19, rue du Rhône
1204 Genève

T: +41 (0)22 311 20 22
F: + 41 (0)22 310 21 93

info@asase.org

www.asase.org

VISIT REPORT - JUBA - MARCH 2016

In Lologo VTCDC two inhabitants of the neighborhood preparing to eat.

Left: the young woman made sesame cakes she sells to trainees, pupils and employees of SVP.

Right: in the kitchen of the Babies Feeding Program, a volunteer places the dishes to be distributed to 330 beneficiaries under 7 years.

Abbreviations

CA	Caritas Austria
VTCDC	Vocational Training and Community Development Centre
IOM	International Organization for Migration
IGP	Income Generating Program
RSS	Republic of South Sudan
HHF	Health awareness / Hygiene / First Aid
SPLA	Sudan People's Liberation Army
SPLM	Sudan People's Liberation Movement
SVP	Saint Vincent de Paul Society Juba
UNHCR	United Nations High Commissioner for Refugees
UNIDO	United Nations Industrial Development Organization

1. LOCAL CONTEXT

1.1.) A TENSE POLITICAL SITUATION

- The context in Juba was more tense than in the previous years, and I confess that when I realized that the hotel chosen by SVP was filled with SPLM - IO ("In Opposition") officers and SPLA - IO soldiers, all Riek Machar' supporters who came to the capital to negotiate seats in the future government of national unity, I was moderately reassured.

- But I was lucky to be very well taken care of by SVP, and Betram has been especially careful this year, not letting us (Western visitors) get around without a member of SVP senior staff.

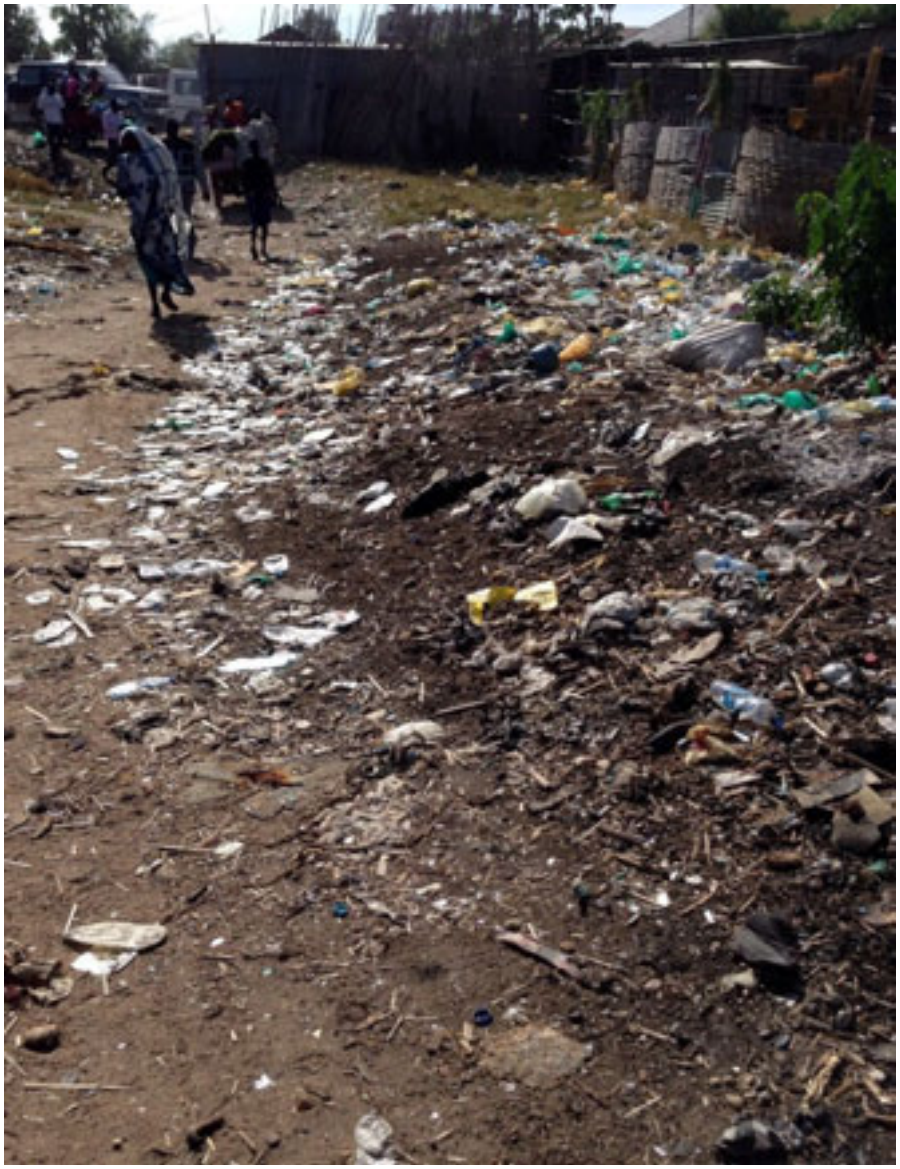
- Because during the day, there may be police barricades at the exit of the city and at night, there are surely plenty of them.And the police tend to racketeer.
When we had dinner with Betram, we used to eat early so he could get home before the curfew (which starts around 19:30 in the suburbs, where Betram lives, and around 22h in Juba).
At nightfall, the streets are not safe, it is better not to go out.

- And as told me a French photographer who came to Juba in December: Security people are somewhat paranoid and they tend to mistrust (or aggressively despise) "white people", broadly accused of supporting the rebellion.
This photographer, Claude Iverné, winner of the 2015 Henri Cartier-Bresson Foundation, came to Juba to do an artistic work.He took pictures of the graduation ceremony at the Lologo VTCDC, and he much appreciated Betram's welcome.But he told me about an incident that happened to him one day when he made the mistake of walking on 300 m with his camera in a Mundari neighborhood where he was told that he could photograph cows.An incident that he does not wish to make public in its details, but that reflects the state of lawlessness currently underway.

- The website of the French Ministry of Foreign Affairs advises against *"movement in the South Sudanese capital, except for professional reasons, because of the insecurity, rising crime, lack of adequate health care services and arbitrary arrest by security forces."For* expatriate, the country is ranked among the countries with the highest risk.

1.2.) DISASTROUS ECONOMIC SITUATION

- Since the devaluation of December, the South Sudanese Pound has lost half its value against the $: 37 SSP / $ (42 SSP / €).



- There is a gasoline shortage and its price has more than tripled in two months: 22 SSP / liter.
On the ten stations that line the road between Lologo and Nyarjwa, only two were working.
Before, SVP could buy gasoline per barrel.Now the distribution is done only for vehicles.Some days, SVP does not have gasoline for its generators.One day during my stay, they had to buy water because they could not run the pump to fill the tank with water from the river.

- Transport prices increased significantly. William told me that before, he used to pay 10 SSP to come Lologo.Today: 50 SSP. And at night, it's more expensive. The minibus ride costs 2 or 3 SSP (7 € cents).
To get in a little out of place, you have to take a motorcycle taxi.The Lologo-Nyarjwa fare costs 60 SSP.

- You can find Chinese phones (not smartphones) for 200/300 SSP (€ 7).
But the cost of communications, the price per minute, has been multiplied by 10 and the phone cards last considerably less. *"People call you and hang up, so that you call them back"* said Betram.

- Renting a small family house in the suburbs cost between 600 and 1200 SSP (€ 28) per month.A bachelor will pay almost the same for housing.

- To feed a family of 4, it takes about 1200 SSP / month, and 300 SSP for water. Betram is eating every day with his cousin, not at some restaurant.He gives them 1500 SSP per month.

- Civil servants at the bottom of the hierarchy are almost the worst off. The lowest salaries are attributed to those who work for the City Council. A soldier is paid 600 SSP / month.This policy of low wages is inherited from Sudan.It was due, then, to the numerous benefits in kind the military enjoyed: food, transportation, accommodation, water, electricity ... Here, they have nothing.
But a reform should lead to increased pays.The simple squaddy earns 1800 SSP. And the3 stripes soldier, between 2200 and 2700 SSP.

1.3.) TRIBALISM AND INDIVIDUALISM

- The view of William, Betram's deputy, is amazing and interesting: he preferred life in Khartoum and regrets the loss of relations with the Sudanese for the benefit of citizens from East African countries ... who, according to him, are taking advantage of the situation.

- The border with Sudan is still closed: according to the government in Khartoum, South Sudan is funding rebel factions in Sudan.

- For William, life was simpler in Khartoum: *"Here, when you have no money, you die.The spirit is much more individualistic.In Khartoum there was a solidarity: when I had no job, my Arab friends would find me a job; when you were sick, you could get treatment for free; you could go to a restaurant, if you did not have any money, they served you; you got on a bus, someone was paying for you etc ...*
And here, if you have a deceased relative and that you have no vehicle to take him to the cemetery outside the capital, nobody, unlike in Khartoum, will help you for free. "

- When he was living in Khartoum, during Ramadan, William was often invited to dinner at his Muslim friends.The only reluctance concerned singles… and people who used to drink : they were not readily invited in families.Otherwise, there was a mutual respect.

- *"In South Sudan, there is no love of country, the spirit is essentially tribal.Not religious like Sudan. Muslims' faith drives them to do acts of charity, especially during Ramadan.*In South Sudan, one *defines oneself according to one's tribe.*
Only believers, like the people committed in SVP Juba, try another form of community life. "

- The Catholic Church is still an important institution. As showed the attendance at masses (more than 2 hours!) that are consecutive in different languages at St. Teresa Cathedral in Juba, on Palm Sunday. Note also the strong presence of Protestant churches, wit activ proselytism

1.4.) THE DISPLACED

- I returned to the Mahat camp that I visited last year.

The number of displaced had doubled, reaching about 9400 (I think the figure collected last year was undervalued).
Among them, only 3% are men, and mostly old ones.Most of them are vulnerable people.

- Out of the three IDP camps in Juba where SVP intervened since the conflict began, Mahat is the only one where the Society still operates, depending on the occasional donations to this program.

Before reunification, Mahat was an Islamic school and a training center for teachers.The owner of the land - the *"Sheikh"* - would like to resume the Islamic school when IDPs will leave.
They are grateful to the *"people of the mosque"* who were the first, with SVP, to make donations for children ... It had allowed them to survive the first four months after their arrival.Not only the Sheikh does not pressure them to leave his land, but he helped build a chapel there.

- We met with the leaders of the camp, representing the three main tribes, all from Jonglei State[1]: the Anyuaks from Pochalla, Murles from Pibor and Dinkas from Bor.

- Some were initially refugees in Uganda before coming here.When they are registered at their arrival, most have their UNHCR IDP cards from the camps of Kakuma (Kenya) or Adjumani (Uganda).

Recently have come residents of the former state of Upper Nile, north-east of the country.Those who do not have a card and are not registered also receive a share of donations when there are distributions.

- On average there are about 7 people per tent.Tents sometimes include several families.

- Riek Machar's expected return in Juba and his inauguration as Vice-Presdient, will be an important sign for the people.Then, when there will be peace, the displaced will be willing to leave.But today, they have no means to leave anyway.The government would like that they evacuate the camp and return home, but it does nothing to help.They do not want to risk losing people on their way back, like it happened when they fled their regions because of the fighting.
- They received for a time aid for the children from a Canadian NGO; and another NGO supported them for water and sanitation, but these NGOs have disappeared.They take water from the Nile tributary.

[1] Northeast of the state of Central Equatoria where Juba is located.

Presently, people depend mostly on the World Food Program.But donations are based on a 2013 assessment, when 3430 people were registered.And supplies are occasional and at random.

• With the rainy season coming, residents lack canvas sheets.These are normally supplied by the IOM. Their unit cost is high: 500 SSP (€ 13)!

• They lack blankets.And they do not have the means to take the sick to the hospital and the dead in the cemetery outside the city.

• The positive aspect, according to camp officials, is that the various tribes live here in harmony.This is quite exceptional: usually camps are organized by tribe.Here, in Mahat, there are Murle… and even Nuers who live without problem, among their compatriots who have been expelled from their homes by Nuer rebels...

2. EXCHANGES WITH ELISABETH HARTL, FROM GRAZ CARITAS

Elisabeth was also present in Juba during part of my stay.We stayed in the same hotel, which facilitated the exchanges.We each explained how our NGO is operating.

2.1.) ORGANIZATION AND FUNCTIONING OF CARITAS IN AUSTRIA

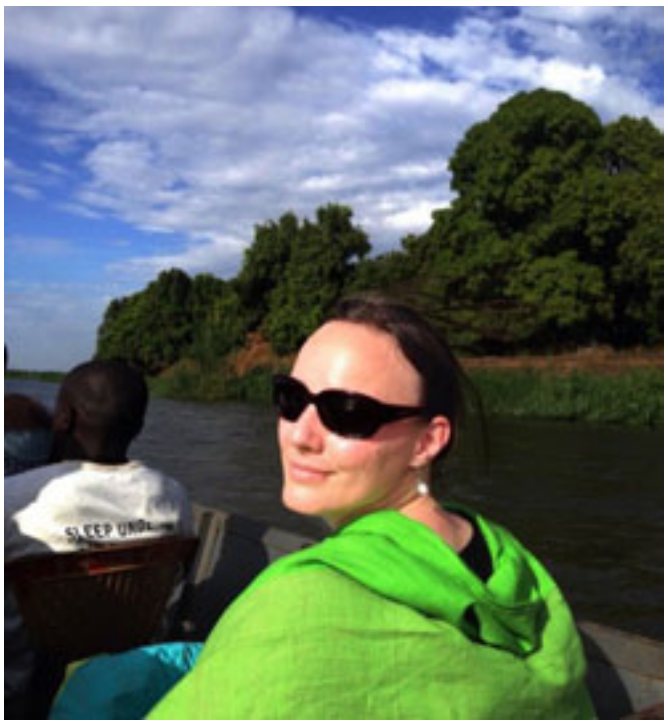
Caritas Austria (CA): the umbrella structure.

• CA takes general decisions on the overall vision for its 9 dioceses.Not on specific programs. For example they have decided that, globally, all local Caritas should allocate over a period of 5 years, 60% of donations to food security projects and 40% to projectsfor children.SVP Babies Feeding Program enters into the "food security" category and allows Caritas Graz to meet this requirement.

• CA has no direct donors (except donations for emergencies, disasters).Each diocese gives them a share of their donations.And the local Caritas, as Caritas Graz, give them a share of their donations (not those of Hilfswerk).

• CA prepares fundraising campaigns that take place twice a year: one for Eastern Europe, the other for Africa, in August.They decides for which country (this year it will be Ethiopia) and publish a paper presenting the project (they use a marketing company for photos).

• In exchange for the donations received, CA provides services to local Caritas: for instance, CA handles ministries or EU applications.CA holds four meetings a year with the department heads of the local Caritas and one meeting with all employees.Sometimes a training is organized ; the last one took place two years ago and lasted 10 days.



Caritas Graz

• In addition to South Sudan, they support projects in Bosnia.
• One Sunday during the year, they collect money in all the churches of the dioceses of the region.They also have direct donors.
• They offer targeted donations for very concrete projects.They call it *"Donations which make sense."*
• They have a new Director recently.

2.2.) END OF A SPECIAL LINK BETWEEN ASASE AND HILFSWERK

Since the beginning of our association in the 80s, Hilfswerk transmitted each year to ASASE donations it collected for Sudan; ASASE allocated them according to program needs.
A few years ago, Hilfswerk entrusted Caritas Graz with the administration of the association.
Last year, Hannelore Bayer retired from the presidency of Hilfswerk.Watraud Liebig has replaced her.This year, Hilfswerk chose to fund only one project jointly with ASASE, one of the vocational training; the relative donation amounts about three times less than the one of the previous years, and Hilfswerk Committee wishes to remit the amounts directly to SVP Juba .

The bursting of the partners

• According to Elizabeth, it's very good for the local partner to have different projects funded by different partners. Each organization having its own project. Taking into account all costs, including a

share of indirect costs (administrative costs or others). Or possibly being two NGOs on a project, as they did in Bosnia with an American foundation that was leader on the project because they gave more.This is supposed to strengthen the relationship between partners and donors involvement.
ASASE having a regular and substantial monitoring with SVP, I do not see how it could be multiplied without creating a redundant and unmanageable workload for SVP.
Elisabeth told me that this is how they have been functioning since a long time in many countries.

- Furthermore, Caritas does not want to "control" the local partner, *"as ASASE uses to do it."*For Caritas, *they* are *"partners, equal"* ...
I point out that she just question the cost of materials and equipment of the HHF training[2] .Isn't it also a kind of control?

- Another advantage, according to Elisabeth, of the full autonomy of the partners: if ever one of them quits, some others are remaining ; it is affecting only one project, not the existence of the local partner.
I remind her that ASASE has remained a partner of SVP Khartoum for 30 years.Our fidelity is on a par with our responsibility.And that the system she advocates, where each partner wants to have its own project, involves brings about a lack of solidarity between the partners.

The only training supported by Hilfswerk this year: HHF

- According to Elizabeth, the HHF training should not be included in a vocational training program.
I point out that if the criterion is the direct professional impact, computer training should also be removed from the VT program.

- For Caritas, it is easier to present the project to donors as "Health awareness".
I told him that the presentation to donors is one thing - Caritas is free to manage it as they wish - but the internal organization of SVP is another issue: they have to order the equipment, to select trainees and to recruit trainers at the same time for all the workshops.{/0And if the HHF training starts only in May or July (once the committees of Caritas / Hilfswerk have given their approval), SVP can organize just one session, or one of the sessions will be finished on the next calendar year, which will make all budgeting harder.

The agricultural project in Nyarjwa

- CA has around € 30,000 collected in 2015 they will allocate to this project in 2016.An extra amount could be added in 2016.

- We discussed with Betram different plans of action for this project, including the one proposed by Operation Orange: erecting a barrier all around the piece of land, over a period of three years.

- Caritas would like to fund the cultivation of a small protected plot After some discussion, Elisabeth said that the priority is the repair and the protection of the well.Betram says that the well will not need to be protected once it is sealed.

From left to right: Stanslous Mogga (Director of the Vocational Training Program), Elisabeth Hartl (Caritas Graz), John Kennedy (Head of Training), Hans Rauscher (Pro Sudan), Betram Gordon Kuol (Project Coordinator), William Takido (Coordinator's deputy) and Lucy Akello Alphones (General Director)

[2] At the end of the stay, she will confirm a diminution of 7000 € of Caritas contribution to SVP budget, that's a cut of 13%.A I'm writing these lines, training has started ten weeks ago, and SVP still has not received anything.

3. NEWS FROM THE SAINT VINCENT DE PAUL SOCIETY, JUBA

3.1.) NEWS ON SOME EMPLOYEES

- In fact, the working day for the staff of the VTCDC is 5 hours long.The working hours are 9h-15h, with a lunch break at 13h (taken in the Centre for many).At 15h, most employees leave with the trainers, after the training.It takes an average of an hour to go home, because the minibus runs a shuttle.

- **Abdurrahman Pitia,** a security guard of the VTCDC and a trusted factotum (aged around sixty), sadly died recently.During a party one night, gunfire rang out.There was a panic, he's got shoved, trampled ... and two days later he died.

- **Marlin,** the accountant, will give birth in April.She would be entitled to three months of maternity leave, but she preferred to come to work.And after childbirth, says Betram, she will take only a few weeks off.If necessary, she can work from home, with her computer.

Andrew Kaluma, the auditor, was in Uganda and supposed to be back the following week.Now, as I'm writing, ASASE has already received the 2015 accounts audited. Andrew is going to audit the internal procedures on the 2016 accounts.A new auditing company will have to be chosen for the 2016 accounts.

- **Linda,** Marlin's assistant, manages payroll, get the cash in the bank, records all transactions, the invoices in day to day accounting, but she does not master Winbiz Maî's degree.She is going to link during Marlin's absence.

- **William Luciano Takido,** who arrived late August, to replace Patrick to the position of Betram's deputy, made me a very good impression.

He seemed committed, reliable, pragmatic, and knowing how to impose himself (without fear of conflict), an essential quality to manage SVP teams!

I also believe he has important human qualities.

He seems well at his post, and says placing interest and stability of employment before pay criteria.

He is 47 years old, is married and has 3 children living in Juba.

He did his secondary and higher education (philosophy) at the seminary in Khartoum in the late 80's.Then he got a PR and Press diploma and the University of Science and Technology from Khartoum.

He worked for the swiss NGO Medair in Khartoum.

After the creation of the country, he lived in Yambio, 450 km west of Juba, and worked at the Ministry of Communication and Information of the RSS.

- **Lucy Akello Alphones** ("Mama Lucy")

Lucy deals mainly with local Conferences programs (including aid to displaced), supported by SVP UK for example, but not by ASASE.

We discussed the efforts made by SVP to promote equality between men and women in the operating of programs, especially the cultural barriers they face.

She said some tribes perpetuate discriminatory attitudes towards women: *"When you have to build a hut, it is the woman who does everything, man remains lying and giving orders, his head resting on a small log.I* have seen this at my own neighbors, after peace: three huts have been built by the women, even by those who were married.*I* have even after that it was a custom of their tribe "(Dinka or Topossa originating from the state of Eastern Equatoria).

"After the peace, I returned to my village and I noticed that women were over-exploited, overwhelmed: in the morning, at dawn, they dig trenches with babies on their backs for 10 SSP, then they seek food, and when the husband returns, he must find a ready meal.
The man plays under the veranda, or in a public place.When he wins, he gets two or three bottles of *alcohol.*Before, we had local beers (the white, it is not too strong) ... Now some home-made alcohols are very strong, and we see very drunken men.

Here in town, it's a little better.And with the current situation, families tend to stay together in the evening, as everyone remains at home.
*But it is the women who sell vegetables in the street, in the markets.*It *is not considered as men's work, according to the dominant mentality.There are men who work for the govern ment and there are the others, who are unemployed!*Except if they manage to start their own business, to get together etc ...

Men who have several wives (and may be Christians) are rich men .. It creates a lot of problems among women, jealousy etc ... "

She said having already experienced micro-credit systems.

Regarding access to education, she said that there is no discrimination when they are small, but the fact that girls are often married between 14 and 16 years (when they become pregnant) results in their interrupting their schooling.Ultimately, very few girls have access to secondary school.

She also tells me about reforestation undertaken by SVP between 2005 and 2010: in Rajaf, for example, along the Nile and east of the airport.
The current demand for charcoal leads to deforestation.

3.2.) SVP AND OTHER NGOs HERE IN JUBA

- SVP is well known to local authorities, but could improve its visibility with foreign NGOs.

- The UNIDO

- *"Why didn't they renew their collaboration agreements with SVP?"I* asked Betram.

- *"Because they do not do anything without the agreement of the government.When there contracted with us, some years ago, to outsource vocational training, they also had to pay the government ... that considers that UN has to support public institutions rather than NGOs."*

A displaced child in the camp of Mahat

- USAID (the humanitarian aid agency of the US government).

During my stay, Betram was contacted by a manager of the local office.As they plan to close one of their project (farm), the lady in charge offer SVP to collect some equipment.
Finally, the offer was a bit disappointing: SVP will perhaps get some batteries for the auto-mechanic workshop.

- UNESCO

One day, I met by chance a man called Awol Endris, who is an Educational Programs Specialist of the local branch.

His coming to the VTCDC was unexpected; he was doing a survey to assess the needs of existing educational programs in Juba.
After his visit of the VTDCD, he was very appreciative: *"When I came, I did not expect such a well organized, high-level training taking place.*I *'m very happy. This place is a model. Very well organized. "*

According to him, there are 62 vocational training institutes in South Sudan.Only 5 are currently working.And only two are professionally managed: Don Bosco (2 years sessions) and SVP.

3.3.) NEEDS OF THE VEHICLES FLEET

I again found that SVP vehicles are constantly used, and given the state of the roads, they are put to the test.
Betram told me they were doing regular services to keep them in condition.
He would like to cover the front seats of some of the vehicles to protect them.

3. NEWS OF THE LOLOGO VTCDC

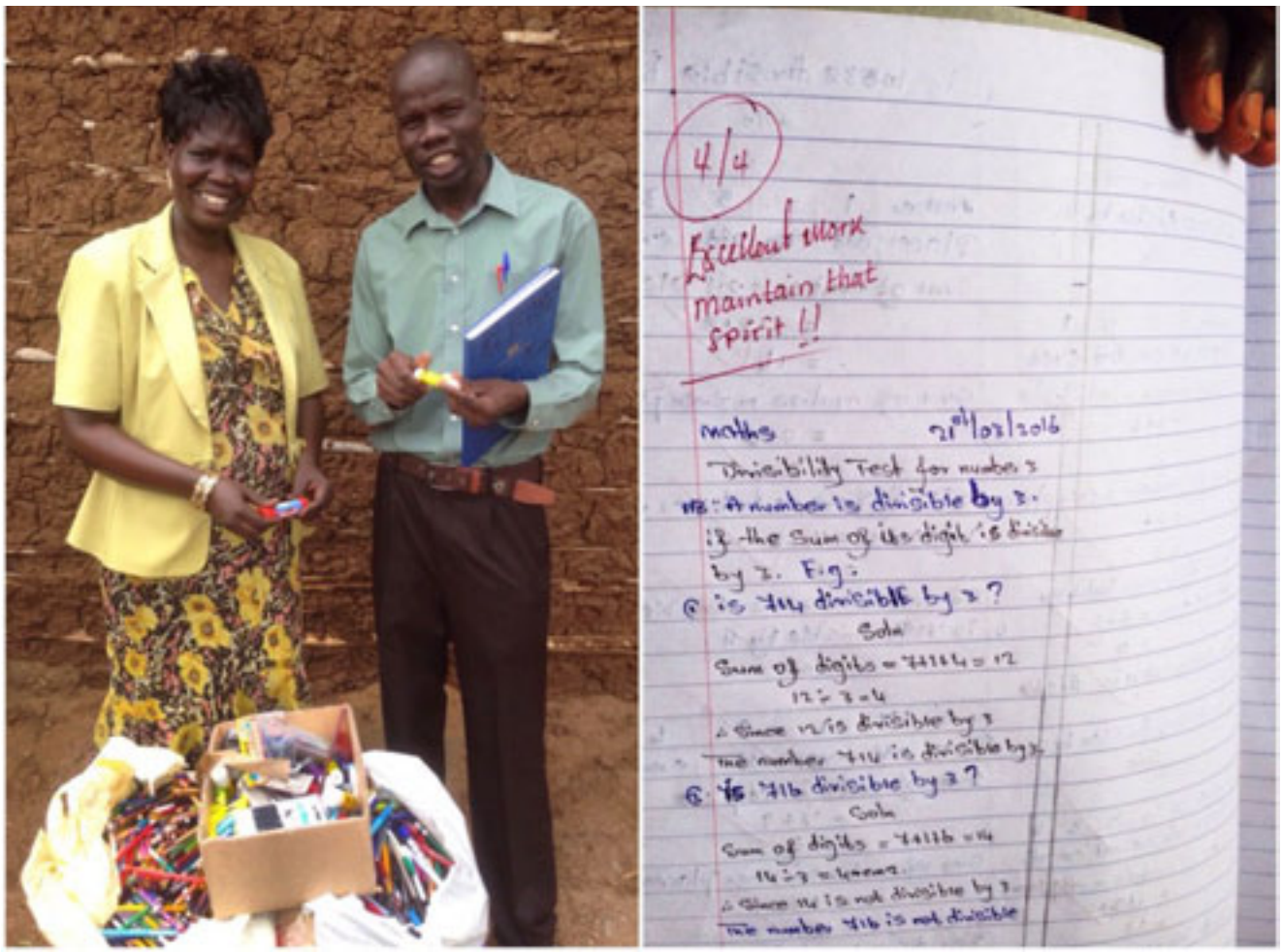
- I learned that Stella Utuwa, a 2013 sewing training graduate I had interviewed last year at her home where she works alone, is now earning ten times more than last year: 14 000 SSP / month (€ 333)!

- Thanks to Patrick Kilchenmann, who has been commissioned in February by the City of Geneva to assess the vocational training program, two 2015 graduates in electricity have been hired by the ICRC Juba.

3.1.) NURSERY AND PRIMARY SCHOOL

It has 12 teachers for 633 students: 456 students in elementary, 177 in kindergarten.
Girls account for 47% of primary pupils and 50% of kindergarten ones.

I conveyed to Erica Gore Mode, the Head Teachers (below) part of the school supplies donated by our friends ADE - Les Amis des Enfants: I could bring with me a few hundred of pens, pencils etc...



The teachers were very grateful and have asked me to convey their thanks to the donor.

During a visit to a math class teachers Okiliong Peter Vigilio (above), I photographed the written test that was on a pupil's desk.

Next year, the school will provide all the primary levels (up to P8).

3.2.) BUILDINGS

SVP International (Paris) and SVP UK will finance the construction, in 2016, of a guest house inside the VTCDC.

The building will be constructed with the HydraForm machine, which manufactures special bricks interlocking without mortar.The guest house will thus constitute a promotional example of what can be achieved with this type of bricks.
The project plans initially to build a one-storey building with three rooms.
A second stage could be added afterwards.Betram could stay there.

I saw the realization of the work undertaken in 2015 in the VTCDC, to which trainees took part: the toilet, the security post, the restoration of part of the fence.

In the photo below, we also see the new shelter for the truck (left) and a small warehouse built in order to empty the containers that served as a warehouse since the arrival in Juba.

William, next to the new generator funded by ASASE in October (€ 25,000).

4. INTERVIEWS WITH LOLOGO VTCDC GRADUATES

4.1. JOHN JUSTIN TOBI, 2015 GRADUATE IN AUTOMECHANICS

While he was training in the VTCDC, John was already in contact with the Cityboyz Garage: he came there to give a hand from time to time.When he got his certificate (he received no tool kit), he came to see Steven, the owner, asking him to hire him.

Steven had heard about the Lologo VTCDC, but had never hired a graduate of the Centre before.He is quite satisfied with John, even if he still consider him in the learning phase *"when he can not do something, he asks, and it's going very well."*

They are 6 people in total in this garage, working 6 days per week.

John has no fixed salary: he is paid daily, depending on the activity.

He is 22, has a wife and two children. His wife does not work.

He told me earning about 600 SSP (€ 15) per month.As it seems very little to me, especially to look after a family of 4, I asked him how he managed.I finally understood that actually he does not know how much, in average, he earns monthly: 600 SSP is what he is able to put aside each month!

John was satisfied with the Lologo VTCDC training, although he regrets the lack of training on all electrical aspects of the car.

4.2. ESTER TIMON, 2015 GRADUATE IN SEWING

Ester is 39 years old. She is a widow with seven children.
She lives in a remote area, mainly inhabited by displaced returned from Sudan.
In Khartoum, Ester was an employed cleaner in a society.
To follow the training in Lologo, she had to take three buses.

Previously, to earn a living, she used to sell food at the roadside. But she had to stop end of 2013, when the civil war began.
She thanked God for giving her this training opportunity.She had no skill of sewing whatsoever.
Before doing the sewing session, she had followed the HHF training.
Earlier this year, she bought small equipment (scissors, thread, needle), and, under a tree in front of her small mud house, she installed the sewing machine offered by SVP with his diploma.
Customers bring her clothes to mend.

Ester does not know how much she earns per month: if she earns one day for example 100 SSP, she spends it immediately.
The day of the interview, there were some pants on her table: she shortened them for 20 SSP.
She would like to have a stable job, as an employee, as she had in Khartoum.But for now, she is doing like that.
She thanked SVP for having provided the machine, but without a little capital to buy fabric and small equipment, she will not launch a really profitable business.

4.3. CHARLES AGONI, 2010 GRADUATE IN MASONRY

Charles is 33 years old, he is married, and has six children.
He works on the construction site of the bridge "Nile River", right next to the VTCDC.
While it is 40 degrees in the shade that day, he keeps his helmet to tell me, before the entrance to the construction zone, his difficult start in professional life.
He worked as an electrician until 2009. Then he wanted to expand his skills and at Lologo registered in masonry training.
After graduation, he first seek to be hired by construction companies.Then, with business associates, they tried to get their own construction contracts.
Then he worked for a Chinese contractor (China New Area), until December 2013 events stop the construction work.He then got hired by Dai Nippon Construction to work on this bridge funded by the Japanese government, a project that is expected to last until 2018.

Two other graduates (in electricity) of VTCDC work with him on this project.
Charles has built his own house, and has installed its electrical wiring.
From time to time, on Sunday, he makes some small electrical work to increase his revenues.

4.4. KELLY FATINA JENERY AND BEATRICE LOLOPAS, 2015 GRADUATE HHF

Kelly (left on the photo) is 19 years old.She is an orphan and lives with her brother (mason) and her uncle.

She would like to finish school: there is one year left.

Currently, she is following a 3 months training in a hospital, with fifteen other graduates.
Before the internship at the hospital, she worked in a private clinic.She was doing injections for instance.

Why did Kelly do the HHF training? *"I wanted to gain skills to help my brothers and neighbors in case of need.*There is civil war *... I am able to make injections.I can help people who are undergoing treatment, who need to take antibiotics. I know the medicines, the dosages, for example in case of malaria."*

Beatrice Lolopas is 20.

She is also an orphan since she was a little girl.She has no siblings and lives with her aunt, who does not work.
No one can pay her tuition.It's been three years that she did not attend school.She stopped in the second year of secondary school.

Beatrice followed the HHF training *"to help in case of accident."*

Currently, she is following a 3 month internship in a military hospital.She does not think that she will be hired after the internship.

When I ask her if she would like to become a nurse, she said it would involve three years of training at Juba Teaching Hospital, and that it is too expensive for her.
She wishes she could find casual jobs to afford to continue her schooling.

5. INCOME GENERATING PROGRAMS (IGPS)

5.1. TAILORING

In 2015, the workshop functioned only with Grace Lamunu, Abowich Marc Musa (who, worked simultaneously as a sewing trainer in the Center), and the occasional participation of six workers paid on sales.
Having not benefitted yet from the work of a sales manager, sales have been limited to the most obvious customers (uniforms for trainees and pupils of the Centre, religious institutions ...).
Finally, due to prudent cost containment, the turnover has been lower in 2015 than expected, but the net margin has been much higher.

In addition to the planned hiring of sales manager for the IGPs (see next page), to boost income and address the ready-to-wear market, the heads of the PGR would like to have more raw materials (fabrics ...), and a store, appropriately located, that would enable to make known a "brand" and expand the customer base.
Grace and Abowich also suggest to start manufacturing sheets, a product for which there is a market, according to them, but that would require a special machine and additional training.

Abowich will be replaced this year by a new seamstress, and will focus solely on training.
As for the workers who are paid so far on the basis of sales, they would like to be hired!

In the picture opposite, Grace and Abowich are preparing a liturgical vestment ordered by a congregation.A few minutes after this shot, a sister came to get the garment.

5.2. TRUCK RENTAL

The truck (20 tons) was delivered in July.
It has been rented only for 3 fares in 2015 (including two national fares) and has not been rented at all during the first two months of 2016[3] .
Kayemba Moses, the driver (see opposite), used to park it in the market and wait for customers.Some demands were made but in some too dangerous regions, given the conflict, or for inadequate loading (wood, which would have damaged the truck) or financially unattractive.
I suggest to target NGOs.

[3] However, it served for import in January of the equipment for the training workshops.

5.3. AGRICULTURE

A trainee following her computer training with her child in her arms.
The profits made by the PGR Agriculture in 2015 funded 70% of the gross salaries of two teachers of this training.

• The income generated by this IGP in 2015 - 126 131 SSP - has been 18% higher than the forecasts.The net profit was about 32000 SSP.

• The maize and the vegetables are transported in a market, quite far from Nyarjwa, and sold by two people.Transportation is ensured by the Land Cruiser, the opening days of the Saint Vincent Health Care Center, to combine with the transportation of personnel.When patients had to be taken to the hospital in emergency, agricultural products could not be transported.The imminent arrival of the ambulance purchased in 2015 will solve this problem.

• Regarding the well, the inspections carried out by the drilling company after I left led to the decision not to repair the well that had been damaged by cattle (too expensive, too much soil fell into the hole ...).An agreement was reached with the drilling company (because it had not sealed the well in time) to share the $ 15,000 cost of drilling a new well.This $ 7500 solution for SVP is therefore only $ 2,000 more than the repair option. As Caritas Graz decided to pay € 25,000 for the well and the reservoir (which cost is estimated at € 9,100), SVP has enough fund for these investments.
The well has been drilled in two days, at a depth of 125m, and the first test has been carried out on 2 April.

• As mentioned on page 8, there have been several discussions on the action plan to implement.Whereas ASASE and Operation Orange put much hope in this project and want to make it a priority of the next two years, by securing the entire field and finally developing irrigated agriculture, Elisabeth said that the agriculture expert from Caritas Graz, given his experience in the Congo, is skeptical about the profitability of a project of this scale.
Following these discussions, ASASE sent € 70,000 to finance the purchase of equipment for the first phase of erection of the final closing (the entire northern part + what can be achieved in the East and West).Work will begin after the rainy season in November and should be completed in April.It seemed sensible to allow SVP to buy materials now, given the predictable inflation in Uganda, especially on cement (which is 2.5 times more expensive in Juba).Everything will be stored in the containers of the Lologo VTCDC, who were emptied thanks to the construction of the store.For security reason, only what will be required for the work of one week will be brought and stored in Nyarjwa.

• I saw the, in the surrounding of the land, traces of arson triggered by the surrounding populations, to collect wood for heating or promote the growth of certain plants that are used for fodder.With the wind, these fires spread for several days.
To prevent damage, the soil should be cleared on several meters on each side of the future fence.Inside, it is planned to dig a trench to be filled with water and to plant eucalyptus that will act as a windbreak.

• The *Sultan* died (from illness).The head of the Nyarjwa community had always been a strong supporter of the agreement transferring the land to SVP. He has not yet been replaced.

5.4. POULTRY PRODUCTION

- We had a meeting with Christopher Magezi, *Operations Manager* at Butenga Farmers.It is a family business, established in Uganda in 1989, specialized in industrial poultry farming.
They operate as a consultant or provider of specialized equipment in Uganda, Rwanda, Congo, and in South Sudan.They have the experience of species from Holland (in South Sudan), Mauritania or Hungary.

- For Christopher, the epidemic that devastated the last batch was probably due to the deterioration of vaccines when imported from Uganda in the truck with the chicks[4] .Vaccines must be kept cool.Otherwise, their effect is harmful.
There is also the hypothesis of a deficiency in food items, but it's less likely.The food, based on corn, can be stored for at least 9 months, despite the heat and humidity.
He recommends a concentrate imported from Holland, easy to give with corn, and that just need to be ordered seven weeks in advance in Mombassa.

- We decide to try to resume this IGP, relying on the experience and expertise of an expert from this company, which would follow the program during 4 to 6 months.
Christopher proposes raising both broilers (shorter production cycle, easier techniques to teach) and laying hens.

5.5. WOODEN FURNITURE

- SVP hired a carpenter, Peter Longino in January.

- The first quarter was a bit of a trial: he was asked to make furniture either for SVP directly (eg a large table for the Be In Hope home) or for the VTCDC school (desks)

- The senior management of SVP being satisfied with his work, he is now asked to make cupboards, chairs, desks and tables for outside clients.

5.6. SALES FORCE

- SVP has not hired a sales manager yet because it's not easy to find someone who accepts a salary compatible with the IGP budget.

- Betram tried to contact people through Andrew's (the auditor) network.But he met people who asked for salaries in $ and amounts unacceptable for SVP (eg $ 750 / month: with the current exchange rate, this would represent a third of all the IGPs 2016 budget!).

- Moreover, it is legally forbidden to hire foreigners, even as consultants.

[4] Remember that the first batch came by air.

6. THE SAINT VINCENT HEALTH CARE CENTER

The Saint Vincent Health Care Center, located on our 126 hectares piece of land in Nyarjwa, officially opened in May.Hence I had never seen it operating yet.

It is open 3 times a week from 9:30 to 14:30.

As showed on the photos of the board, on the road coming from Juba, indicating its existence a kilometer away, the SVHCC seems lost in the middle of nowhere.

It is currently guarded by one guard, day and night.

So I was extremely surprised to see the crowd on the day of my visit: When I arrived in the late morning, there were about forty patients (25 adults and fifteen children) sitting in the lobby entrance and waiting room.
And during the entire time I was there, people kept coming.I even run into people on my way back: they were coming on foot.

In fact, the attendance is variable.Some days, there are no more than 6 or 7 patients.

- According to the doctor, *"When they are sick, they do not come immediately.*They stay home *... they only come when they have some free time "*

- The recent increase in transport costs has had an impact on the location of beneficiaries: there are fewer patients coming from Juba or from remote villages s.Most patients live in nearby villages: Luri, Kabu, Hikuku, Gorom, Mogorkole and Belingi.

- The most commonly treated diseases are malaria, pneumonia, intestinal parasites, std, diarrhea, infantile gastroenteritis due to malaria or pneumonia ...
- The day of my visit, there were many mothers with their children.

• Since January, SVP tries to impose a minimum contribution from the patients to their access to care.The idea is that a "symbolic" participation of 5 SSP (12 € cents) for a consultation would create a sounder link between the project and its beneficiaries.

• It is not easy to put in place, especially after 7 months of free access.SVP even agrees to lower the price of the consultation to 2 €, but some still do not pay.*"We must raise awareness and implement it gradually,"* William said.*"And the idea would be to do the same for the laboratory tests and the drugs that, to date, are given for free, unlike anywhere else. "*

• *"I worked with the African Inland Church (evangelical church) in the 90s,"* said the doctor.*"They paid about 2 SSP. One day, with what we had collected, I bought lots of drugs.* "

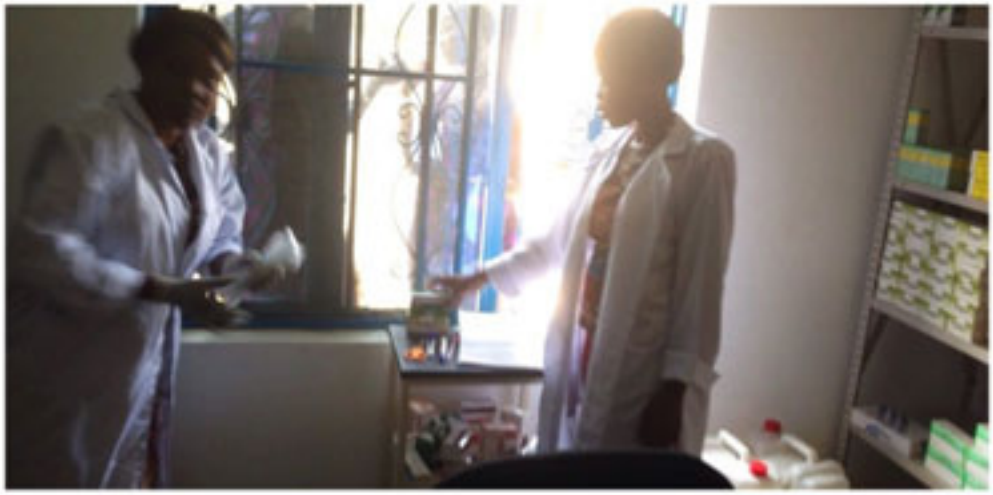
• He confirmed that the attendance is highly variable, and people tend to postpone their coming.*"Take this woman* (see photo): it's been some time now that she is ill, about 3 weeks.She lives *in Mura, a village of livestock farmers.*She came *on foot (about 40 minutes).I do not know where it is, but it does not seem to be one of the nearby villages.*"

• This man (see opposite) tried to step over a pan of boiling oil.He tried to step over it, stumbled and flipped the pan on his foot.The poor man waited two weeks before coming to the SVHCC. He lives in Luri.
He will be taken to Juba Hospital.

• On average, twice a week, they are forced to take patients to the hospital, after having stabilized them s.Some refuse.
Children are taken to El Sabah Children Hospital.
The ambulance purchased in 2015 arrived to Nimule, Uganda.It will release the 4x4.

• The 3-years Memorandum of Understanding signed in December with the Ministry of Health, provides the payment by the government of the salaries of the medical staff (seconded from the public administration the opening days of the SVHCC) and the provision of drugs for the most common diseases.

To date, SVP still received no drugs from the government.SVP is in the list of future beneficiaries, but according to the doctor, if the government has not provided any drugs, it is because it does not have any...
He said that when the staff of the SVHCC asks some drugs to SVP, they do not always get a positive response.



- All is well organized.

Patients wait for the consultation. If need be, they get out of the consultation with a sheet giving indications (urinalysis, blood tests etc ...) to the laboratory technician.

Once they get the results (it takes 20 minutes for malaria tests, 30 minutes for typhus ones...), they wait again to see the doctor... that possibly gives them a prescription they transmit to the pharmacist, Celina Simon, from outside the building (see above photo).

- Everything is very clean.

- For now, the SVHCC gives only outpatient consultations.The rest room (opposite) is not used at night.For that matter, they lack sheets

7. THE "BE IN HOPE" PROGRAM FOR STREET CHILDREN

7.1. A UNIQUE PROGRAM IN THE REGION

- Below - on the main road from Rajaf, before the huge church - a sign points, at 150 m, the new home built in 2015 for the beneficiaries of the Be in Hope program.

- The Nile River bridge under construction near the VTCDC, will open an access road which will shorten the time for daily transportation.

- **There is no equivalent street children program in Juba and its region**[5], while the number of street children has increased in 2015 with the conflict (almost 3000).

There is only one other orphanage in Juba, and it is a state one. 150 children (mostly sick or disabled) are living there in pitiful conditions.

The Ministry of Social Protection pressures SVP to accept some of them.But SVP holds good, respecting the project rule of non admission of new beneficiary at least until 2018.

7.2. SCHOOLING OF THE BENEFICIARIES

- I visited Saint Tereza school, attended by the 15 beneficiaries since January 2015.

The school, located in Juba next to the cathedral, has about 930 pupils.The P3 class is the most populous: two classes of 83 pupils.
The school principal is satisfied with our boys.According to him, they have done a lot of improvements.

[5] I thought the NGO Save the Children had created a few, but apparently they do not operate anymore

Some may have had some strange behavior, especially at the beginning, but the school staff, knowing they had suffered trauma, tried to treat them with understanding. Today, he says, they are more stable, more respectful than before.
I asked if the age difference (given their significant educational underachievement) is not a problem.
The principal told me that the boys were not systematically older than their classmates: there are pupils from other areas where children are much less educated than in Juba.

- In the morning, the boys take only tea before going to school (for time reasons).

They receive 5 SSP to buy a sandwich at school.
They finish the courses around 14h and do not eat anything until dinner.
We spoke about this with the staff of the program, including the foster parents: from now, they will have lunch when their return from school.This will be the main meal of the day, and at night they will have a light meal.

7.3. THE NEW HOME IN RAJAF

- I admired the buildings erected in 2015 (see following pages).Children are really well accommodated and they have plenty of space in a beautiful site[6]

- According to the parish priest, Father Nicolas, since their arrival in late August, they quickly integrated into the Rajaf population (about 10 000).
Football games with neigborhood kids accelerated the integration process. According to Father Nicolas, friends from the neighborhood even want to come too often at home.

- *"They are good guys,"* he said.*"I sometimes ask them to do menial work (watering ...) while they play football ... and they stop playing and do it without complaint. "*

- *"I have dissuaded some of them, the youngest ones, from going to the river.*I think *that it would be profitable to prepare a daily schedule."I* fully agree with this last point.
They gave me the impression of having the habit of hanging around doing nothing.Though I know SVP insists they participate occasionally in agricultural work on a parcel.

- In the photo above, we see them watch a video that I made last year in their former home, in Gudele

7.4.THE STAFF AND THE MANAGEMENT PROBLEMS

[6] Remember that the 2.5 hectares of land were given by the Church to SVP.

- In the picture below, from left to right, the members of the management team:
  - William Takido, Betram's deputy, is also responsible for this program: his contribution in terms of management and organization will be crucial to its proper functioning;
  - Dawa Linda Khamis, the foster mother; she and her husband Dominic were selected some months ago among four couples candidates;
  - Martin, 31, social worker and a former beneficiary of a similar program run by SVP Khartoum, in Sudan;
  - Amar, the driver hired in December 2015; he worked for two years in a garage, passed his Sudan School Certificate and continues studies while working for SVP;
  - Dominic, forty-something: he did the seminar in Khartoum and studies in Social Sciences.
  - William Aleu, 39, social worker, also a former beneficiary of a similar program in Sudan run by SVP.

Mary Andrea Tombe, the assistant mother, is missing on the picture : she is a resident of Rajaf.

- William Aleu, whom I met for the first time[7], does not seem to have well understood that SVP is running this project (he had initiated it with another association), and that this implies many things in terms of organization, decision making process, and distribution of responsibilities.
  His influence on the boys has not been really positive to convey to them the rules of the program and have them accept the arrival of the foster parents.Because obviously, William Aleu sees them as rivals. He complained, for example, about the fact that Dominic had collected information from the children (regarding their background etc…), an approach that allowed him to meet them and represented a first step in the family and reunification process.

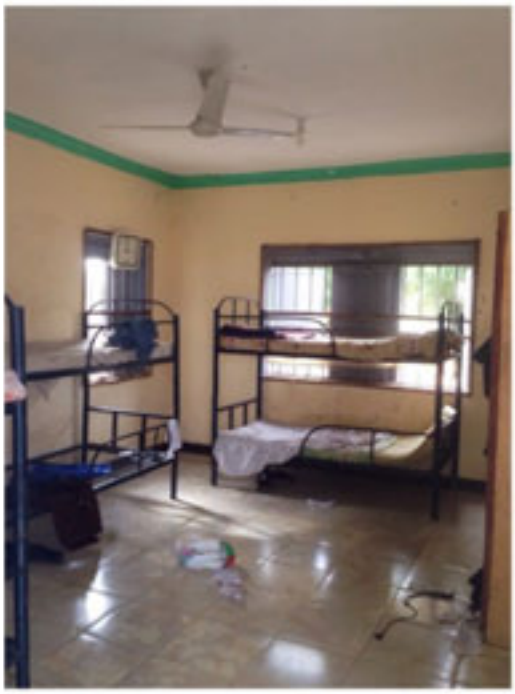
[7] Last year, he was in Egypt for treatment.

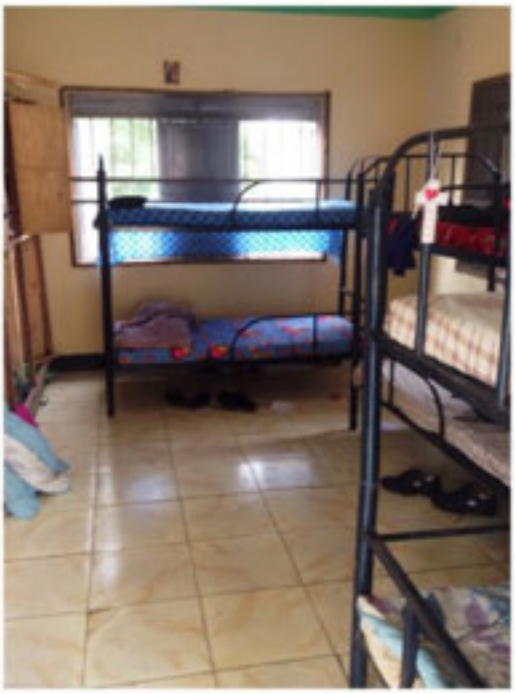
William Aleu also seems to be involved in other activities since several months, and there were frictions with SVP management regarding his use of the minibus.

I held a meeting with the 15 beneficiaries of the program to hear their complaints and dispel misinformation.

I reminded them for instance that at 17, those who obviously will not be able to conclude their schooling and get the Sudan School Certificate, will attend a vocational training at the Lologo VTCDC.
After that, they will still be accommodated in the home for a year, until 19, but they will have to work and earn some living.It will be a transition year before their leaving the program.

This year, exceptionally, since the school year has already begun, Tokhuat, Philip Joseph and Lemi, who are 17, can continue their education.But the rule of leaving at19 will be applied to them and they will not benefit from a transition year.





- I also held a meeting with all the managers of the program.

I asked Dominic and Dawa to have the eldest of their son (who must be around 9) sleep with the boys.From what I understand, his father had removed him from the boys building because things had gone sour for him.
It was also necessary to encourage and Dominic and Dawa to behave as parents, and to treat equally their children and the 15 beneficiaries.I have also asked Dominic not to prepare different meals for him.

In short, there is a serious management problem in this home, and SVP will have to take the consequences.
But I have great confidence in Betram and his deputy William.Since my departure, they have already taken steps to straighten some employees out and manage these problems.

7.5. OTHER PROBLEMS

- **Water supply** is becoming more and more expensive.

Every 4 days, a water truck comes to fill, with water from the Nile, the tank for the toilets and the showers (see photo).

The monthly cost is currently about 7600 SSP / month.
Based on the 2016 budget, what ASASE is currently sending every month for this item is, after conversion, 5900 SSP (77% of the monthly actual cost).

A possible alternative would be to drill a well.The estimated cost is equivalent to the cost of 6.5 years of supply, at the current price.ASASE has agreed to fund the preliminary geophysical survey ($ 500).

- **12 families are still squatting on the land** donated by the Church to SVP.

As shown in the picture opposite, their huts are very close to the building of the boys (that one can see on the left)

The main entailed problem is insecurity. At 22h, after lights out in the home, the squatters can still come within the compound through a little door, with guests etc ...
And some of them are making local beer!

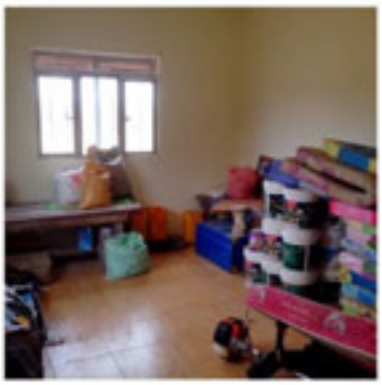
SVP is going to handle this issue in consultation with the priest.For all the surrounding land belong to the Church and they have been squatted for over 20 years by people who were displaced because of the North-South conflict.The Church plans to expel them by 2018.Father Nicolas quite understands that SVP can not wait for this deadline, but he does not want that it sets a precedent which conditions (compensation) would not suit to the Church.

The common building

Dominic, in the future dining room that will also serve as a study room

A large table was ordered to the carpenter of the IGP of the Lologo VTCDC.

The other three rooms of the building:
- an office for the social workers,
- a room for the visiting volunteers or the social workers if they have to stay overnight
- a store room.



The foster parents building

I warmly thank SVP teams for their welcome and availability.
This year again I have been impressed by the quality of their achievements, in a very troubled environment.
The SVP internal organization has strengthened since my last visit, with the arrival of William Takido and the establishment of a regular monitoring of the internal control systems by a reliable external accountancy firm.

The main challenges of the next two years pertain to the management of the Be In Hope program and, first and foremost, the building of SVP commercial capacity to enable a real development of the IGPs and an increase of SVP autonomy.
ASASE and its partners will do their utmost to help SVP to meet these challenges.

Patrick Bittar Director of ASASE
April 2016

Two pupils from the primary school of the Lologo VTCDC.