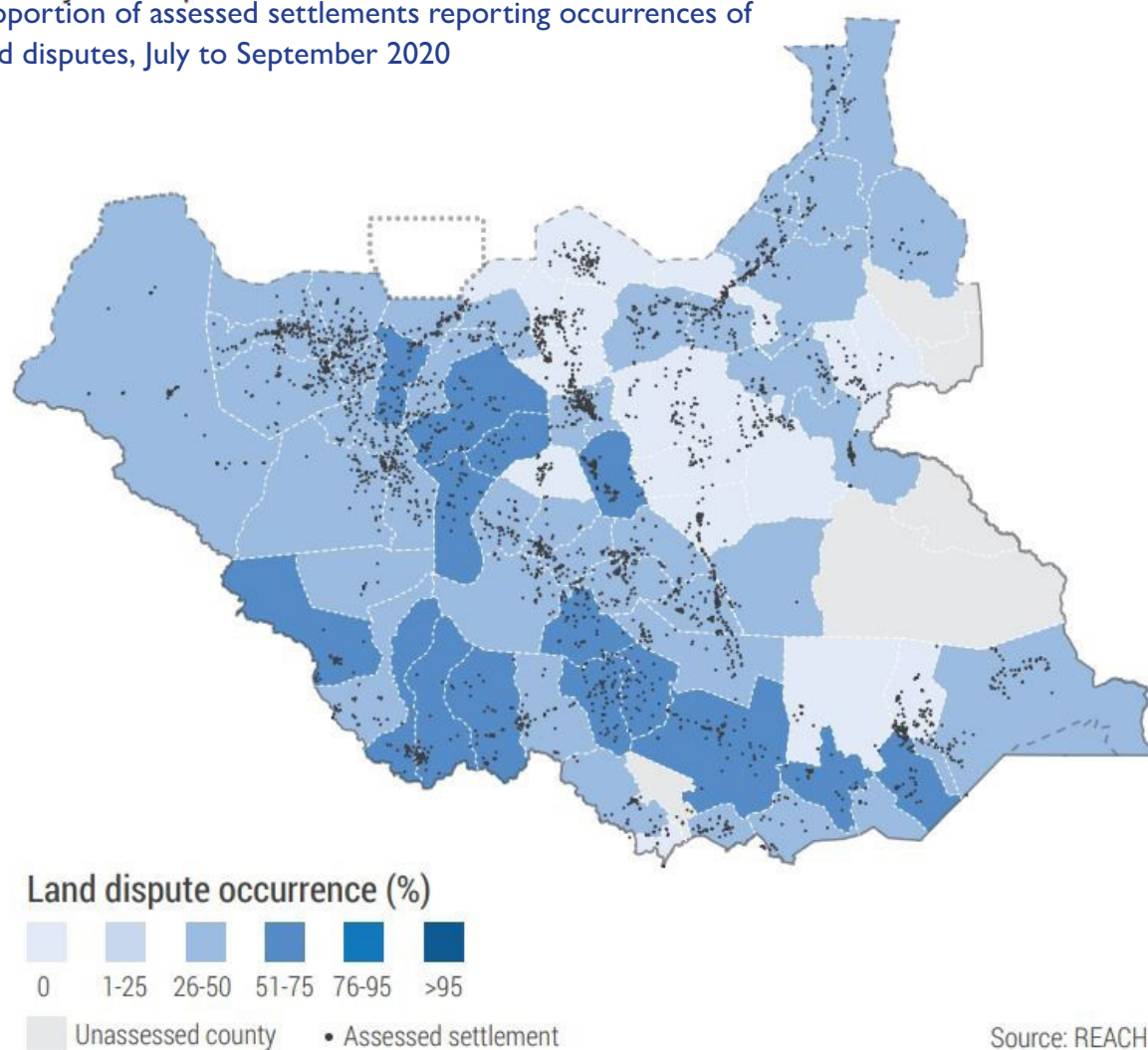
All ECRP counties have settlements which report the presence of land disputes though some report more than others. Data collection conducted by REACH over three months in 2020 found that in two ECRP counties (Pariang and Rubkona) no land disputes were

recorded while in all other ECRP counties, land disputes were recorded in 26-50% of the settlements REACH assessed.³² Pibor remained unassessed. This snapshot of land disputes across the country reflects the prevalence of land disputes and of HLP issues across South Sudan.

³¹ Housing, Land and Property Technical Working Group, South Sudan Protection Cluster. Housing, Land and Property (HLP) Challenges in South Sudan. January 2021. Pg 1. <https://reliefweb.int/sites/reliefweb.int/files/resources/HLP%20TWG%20Note%20-%20HLP%20Challenges%20in%20South%20Sudan.pdf>

³² REACH, Area of Knowledge-Neighborhoods Assessment - South Sudan, August 2020, available at <https://bit.ly/3skzd41>. As cited in the HNO. Page 26.

Proportion of assessed settlements reporting occurrences of land disputes, July to September 2020



Checkpoints & Roadblocks

In 2011, the South Sudan National Bureau of Statistics (SSNBS) published a study on checkpoints along major trade routes. It provided 'evidence that roadblocks are a major constraint to trade and economic development in South Sudan',³³ and recommended regular follow-up surveys on the topic. Ten years later, IPIS (International Peace Information Service) and DIIS (Danish Institute for International Studies) have conducted the first major follow-up study. Collecting data between 2019 and 2021, a team of local researchers travelled throughout the major trade routes across the country, often embedded in convoys carrying humanitarian aid, and collected information about the nature, size and characteristics of each checkpoint encountered. While

data collection was concentrated along the major trade routes, and only some ECRP counties fall within these routes, the larger ideas about the nature and purpose of checkpoints extends to checkpoints across the country and across ECRP counties.

Because of the high monetary value concentrated in the bulk transport sector, overland and waterway transport in South Sudan is at the core of a political economy in which actors at every level attempt to take a cut of the wealth moving across the country. Checkpoints are a key element in this political economy.³⁴ At almost all checkpoints, which often take the form of a rope suspended across the road, drivers of commercial

³³. National Bureau of Statistics. (2011). *South Sudan Cost-to-Market Report, An Analysis of Check-points on the Major Trade Routes in South Sudan*. Juba: National Bureau of Statistics.

³⁴. Schouten, P., Matthysen, K. & Muller, T. (2021) *Checkpoint economy: the political economy of checkpoints in South Sudan, ten years after independence*. Antwerp/Copenhagen: IPIS/DIIS. Page 22.

vehicles are stopped and a payment of a 'transit tax' is demanded.³⁵

While Presidents Salva Kiir issued Republican Order No. 29/2017 in November 2017 calling for the free, unimpeded and unhindered movement of humanitarian assistance convoys and ordered that 'all the roadblocks should be removed from the roads', it had little lasting impact. Checkpoint taxes, including for humanitarian convoys, remain endemic.³⁶ IPIS/DIIS identified 319 checkpoints including 253 (79%) roadblocks and 66 (21%) river checkpoints. On average, a typical checkpoint is manned by six people and levies about SSP 48,000 (USD 80³⁷) on a commercial truck. There is one checkpoint for each 16 kilometers of road along South Sudan's major trade routes and the number of checkpoints has increased by nearly 50% since independence. At 62 checkpoints (19%) payments are lower than SSP 1,000 (USD 1.5); only 8% of checkpoint taxes exceed SSP 100,000 (USD 166), and these are mostly concentrated geographically along the White Nile. For all major routes, average total payment exceeds 60,000 SSP (USD 100). River checkpoints taxes were found to be higher than road checkpoints taxes in absolute terms, but lower in proportion to cargo weight due to the 1,200 tons that barges normally carry. Average checkpoint taxes have increased more than three times (336%) over the decade since independence. IPIS/DIIS identifies this as a possible effect of the plummeting prices of oil revenues and the ensuing increase in efforts to raise non-oil revenues, as well as the wider economic crisis and increasing levels of poverty since independence.³⁸

49% of checkpoints levy taxes on vehicles transporting humanitarian aid. Traffic police and SSPDF were the most commonly observed checkpoint operators and were sighted at 43% and 38% of checkpoints respectively. At

57% of the checkpoints, more than one type of official or agency is present at a checkpoint and the average number of actors at a checkpoint is three. Finally, the SPLA/M-IO controls 60 (19%) of all checkpoints visited by IPIS/DIIS. Government forces operate most of the checkpoints along overland routes, whereas most river checkpoints (58%) are under control of SPLA/M-IO forces.³⁹

The number of checkpoints and the revenue collected at checkpoints have a number of implications for transport, governance and humanitarian operations. IPIS/DIIS concludes that checkpoints likely form the biggest non-oil source of cash for government agents and security forces and in turn this means that the transport and trade sector is thoroughly implicated in financing conflict actors. Checkpoints lead to meaningful increases in commodities and are key factor in the high transport prices as compared to neighboring countries. South Sudan has the highest transport costs in the world for aid delivery, alongside Afghanistan and the Democratic Republic of Congo.⁴⁰ IPIS/DIIS also finds that as checkpoint taxes are normally calculated based on vehicle type, low value cargoes pay more as a percent of the value of goods transported, imperiling markets for agricultural products.

Checkpoints create operational challenges for humanitarian and development service delivery, including the ECRP program. With the cost of moving goods often increasing by 50% as a result of checkpoints, service providers are forced to reduce or redesign programming to adapt to these not-so-hidden costs. Outsourcing the transport of goods to sub-contractors places the burden and risk of checkpoints on transport companies and often raises the total costs further as non-NGO/UN convoys are far more likely to be taxed along the

³⁵ Ibid. Page 26.

³⁶ Ibid. Page 21.

³⁷ "Because the USD-SSP exchange rate is extremely volatile, all figures mentioned are converted into early 2021 SSP and the corresponding value in USD." Page 13. "Here [in this report], we use the 'effective' exchange rate of SSP 600 to the dollar, not the official exchange rate provided by the Central Bank of South Sudan. Calculation of values in SSP 'adjusted': 1) the values for each year were first converted into USD as specified above; and 2) for conversion into SSP 'adjusted', all the values converted in USD were afterwards multiplied by 600 (exchange rate as of 2021). Note that the above has a huge influence on tax levels. In 2019, 1 USD = 240 SSP, in 2020 1 USD = 300 SSP, while in early 2021, 1 USD = 600 SSP" Schouten, P., Matthysen, K. & Muller, T. (2021) Checkpoint economy: the political economy of checkpoints in South Sudan, ten years after independence. Antwerp/Copenhagen: IPIS/DIIS. Page 13.

³⁸ <https://blogs.worldbank.org/african/how-conflict-and-economic-crises-exacerbate-poverty-in-south-sudan> As found in Schouten, P., Matthysen, K. & Muller, T. (2021) Checkpoint economy: the political economy of checkpoints in South Sudan, ten years after independence. Antwerp/Copenhagen: IPIS/DIIS. Page 27.

³⁹ Schouten, P., Matthysen, K. & Muller, T. (2021) Checkpoint economy: the political economy of checkpoints in South Sudan, ten years after independence. Antwerp/Copenhagen: IPIS/DIIS. Page 6.

⁴⁰ Maunder, N., Coombs, D., Fenton, G., Hoogendoorn, A., & Carboni, L. (2017). South Sudan: An evaluation of WFP's Portfolio (2011 - 2016) Volume II: Annexes. Rome: World Food Programme; on the taxation of humanitarian transport, see section 2.1 As found in Schouten, P., Matthysen, K. & Muller, T. (2021) Checkpoint economy: the political economy of checkpoints in South Sudan, ten years after independence. Antwerp/Copenhagen: IPIS/DIIS Page 12.

way⁴¹ In either case, checkpoint taxation is a means of systematic manipulation for political gain by conflict actors across the country.⁴² As IPIS/DIIS quotes, ‘NGOs are the new oil fields’⁴³ and checkpoints are a key point of revenue collection from NGOs and the UN. More worryingly, in some cases, the South Sudanese security organs have used checkpoints as devices to block aid

delivery and restrict humanitarian access to areas and towns under enemy control. Over the past years, the SSPDF and NSS have encircled Wau, Yei and other areas with checkpoints that obstructed humanitarian access.⁴⁴ There is the potential that these practices may affect ECRP program counties in the future.



The Western Corridor is one of the major transport routes studied by IPIS/DIIS and runs through multiple ECRP sites including Wau County, Wau Municipality, Rubkona County and Pariang County. The Western Corridor is entirely under government control, with a variety of government agencies present at the checkpoints. The top three state agencies IPIS/DIIS

found present at the checkpoints were the Traffic Police (present at 62, or 58%, of checkpoints), SSPDF (present at 56 checkpoints, or 53%) and MI, a branch of the army (52 checkpoints, or 49%).⁴⁵ A journey between Juba and Bentiu costs a commercial driver on average USD 2,273 in checkpoint taxes.⁴⁶

⁴¹ “Whereas NGO and UN vehicles are mostly exempt from taxation, checkpoint operators consider humanitarian transport contractors as de facto commercial transport and thence subject them systematically to transit taxes.” Schouten et al. (2021). Page 37.

⁴² Schouten, P., Matthysen, K. & Muller, T. (2021) Checkpoint economy: the political economy of checkpoints in South Sudan, ten years after independence. Antwerp/Copenhagen: IPIS/DIIS Page 20.

⁴³ Ibid. Page 20.

⁴⁴ See Human Rights Council (2020), “There is nothing left for us”: starvation as a method of warfare in South Sudan (A/HRC/45/CRP.3); also see Craze, J. (2019). Displaced and Immiserated: The Shilluk of Upper Nile in South Sudan’s civil war, 2014–19. London: Small Arms Survey. As found in Schouten, P., Matthysen, K. & Muller, T. (2021) Checkpoint economy: the political economy of checkpoints in South Sudan, ten years after independence. Antwerp/Copenhagen: IPIS/DIIS Page 19.

⁴⁵ Ibid. Page 49.

⁴⁶ Ibid. Page 43.



During a Boma Development Committee meeting, Karmela Uto, an active member of Ngisa BDC in Wau County, expresses the importance of mitigating gender-based violence in her community © IOM 2022 / Mauro TALAMONTI

WOMEN'S EMPOWERMENT

The ECRP Gender Empowerment Team recently (February 2022) collected data across all ten counties and eleven locations on the subject of women's empowerment. 126 women members of Boma Development Committees were interviewed as part of this data collection across ten locations. Between two and thirty-five members of BDCs were interviewed in

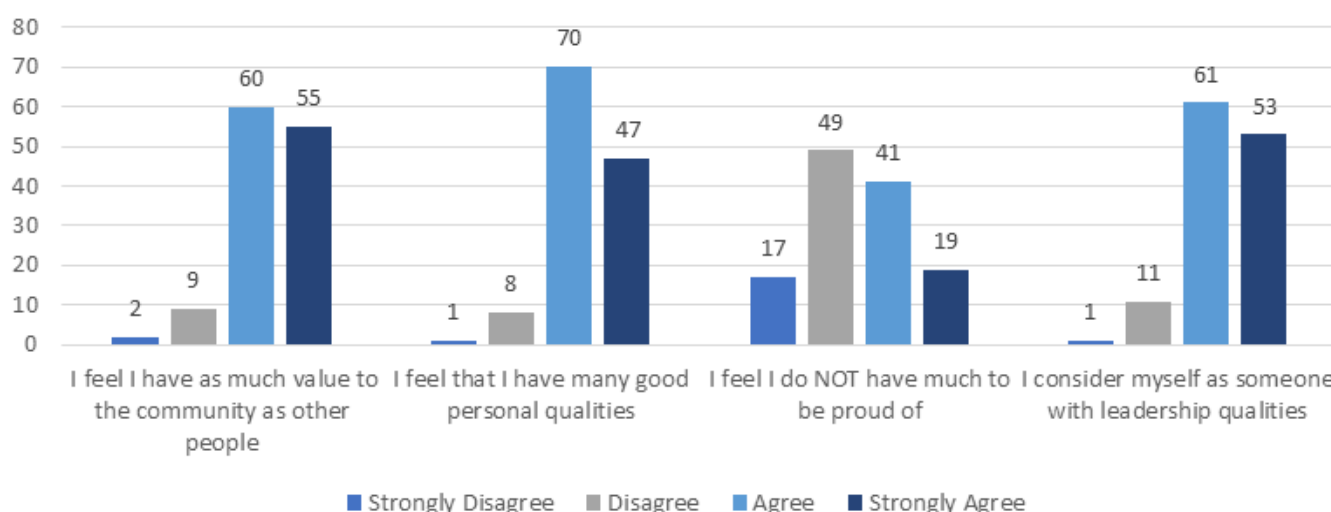
each location. While women BDC participants generally see themselves as leaders and as people with agency in their own lives, their beliefs around the causes of sexual assault and the acceptability of men assaulting their wives suggests that additional training and sensitization is needed to continue informing women about their rights.

Self-Esteem

Asked a series of questions regarding self-esteem, women BDC members expressed high levels of self-esteem. 91% of surveyed women BDC members believe they have as much value to the community as other people, 93% feel they have many good positive

qualities and 90% consider themselves to be someone with leadership qualities. At the same time, 53% do not believe that they do not have much to be proud of reflecting a belief that they do have many things to be proud of.

Self Esteem, Women BDC Members

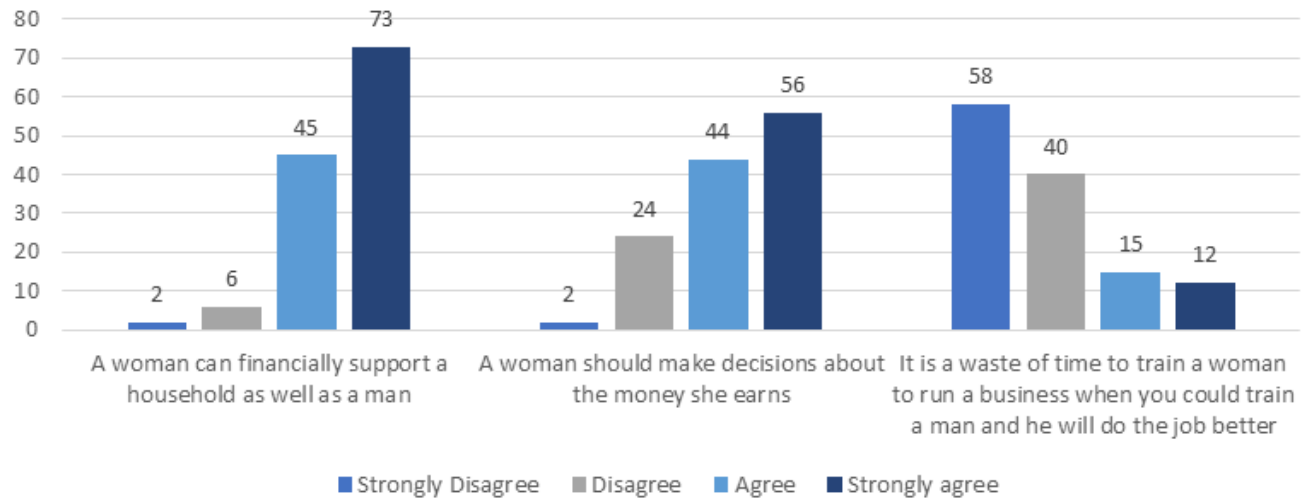


Women's Economic Role

Reflecting on the role of women in the family and broader economy, BDC participants express a belief in women's ability to contribute and control their own finances and do so as well as their male counterparts. 94% believe women can financially support a household

as well as a man, 79% believe a women should make decisions about the money she earns and only 20% agree that it is a waste of time to train a woman to run a business when you could train a man instead.

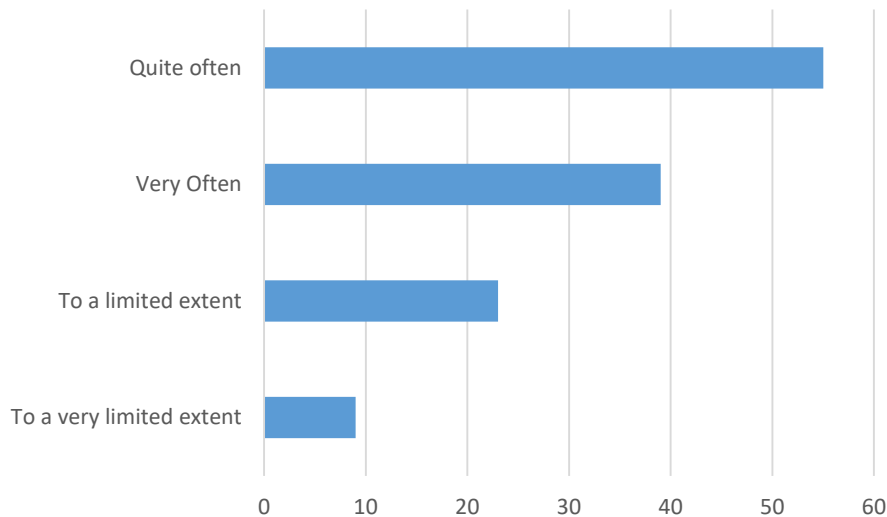
Women's Economic Roles



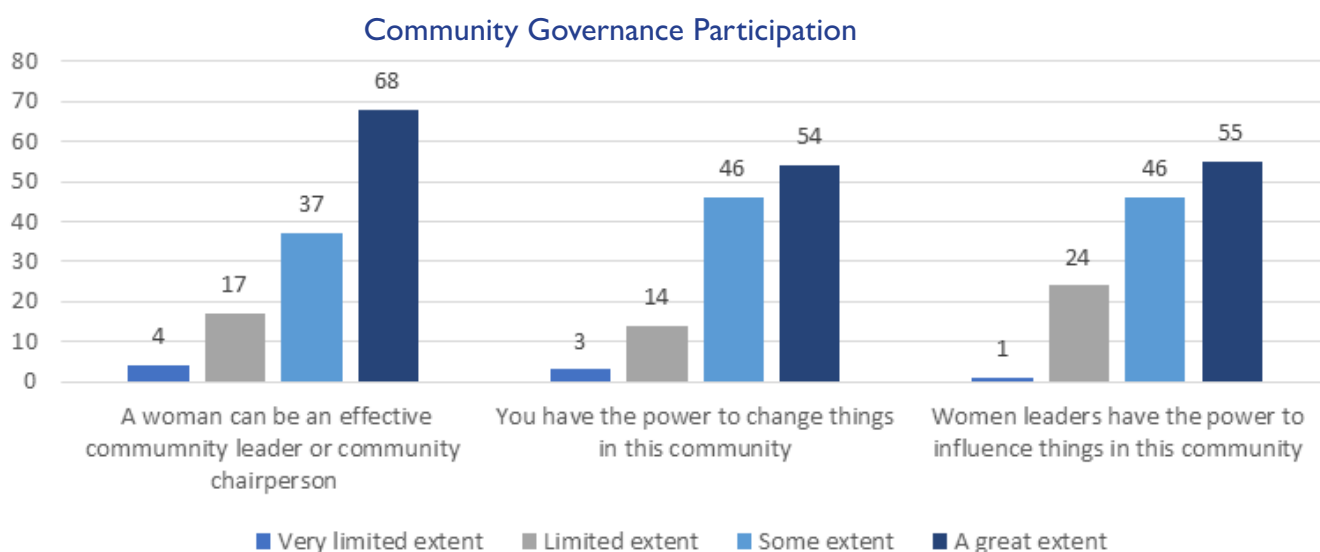
Leadership & Community Governance

Women BDC members express a high level of participation and decision-making ability within Boma Development Committees including 74% who agree that they contribute to important decisions made within these groups very or quite often. This suggests that BDCs are an important forum for women to continue to build and hone leadership skills and continue to be perceived in the community as leaders and decision-makers. 90% of Women BDC members believe they have the ability to positively change things in their communities.

To what extent do you contribute to important decisions made within these groups?

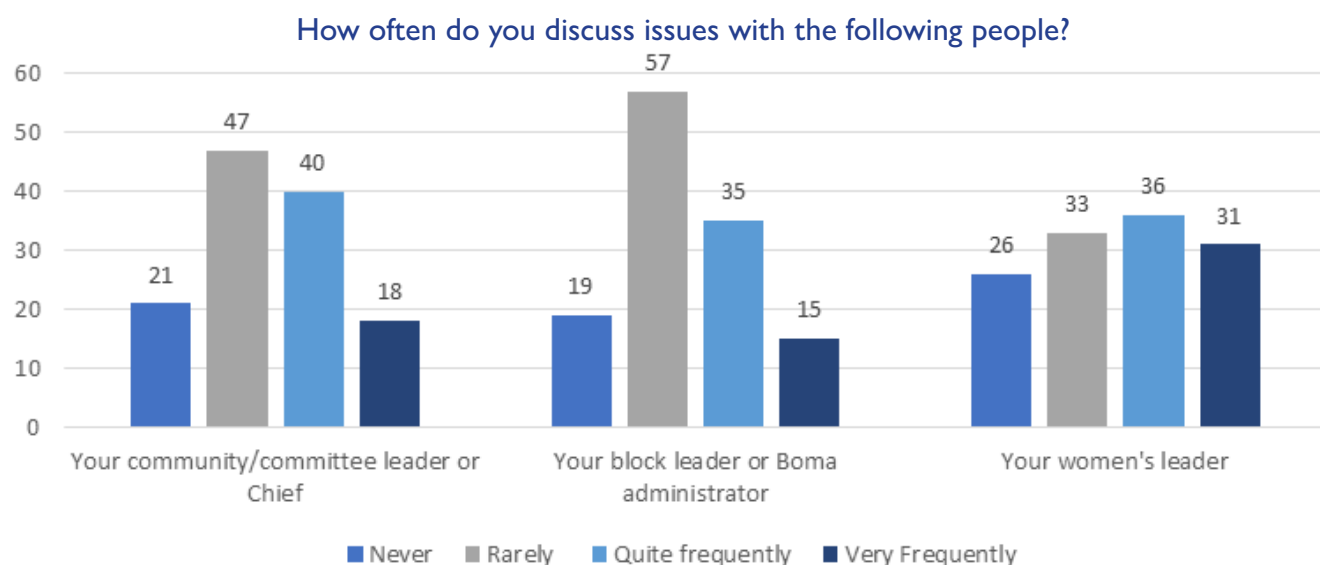


Women BDC participants were also asked about the role of women in community governance. BDC members expressed high levels of support for women in leadership and perceived themselves to be leaders. 83% of women BDC members agreed that a woman can be an effective community leader or chairperson, 79% see themselves as having the power to change things in their community and 80% believe that women leaders have the power to influence things in their respective communities. Relatedly, BDC members were queried if they ask their husbands to take responsibility for the domestic work when they go for a community meeting. 48% responded that this is something they never do while an additional 36% report this is something they only do sometimes.



When asked how often they discuss issues with different leaders in their community, women BDC members described a moderate level of communication between themselves and other leaders. 46% communicate frequently or quite frequently with community/committee leaders or chiefs, 40% communicate regularly

with block leaders, and 53% communicate regularly with their women's leader. Of more concern, 17% report no communication with their community/committee leader or chief, 15% report no communication with block leaders or boma administrators and 21% report no communication with their women's leaders.

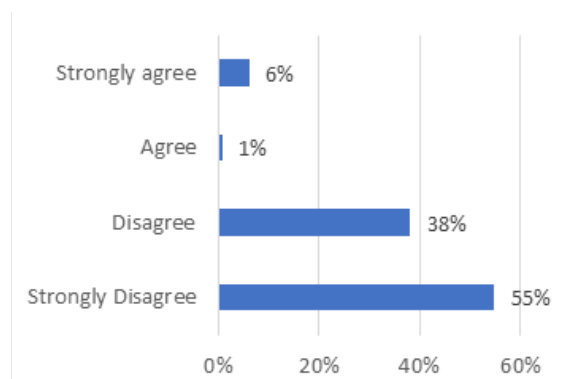


Perceptions and Knowledge of Gender Based Violence

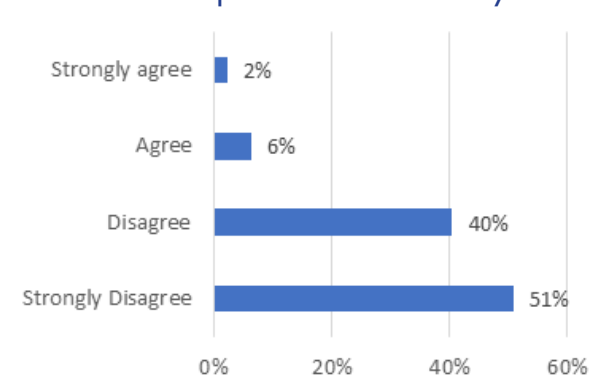
Women BDC members strongly disagree (93%) with the idea that a good marriage is more important for a girl than a good education and that marriage of a girl under the age of 18 is acceptable to help solve the

financial problems of the family (91% disagree). Given the prevalence of underage marriage across South Sudan these strong feelings are an encouraging sign that the social acceptance of the practice may be shifting.

Agree/Disagree: A good marriage is more important for a girl than a good education



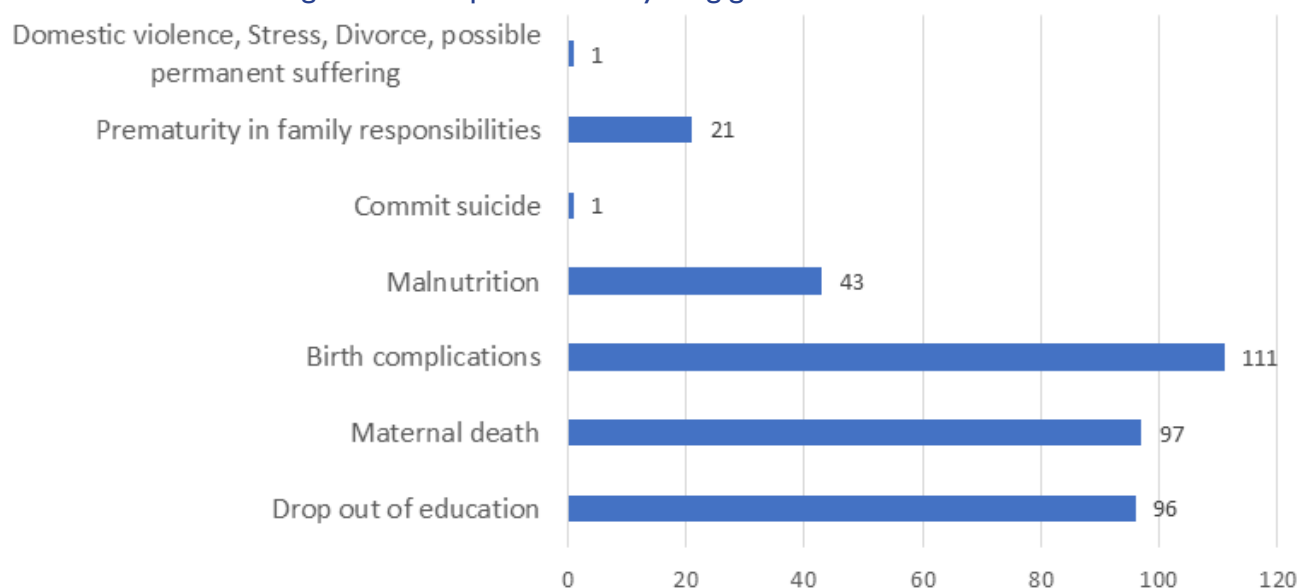
Agree/Disagree: Marriage of a girl under the age of 18 is acceptable to help solve the financial problems of the family



When asked if there are negative consequences for a young girl to be married, 98% of women BDC members agree that there are negative consequences for a young girl to be married. Among the most common consequences identified are birth complications, maternal death and dropping out of school which

were identified by 88%, 77% and 76% of respondents respectively. Other consequences identified by women BDC members include malnutrition (34%) and the premature onset of family responsibilities (17%). One participant each identified suicide and domestic violence, stress and divorce as a potential consequence.

Negative consequences for a young girl to be married



Women BDC members identified a range of potential consequences of sexual violence including 63% identifying STIs, 56% identifying HIV, 56% identifying unwanted pregnancy and 45% identifying physical injuries as a consequence of sexual assault. Women BDC members hold less progressive views about the relationship between sexual assault and clothing, with 57% agreeing that women contribute to rape by the way they choose to dress. This suggests that additional sensitization around this topic may be appropriate. Regarding

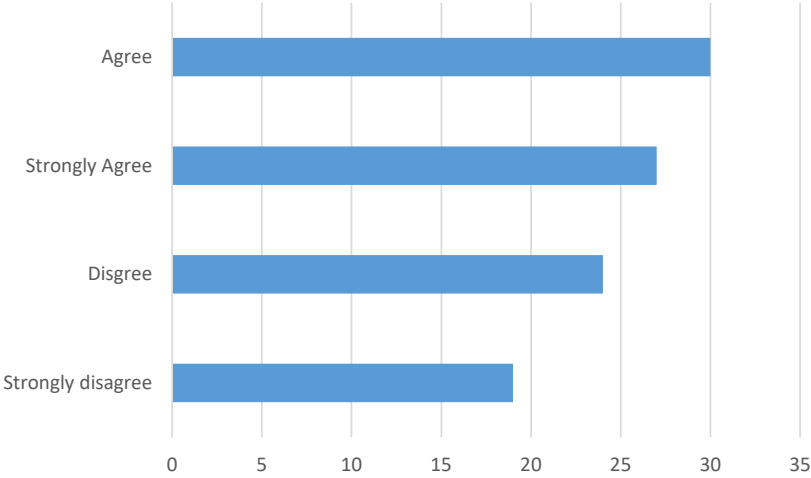
resources for sexual assault survivors, 56% identified that legal representation as an available service, 46% report that psychological support is available and 66% report that health treatment is available. This suggests that continued strengthening of GBV Referral Pathways as well as additional services in underserved areas is needed. When asked what was the critical period to receive services after sexual violence, 30% of women BDC members responded that they didn't know. Additional training and outreach is needed to better

inform BDC members on information and services available to GBV survivors.

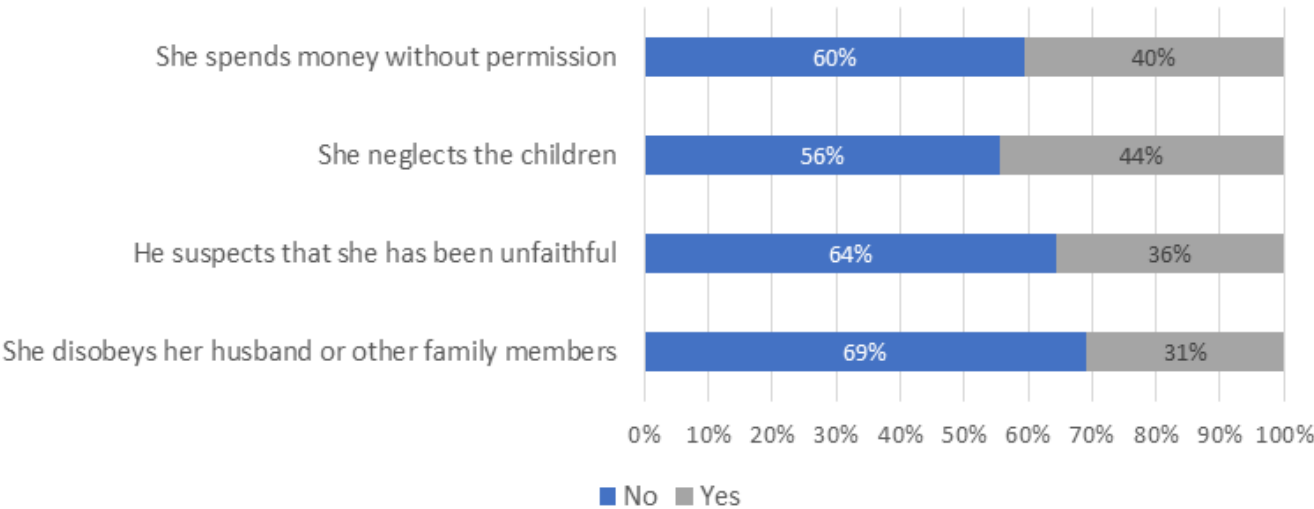
Similar to responses around the relationship between clothing and sexual assault, women BDC members' views around the acceptable use of violence in the household reflect a need for additional training and awareness around the rights of women and the criminal nature of assault. Currently, 40% of women BDC members believe it is acceptable for a man to beat his wife if she spends money without his permission, 44% believe it acceptable

if she neglects the children, 36% believe it acceptable if he suspects she has been unfaithful and 31% believe it acceptable if she disobeys her husband or other family members. While the majority of women BDC members believe it is unacceptable to beat women in these situations, the large minority of participants who continue to deem it acceptable suggest additional sensitization for both men and women on the topic is needed.

Agree/Disagree: Women contribute to rape by their dressing



In your opinion, is it acceptable for a man to beat his wife if:



RECOMMENDATIONS

The County Functionality Assessment and related data collection provides detailed insights into the current state of county government operations and staffing across ten counties and eleven locations. While county governments have demonstrated resilience and

creativity in continuing operations and facilitating some services despite budget and human resource challenges, there is room for continued strengthening of county government functionality.

Infrastructure & Staffing Recommendations

CFA participants report infrastructure and supply gaps across all locations. Without proper equipment and offices, it is significantly harder and in some cases impossible to carry out key county government responsibilities. At the same time, all counties have significant staffing gaps. A full roster of employees will enhance and expand the ability of the county government to function.

Every county could benefit from additional offices or office rehabilitation. The most pressing needs are in Pariang and Baliet who are without any permanent office buildings.

- Build an **office** for the County Commissioner in Pariang and Baliet.

County governments have few functioning computers and five have none.

- Distribute 10 **laptops** to each county government along with solar panels to charge them. Alternatively support Pariang, Pibor, Raja, Wau County and Wau Municipality which are completely without computers and should be prioritized for support

County governments have few functioning printers and five have none.

- Distribute 1+ **printer** to each county government to be located at the County Commissioner's office or another location decided by the county executive council to be in greatest need. Alternatively, Pariang, Pibor, Raja, Wau County and Wau Municipality are completely without printers and should be prioritized for support

Only 2 counties report having any VSATs (Renk and Rubkona) and they each report one.

- Distribute 1 **VSAT** to each county giving priority to the nine counties with none

No counties report adequate fencing or other security-related measures to protect existing offices.

- **Fence** 1+ government office in Fashoda and/or Leer as they specifically have identified it as a need and have the largest fencing related gaps compared to requested needs

There are gaps across all counties related to all office furniture

- Give Baliet and Pariang **tables** of some sort and/or give each county some (5/10) tables, locally sourced if possible.
- Give Pibor, Pariang and Baliet **chairs** or give everyone chairs. Potentially 20 locally sourced chairs.

- Give Leer, Pariang, Pibor, Raja and Baliet 1+ **filing cabinet** each or give every county 1+ filing cabinet

Transport needs are significant across all counties with three locations reporting no cars or motorbikes at all.

- Give Pariang, Pibor and Wau Municipality 1+ **motorbikes** and/or give each location motorbikes

There are limited public facilities for community members to meet in across the counties but none at all in Baliet, Leer and Pibor.

- Build a **community center** in Baliet, Leer and Pibor

Key human resource gaps remain obstacles to improved and consistent operations across counties. Among the positions most relevant to ECRP II operations for which gaps exist are planners, accountants and procurement experts.

There are no accountants in Pibor and Wau and a limited number in Baliet (2), Fashoda (5) and no county reports they are without gaps.

- Hiring **accountants** in sufficient number is recommended across all locations.

There are no Planners in Pariang, Pibor, Raja, Rubkona and Wau County and a limited number in all counties. All counties report a need for additional planners.

- Hiring **planners** in sufficient numbers is recommended across all locations.

There are no procurement experts in any location except for Renk County which reports 3 people.

- Hiring **procurement experts** in sufficient numbers is recommended across all locations.

Local revenue collection is reported to be occurring in 8 of 11 locations (not in Baliet, Wau County or Pibor) with similar processes being reported. In only three locations are internal audit departments reported. Relatedly, 10 locations have not developed procurement committees (only Renk has).

- Encourage the development of **internal audit**

- **departments** or focal points within each county
- Encourage the development of **procurement committees** or the appointment of a procurement focal point. Include them in training related to procurement.

Training Recommendations

Five (5) key recommended trainings encompass the majority of the trainings suggested by CFA participants and aim to address key human resource capacity gaps identified. An additional training on the use of

computers was proposed by the CFA Validation Workshop participants and the Gender Empowerment data analysis suggested the need for a training on this topic, leading to seven (7) total proposed trainings.

Training on Governance and the Local Government System in South Sudan

Target participants: Participants from all departments.

Rationale: There is very low awareness on what the **Local Government Act** is and what provisions it contains and multiple locations (Pibor and Wau Municipality) specifically note that staff members do not know what their jobs are.

- Train representatives of each county on what the LGA is and distribute copies widely
- Facilitate **induction training** and/or other basic training that tells county employees what their jobs are and how to do them successfully. This training includes exposure to the appropriate systems, documents and structures that are required for their jobs.

CFA Validation Workshop participants reaffirmed the importance of training in local governance and recommended a training on this topic cover the LGA and the roles and responsibilities of local officials as well as public administration, planning and budgeting. Among the departments to be included in this training are Public Health, Education, the Inspector General, Survey & Planning, Agriculture and others. A training of 5-7 days is recommended.

CFA Validation Workshop participants report that an average of 30 participants (15-50) in each location require this training.

Training on Participatory Development in Local Government, Participatory Planning & Fundamentals of Planning

Target participants: County Planning Staff across Departments, County Executive Directors.

Rationale: Three officials total across all counties were aware of the **Participatory Planning Guide for Local Governance**, only four counties have conducted partial **service mappings** and none have conducted a full-service mapping. No counties have independently conducted GBV service mapping and only two have conducted humanitarian led GBV service mappings. No counties report having a County Development Plan and only Maban reports having consistent individual department level sectoral plans. No counties have strategic plans and no counties have annual implementation plans. Only Maban and Wau Municipality report writing annual accomplishment reports. The presence of **Civil Society** is reported to be limited with only five locations reporting any CSOs and only Health officials in Wau Town are currently holding consultations with civil society and service providers. Citizen outreach is currently very limited with

only four locations have distributed printed material in the last year, no locations have used a media briefing, four have used a public presentation, one has scheduled programs in the local media, five have used consultative meetings, four have used community forums, two have used working groups or focus groups and none have used public workshops.

- Distribute copies of the Participatory Planning Guide for Local Governance and facilitate a training module on the guide and how it can be applied to participants' counties.
- Facilitate a training/module on: 'What is a service mapping and how to do it'
 - Included in this training is a module on GBV service mapping.
 - Included in this training is a module on 'How to create a database of existing services and an inventory of needs.'
- Facilitate training on 'what is a **County Development plan** and what are **sectoral plans** and how to create them'

- Included in this training is 'what is a county strategic plan and how to make one'.
- Included in this training is 'what is an annual implementation plan and how do you develop one'.
- Included in this training is 'what is an annual accomplishment report and how to write one'.
- All the trainings should involve a component of how to incorporate feedback from lower levels of government (boma and payam) and how to incorporate citizen contributions.
- Facilitate training on how to create a welcoming environment for CSOs – how to eliminate obstacles to CSO creation and operations and how to work successfully with CSOs
 - This training should include a module on 'why is it important to hold consultations with civil society and service providers and how to do it'.
 - These trainings can also include 'how to increase and improve **citizen outreach** in

your county' both with CSOs and the broader community

CFA Validation Workshop participants reaffirmed the importance of this training and emphasized the role the Executive Director plays as a focal point in all planning and the importance of coordinating and structuring all planning through this office. CFA Validation Workshop Participants recommended that officials involved in planning in the Department of Education, Health, Agriculture, RRC, Physical Infrastructure, County Planning, Administrative Officers and WASH should be prioritized for this training. CFA Validation workshop participants also identified the need to train the judiciary on this topic as well as coordination with partner agencies working in each respective sector. A training of three months is recommended by CFA Validation Workshop participants.

CFA Validation Workshop participants report that an average of 15 people (5-60) in each location require this training.

Training on Local Government Finance

Target participants: Procurement & Finance Department Staff and Focal Points.

Rationale: CFA Workshop participants repeatedly stressed the need for training on planning and budgeting, financial management, procurement, **tax law** and auditing. There is a lack of clarity around tax law and which bodies and authorities have the right to levy which taxes. This causes conflict in multiple locations, among them, Wau Municipality and Pibor. Every county reports an almost complete absence of any training, information or knowledge related to key administrative tasks including those related to budgeting and accounting. Only 4 locations report any knowledge of how to write quarterly audit reports (Leer, Maban, Renk, Wau Municipality).

- Training modules on local government tax law should be developed in conjunction with the National Revenue Authority, National Taxation office or other appropriate body on Tax Law in South Sudan. Key themes should include: What taxes local governments can and should be collecting as well as which local authorities are the appropriate bodies to collect what revenues and what are the appropriate rates of taxation.

- Facilitate training for all counties on **Budgeting, Accounting, Procurement, Financial Management, and Auditing**
 - Include: 'How to prepare quarterly audit reports'.
 - Develop a training package for accountants on financial systems for local governments
 - Develop a training package for procurement committee members which includes 'what is a procurement plan and how to make one' as well as proper procurement procedures

CFA Validation Workshop participants reaffirmed the importance of training on these topics and recommended inclusion of any county officials involved in Finance, Local Revenue, the RRC, Agriculture, Physical Infrastructure, Education and the Executive Director. Additional training topics to be considered include the financial and tax implications of land ownership and remittances. A training of 45 days was recommended and the importance of 'hands on' training and practical skills was emphasized.

CFA Validation Workshop participants report that an average of 20 people (11-45) in each location require this training.

Operations and Maintenance of Community Infrastructure Training

Target participants: O&M Staff employed by the County, County Designated O&M focal points, Community-based O&M focal persons as appropriate.

Rationale: Operations and Maintenance systems related to basic critical infrastructure are limited across all locations and entirely absent in some. There are no county staff members trained on health-related O&M in Baliet, Maban, Pariang and Rubkona. There are also no county staff members trained on WASH-related O&M in Baliet, Leer, Maban, Pariang, Pibor and Rubkona. Similarly, there are no county staff members trained on education-related O&M in Baliet, Pariang, Pibor and Rubkona. There are no county staff members trained in road-related O&M in nine locations and only Wau Municipality reports any market-related and agriculture—related O&M operations present in their location. Only four locations have anything approaching an ‘institutional arrangement’ related to O&M user fee collection systems and no one but Renk says they have policies (and Renk says their system is not functioning). Only 5 counties report having staff whom are trained in how to develop and maintain WASH O&M systems and only two counties (Renk & Raja) report having staff dedicated to O&M.

- Train appropriate county staff members on Health-related O&M
- Train appropriate county staff members on WASH related O&M. WASH O&M training should include a focus on latrines and boreholes. All locations could use additional staff trained on this topic and most report trainings from a long time ago.

Computer Training

Target participants: County Government Staff with access to computers, County Government staff selected by the County Executive Council for training and/or who are likely to have access to a computer in the near future.

Rationale: Nearly half of CFA participants report they do not have basic computer skills, without these skills it is nearly impossible to achieve many of the administrative, reporting and accounting objectives related to proper local administration

- Train targeted county staff in basic computer skills including Microsoft Word and Excel

- Train appropriate county staff members on Education related O&M and the development of PTAs
- Train appropriate county staff members on Road related O&M
- Train appropriate county staff members on Market related O&M
- Train appropriate county staff members on Agriculture related O&M
- If insufficient staff are currently available to be capacitated, additional hiring is recommended.

All of these trainings should include a module on how to set up functional O&M fee collection systems in the community and how to manage them. It should also include information on what policies and guidelines can help counties manage O&M fee collection better and how to institutionalize county processes. All of these trainings should include modules on how to forecast your O&M needs and build them into your annual budgets.

CFA Validation Workshop participants deem this training to be generally useful and recommend including participants from the Ministry of Land and Infrastructure, Civil Engineers, RRC, Education, WASH, Police, Agriculture, Animal Resources, County Planning, Physical Infrastructure and community leaders.

CFA Validation Workshop participants report that an average of 15 people (6-40) in each location require this training.

- As computer training is only possible with computers, this training would be most practically accomplished in conjunction with the provision of computers to key departments and offices related to local government

CFA Validation Workshop participants recommend staff from all departments be trained on this subject. More advanced computer training including design skills, database management and procurement system management is also recommended by CFA Validation Workshop participants. A training of 1-3 months is recommended.

Gender Inclusion Training

Target participants: County Government Staff across departments including the County Commissioner and Executive Director, BDC and PDC members.

Rationale: Gender Inclusion was discussed at length during the CFA Validation Workshop and the unequal representation between men and women in local governance was deemed a significant issue for many participants. This reflects data collected by the ECRP Gender Empowerment team which found women BDC members are not fully aware of their rights or able to participate fully in local decision-making.

- Train representatives (both men and women) in the local government as well as PDCs and BDCs on women's rights, women's participation in local government and how to create more welcoming environments for women in local decision-making.

Gender Inclusion training was deemed to be moderately useful by CFA Validation Workshop participants with a recommended training size of 30 people (12-50) per location.

Structural Recommendations

CFA participants identified a number of important impediments to improved local governance during the County Functionality Assessment that are beyond the scope of individual projects of actors yet are integral to creating a conducive environment for local governance to thrive.

The lack of roads, bridges and ports is an impediment to effective administration as well as commerce and the movement of goods and people.

- The lack of roads in Pibor and Baliet are particularly acute and road construction is a priority need

County employees do not receive their salaries in a timely fashion and the salaries are low. As counties are not paying their employees but rather relying on cash transfers from the national government there is a need to improve cash transfers to states and counties

- Improve **timeliness** of payments to states from central treasury
- Reconsider **pay scale** of county employees and recalibrate to reflect current currency realities

CFA Validation Workshop participants were also asked about additional trainings that are proposed under ECRP II but were not directly aligned with CFA workshop materials. **Conflict Sensitivity training** was deemed to be somewhat useful with a recommended training size of 27 people per location. **Disaster Risk Reduction training** was deemed to be moderately useful with a recommended training size of 22 people per location. **Grievance Redress Mechanism training** was deemed to be of limited utility with a recommended training size of 16 people per location. Additional trainings proposed by CFA Validation Workshop participants include trainings on rural electrification, Law & Legal System training, Water Treatment training, Generator Maintenance training and Agricultural training that includes modules on insect control and improved agricultural techniques.

- Promote salary **transparency** and equity across the country as some county officials perceive their rates of pay as lower than other counties despite equivalent positions

The lack of County **Level Legislative Councils** is an impediment to passing laws, creating regulations, passing a budget, county planning and other essential administrative functions

- Form the County Legislative Councils as soon as possible

Insecurity remains an obstacle to county programming in multiple locations, impedes development and causes displacement. CFA participants were not specific in the actors and dynamics causing insecurity but pointed to communities' inability to utilize certain roads, move after dark and invest in businesses and home improvements as manifestations of the insecurity in their lives

- Continued efforts to build effective security forces and police services are needed to mitigate the impact of insecurity on local governance

ANNEX 1: COUNTY EXECUTIVE COUNCIL

	Baliet	Fashoda	Leer	Maban	Pariang	Pibor	Raja	Renk	Rubkona	Wau	Wau Municipality
Position	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present
County Commissioner	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes in formal-ity, but not in function	Mayor Yes
Executive Director	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Payam Ad-ministrators Yes	Chief Exec-utive Officer Yes
County Planner	Yes	Yes	Yes	Yes	No	No	No	Yes	No	Planner(called Office of Ad-ministration and Finance in Wau County) Yes	no info
County department/ Sectoral head for Water/ sanitation hygiene	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	No	no info
County department/ Sectoral head for Health	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Public Health Dept Yes
County department/ Sectoral head for Education	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	no info
County department/ Sectoral head for Physical Infrastructure	Yes	Yes	no info	no info		no info	No	no info	Yes	no info	no info
County department/ Sectoral head for Public Works (Engineering)		N/A	No	N/A	Yes/No	No	no info	Yes	No	No	no info
County department/ Sectoral head for Agriculture including forestry and environment	Yes	Yes	Yes	Yes	Yes	Yes	Yes + Yes + Yes	Yes	Yes	Yes & No	Forestry Dept Yes 6(all male)
County department/ Sectoral head for Social Development/ Community development	N/A	N/A	N/A	Yes	Yes	No	Yes	No	No	Yes (sort Of)	no info

County department for Law and Order (Police Department)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	no info
County department/ Sectoral head for Labour department				Yes							
County department/ Sectoral head for Public service					Yes/No						
County Department/ Sectoral head for Information		Yes					Yes				
Administration & Finance					Yes		Yes			Planner Yes	
Accounts	Yes										
Planning and Budgeting	Yes										
Animal Resource Department							Yes		Yes		
Town Council									Yes		
County department/ Sectoral head Youth and Sports							Yes				
County department/ Sectoral head for Land/ Survey							Yes				

ANNEX 2: KEY STAFFING POSITIONS

	Baliet	Fashoda	Leer	Maban	Pariang	Pibor	Raja	Renk	Rubkona	Wau	Wau Municipality
RRC	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No
Police	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Judges/ Magistrate	No	No	No	Yes	No	No	No	Yes	No	No	No
Payam Administrators	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes. payam administrators are the same as executive directors	N/A (This is a municipality with blocks)
Boma Administrators	No	Yes	Yes	Some	No	Yes	Yes	N/A	No	No	Yes
Administrators	Yes. Currently 2 staff, gap is 1 staff.	Yes. There are 26 planners (23 are men and 3 are women). No gap									
No. the positions are yet to be filled	Yes. There are 55 administrators (5 females and 50 males)	Yes. Counties require 25 administrators each, but only 8 are deployed to each county	No	No. The county does not have local government administrators	Yes. Education has 7, Agriculture has 4, Health has 12, WASH has 1, Finance has 7, RRC 1, Physical infrastructure has 1.	Yes/No. Yes, for Public Health Department has administrative officers and 13 Payams Administrators					
No for 72 Bomas and 9 Departments	Yes. Kpaile – 4										
Bagari – 1											
Besselia – 5	2 at Municipality level and 5 at Block level. But there is no inspector and deputy at H/Q level										

Planners	Yes. 1 Planner for the whole county. No planners imbedded in the different departments.	Yes. There is a Planner, and the gap is 1.	Yes. There are 12 planners. Gaps remain.	Yes. 4	No	No	No. There was one person previously, but now is not there, supposed to have 3.	Yes. There are two in the county, one is a county planner and the other is a planner in the education department.	No. The county government has not been fully constituted, there is a gap of one planner	No	Two planners were identified and trained and were deployed to the municipality, however, when the new governor came, they were redeployed
Accountants	Yes. 2 accountants. Gap is 5.	Yes. 5 accountants. The gap is 6 accountants.	Yes. 12 in total (one for each department in the county).	Yes. 486 accountants	Yes. One deployed per county in RAA, each county requires 3. So there is a gap of 2 per county.	No	Yes. 17 Accountant, supposed to be 22. Only the deputy director has attended training in public service and public financial management.	Yes/No. Agriculture has 4; Health has 2; Infrastructure has 4; WASH has 4; Finance has 4. No for RRC.	Yes. 11 accountants in the county (1 for each of the 10 departments and 1 senior at the county level)	No	There are 5 accountants, but need 3 staff
Agricultural Experts	Yes. 1. the gap is 3 staff.	No. Supposed to be 6 but currently there is none	No	Yes. 5	No. None in the counties	No	No. There are 2 agricultural experts but not working for the county, they joined NGOs. There supposed to be 3 experts	No	No. Participants are suggesting a gap of 14 agricultural expert (1 expert per Payam and one at the county head quarter)	No	No agricultural experts in town. Are found outside the town hence fall under the county. One who was previously deployed left.
Civil Engineers	No. State government supposed to send 2 to the county. But none has been sent at the moment.	No. County is supposed to have 6 civil engineers but do not have.	No	No	No. None in the counties	No	No. There supposed to be 5	Yes. 4	No. There is a gap of 1 for the county	No	The municipality is required to have one, but none has been appointed so far.

WASH Specialists	No. Supposed to be 1.	No. There is no WASH Specialist but there are 12 technicians. Out of these, 2 technicians are trained while 10 are not.	No	Yes. 5	No. None in the counties	No	No. There supposed to be 2 (Geologist and Drilling)	No	No. There is a gap of 4 (who can be spread across the county to train community)	No	No info
Procurement Experts	No. Supposed to be 1	No. Structure only exists at the state level. The State sometimes delegates procurement responsibility to the county, which necessitates the formation of this committee.	No	No. But procurement committees have been formed by executive director comprising legal administrator, police, concern department, deputy executive director oversighted by the executive director	No	No	No. There supposed to be 4	Yes. 3	No. No procurement expert in the structure	No	There is no motivation. No existing skills and resources are limited, though they are required to have the relevant expert. In addition, there is no human resource policy guiding the municipality on the various expert requirements.
Monitoring & Evaluation Experts	No.	No	No	No	No	No	No. There supposed to be 6	No	No. Not in the structure	No	No
DRR Expert	No. Gap is 3	No	No	No. But RRC has formed a task force comprising departments and NGOs. RRC oversees the task-force	No	No	No. There supposed to be 3	No	No. Not in the structure of the county, currently RRC fills the gaps though do not have the expertise	No	No

Gender Equality Expert	No. Supposed to have 1	No. The expert is at the state level. At the county level, there is a focal point who is currently in Aburoc	No	No. But there is a protection group formed by the department of social welfare	No	No	No. There supposed to be 4	No	No. Not in the structure of the county	No	No
Social Workers	No. Supposed to be 1	Yes. 15 social workers. No staffing gaps.	No	Yes. 4	No	No	Yes. 1. supposed to have 6 social workers	No	No. Not in the structure of the county	No	Yes. Ministry of social welfare deploys social workers directly to the municipality.
Public Health Expert	No. Supposed to be 5.	No. Currently not there, but ideally supposed to have 4.	Yes. One	No	No	No	No. There supposed to be 3	No	No. Only the CHD director	No	Have 5, need for additional 7
Education Specialist	No. No provision of the education expert in the county. Is based at the state level.	No.	Yes. Have 16 education specialists	Not sure.	No	No	No	Yes.	No. Only the Education Director	No	No info

ANNEX 3: O&M SUPPLIES IN COUNTY MAIN MARKET

Are the following people available in the main market servicing the county?

Item	Baliet	Fashoda	Leer	Maban	Pariang	Pibor	Raja	Renk	Rubkona	Wau	Wau Municipality
Metallic Doors	No	No	No	Yes	Yes	Yes	No	Yes	Yes	No	Yes
Windows	No	No	No	Yes	Yes	Yes	No	Yes	Yes	No	Yes
Hinges (for doors and windows)	No	No	No	Yes	Yes	Yes	No	Yes	Yes	No	Yes
Locks (for doors and windows)	No	No	No	Yes	Yes	Yes	No	Yes	Yes	No	Yes
Solar panels	No	No	No	Yes	Yes	No	No	No	No	No	Yes
Borehole repair kit	No	No	No	No	No	No	No	No	No	No	Yes
Standard PTFE thread seal 19mmx15mmx0.2mm	No	No	No	No	No	No	No	Yes	No	No	Yes
Water taps	No	No	No	No	No	No	Yes	Yes	No	No	Yes
Brooms -local or otherwise	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes	No	Yes
Plastic barrels (250l)	No	No	No	No	Yes	No	No	Yes	No	No	Yes
Wheelbarrow	No	No	Yes	Yes	Yes	Yes	No	No	No	No	Yes
Shovels	No	No	No	Yes	Yes	Yes	No	Yes	No	No	Yes
Trowels	No	No	No	Yes	Yes	Yes	No	Yes	No	No	Yes
Hammers	No	Yes	No	Yes	Yes	Yes	No	Yes	Yes	No	Yes
Tape Measure (10m or 50 m)	No	Yes	No	Yes	Yes	No	No	Yes	No	No	Yes
Wooden or Metallic float	No	No	No	Yes	Yes	No	No	Yes	No	No	Yes
Cement	No	No	No	Yes	Yes	No	No	Yes	No	No	Yes
Aggregate	No	No	No	Yes	Yes	No	Yes	Yes	No	No	Yes
Sand	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes
Mechanical Gloves	No	No	No	No	Yes	No	No	Yes	No	No	Yes
Slashers/machetes	No	No	No	No	Yes	No	No	Yes	No	No	Yes
Gumboots	No	No	Yes	No	Yes	Yes	Yes	No	No	No	Yes
Overalls	No	No	No	No	No	No	No	No	No	No	Yes
Welding masks/ Industrial nose mask	No	No	No	Yes	Yes	No	No	No	No	No	Yes

ANNEX 4: SERVICE PROVIDERS IN COUNTY MAIN MARKET

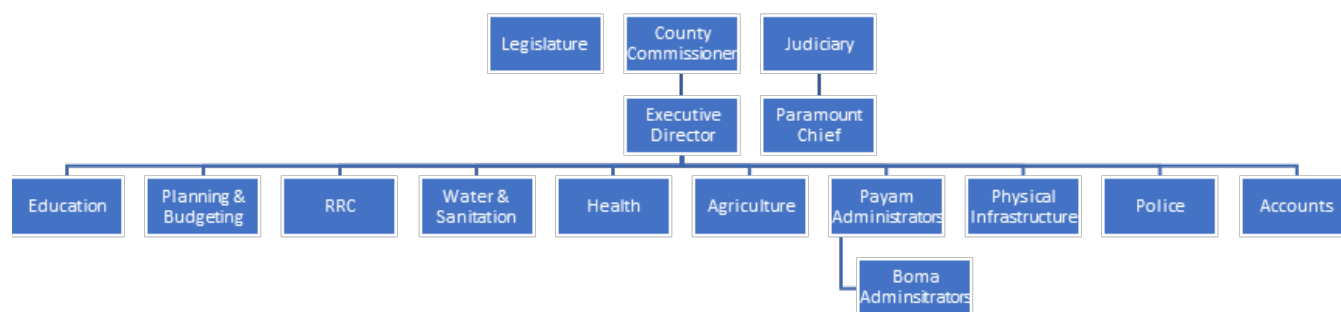
Are the following people available in the main market servicing the county?

	Baliet	Fashoda	Leer	Maban	Pariang	Pibor	Raja	Renk	Rubkona	Wau	Wau Municipality
Car Mechanic	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
Generator Repair Person	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
Pump mechanics (to service boreholes)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
Electrical technician/ Solar Technician	Yes	Yes	No	Yes	Yes	No	No	No	Yes	No	Yes
Welder	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
Window Fabricator	Yes	Yes	No	No	Yes	Yes	Yes	Yes	No	No	Yes
Door Fabricator	Yes	Yes	No	No	Yes	Yes	Yes	Yes	No	No	Yes
Masons	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
Carpenters	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes

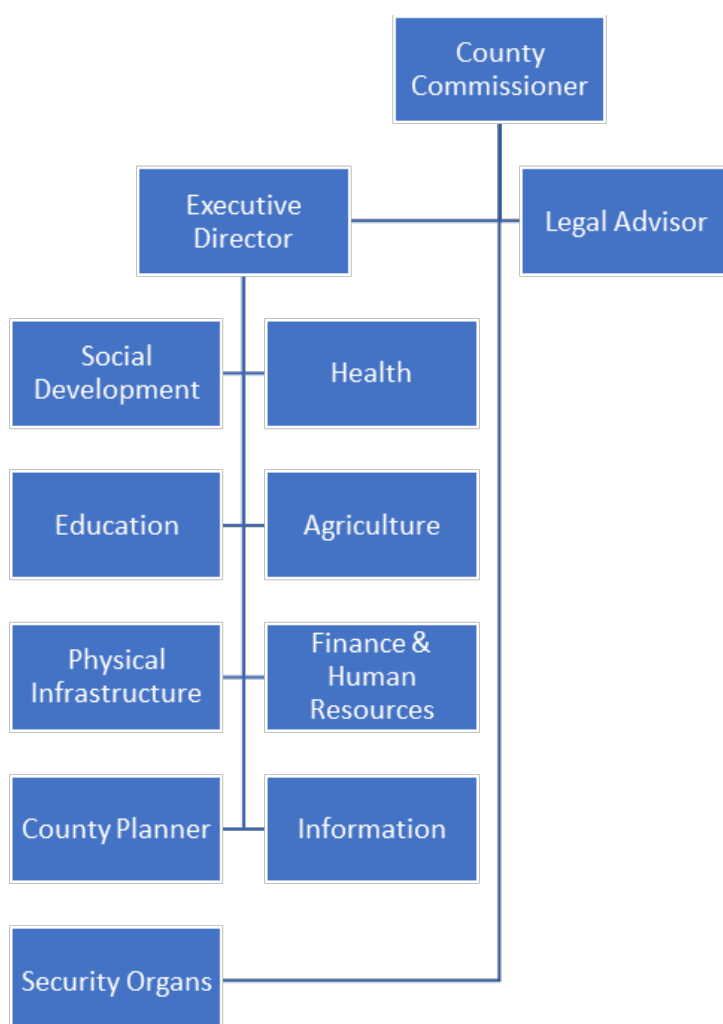
ANNEX 5: COUNTY GOVERNMENT

During each CFA Workshop, participants were asked to map the administrative structure of the local government. Those counties that did so are included here.

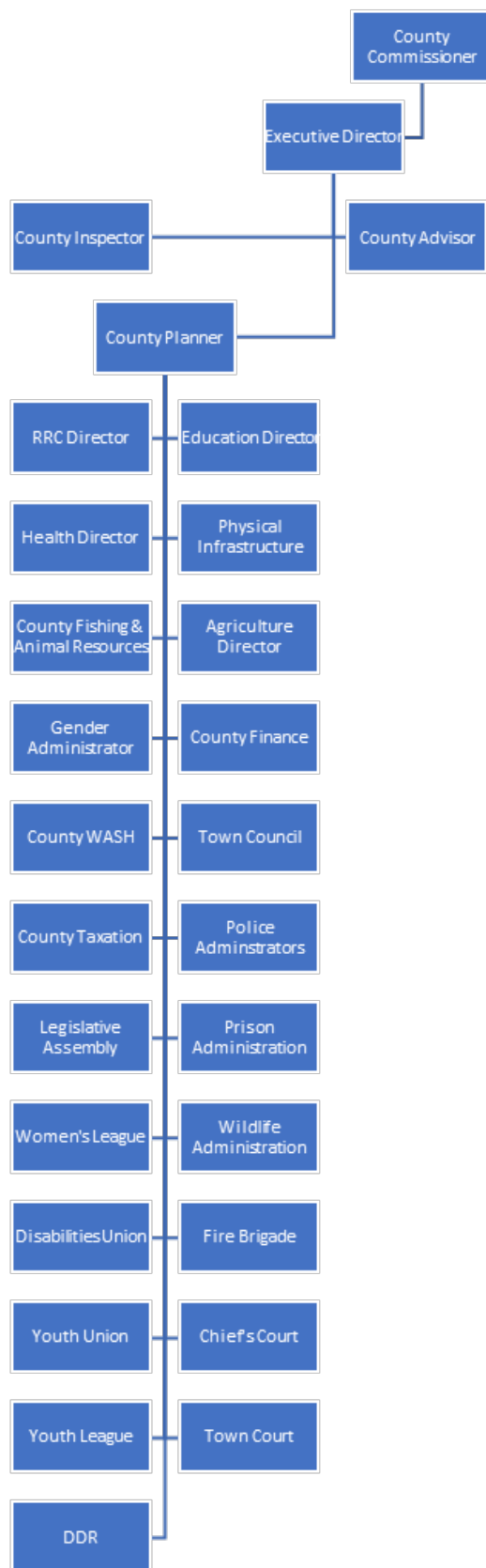
Baliet County Administrative Structure



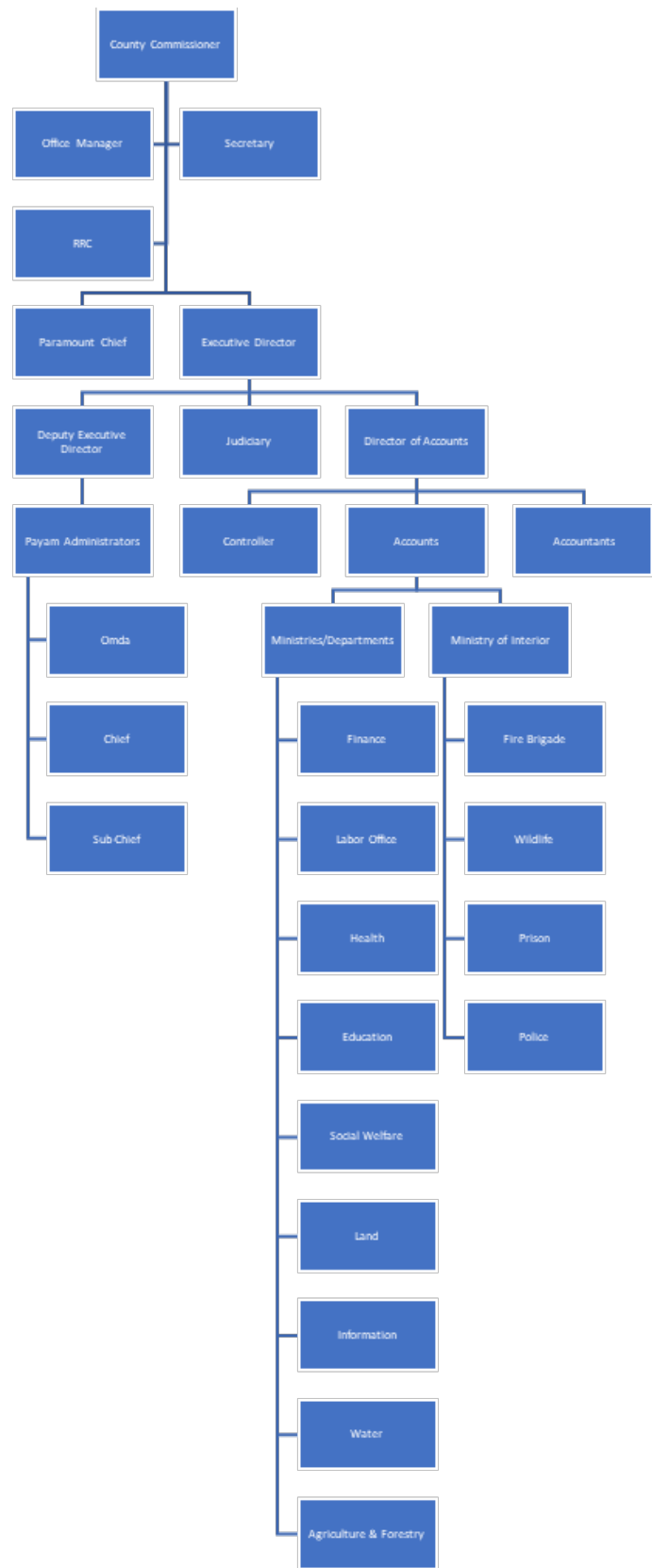
Fashoda County Administrative Structure



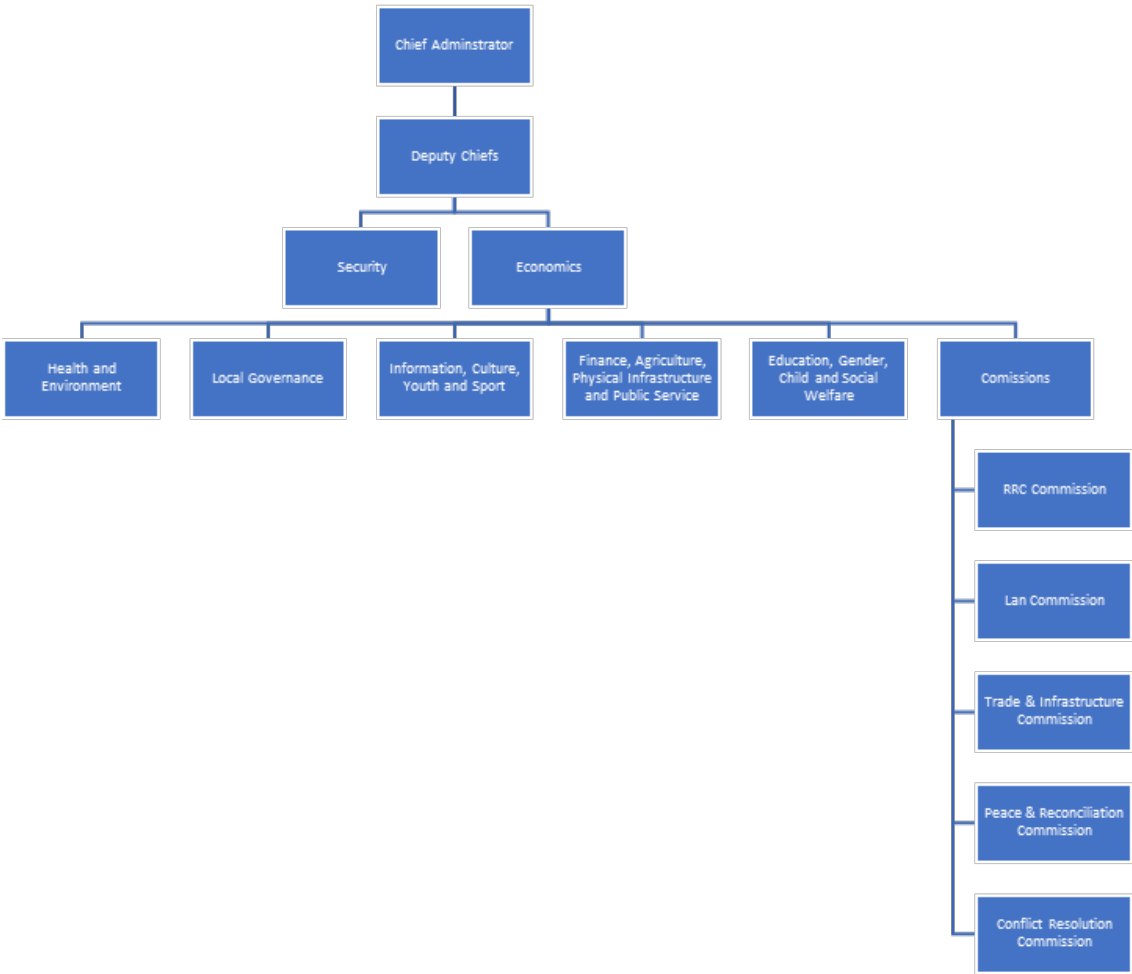
Leer County Administrative Structure



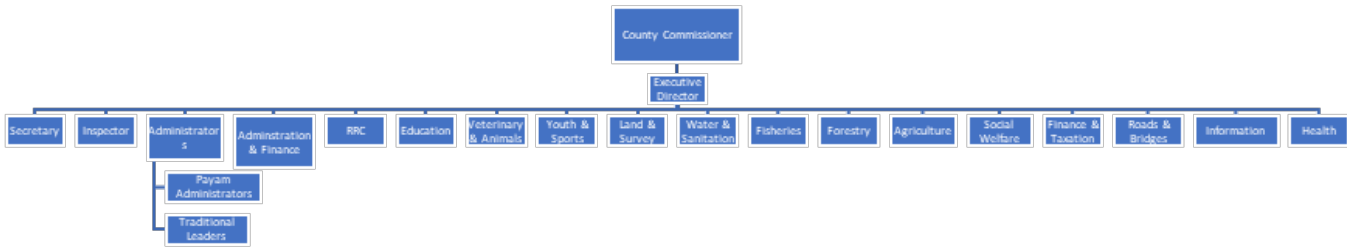
Maban County Administrative Structure



Ruweng Administrative Area Administrative Structure



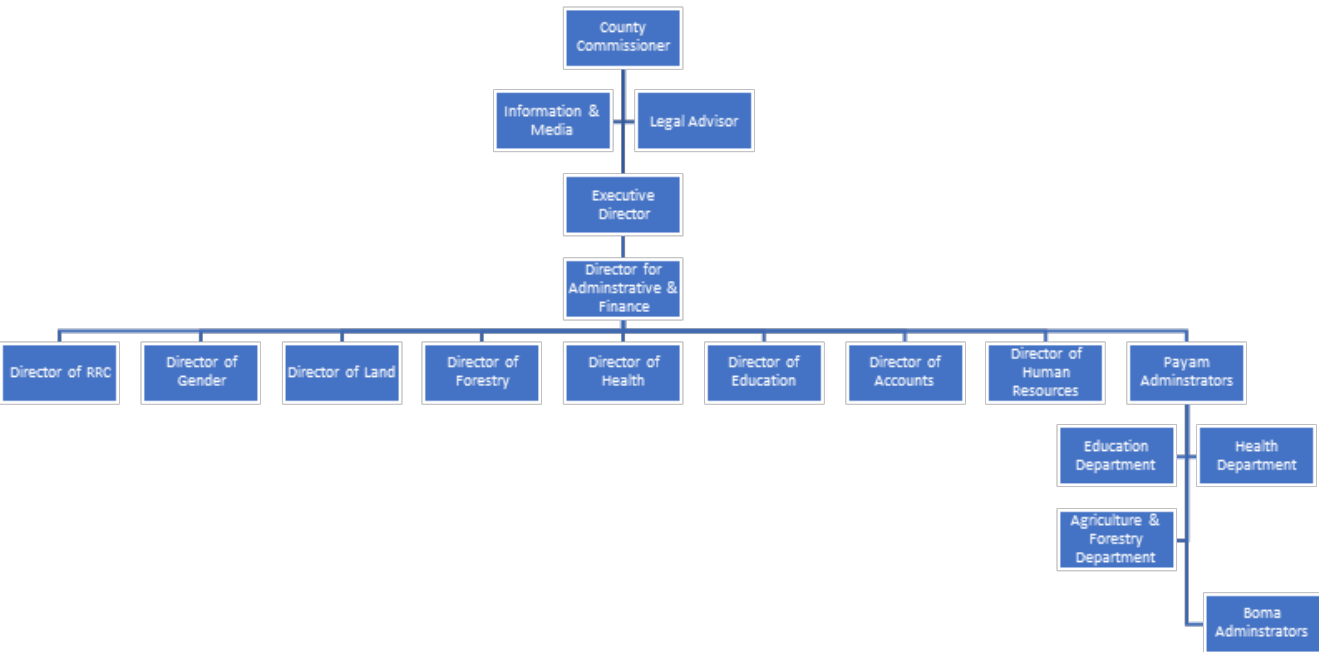
Raja County Administrative Structure



Greater Pibor Administrative Area Administrative Structure



Wau County Administrative Structure



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