



Hugo de Senger Street 3  
CH-1205 Geneva  
Tel +41 79 194 35 73

## Evaluation Mandate

# VTCDC Vocational Training and Community Development Centre

Lologo community in Juba, South Sudan



**Patrick Kilchenmann**

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## List of Acronyms

ASASE	Swiss Association of Friends of Sister Emmanuelle (NGO supported)
ICRC	International Red Cross Committee
CPA	Comprehensive Peace Agreement
DGVS	Délégation Genève Ville Solidaire (City of Geneva)
IDP	Internally Displaced Persons
JMH	Juba Military Hospital
JTSS	Juba Technical Secondary School
MTC	Multipurpose Training Centre
IGP	Income Generating Program
SPLM / A	Sudan People's Liberation Movement / Army
SSEC	South Sudan Electricity Corporation
SSI	Service de Solidarité Internationale (State of Geneva)
SSP	South Sudanese Pound
SVDP	St-Vincent-de-Paul (NGO partner)
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
UNOCHA	United Nations Organization for the Coordination of Humanitarian Affairs

## Contents

<a href="#"><u>List of Acronyms</u></a>	2
<a href="#"><u>Introduction</u></a>	4
<a href="#"><u>Purpose of the mission</u></a>	4
<a href="#"><u>Applied methodology</u></a>	4
<a href="#"><u>Context and humanitarian situation</u></a>	5
<a href="#"><u>Recent political developments</u></a>	5
<a href="#"><u>Political and economic outlook</u></a>	6
<a href="#"><u>Security in Juba and surrounding</u></a>	7
<a href="#"><u>Vocational training in South Sudan</u></a>	8
<a href="#"><u>Vocational training offer</u></a>	8
<a href="#"><u>Institutional framework</u></a>	8
<a href="#"><u>Perception of the Lologo Center</u></a>	9
<a href="#"><u>JTSS and MTC, emblematic examples of government training</u></a>	10
<a href="#"><u>Market Needs</u></a>	11
<a href="#"><u>Statistics</u></a>	12

<b><u>Activities implemented by SVDP Juba</u></b>	<b>13</b>
<b><u>Vocational training</u></b>	<b>13</b>
<u>History of vocational training, Sudan South Sudan</u>	13
<u>The 2016 session</u>	13
<u>Interview with the management team</u>	14
<u>Interview with instructors</u>	15
<u>Interview with young who recently graduated</u>	16
<b><u>Finance and Administration</u></b>	<b>17</b>
<u>Donors</u>	17
<u>Income Generating Programs (IGP)</u>	<b>18</b>
<u>Accounting and financial monitoring</u>	19
<u>Equipment purchasing process</u>	20
<b><u>Other activities implemented by SVDP</u></b>	<b>20</b>
<u>Nursery and primary school</u>	20
<u>Be in Hope</u>	20
<u>Babies Feeding Center</u>	20
<u>Health Care Center of Nyarjwa</u>	20
<b><u>Analysis</u></b>	<b>22</b>
<u>Success</u>	22
<u>Challenges</u>	23
<u>Opportunities</u>	24
<u>Risks</u>	25
<u>Relevance</u>	26
<u>Efficiency</u>	26
<u>Effectiveness</u>	28
<u>Impact</u>	28
<u>Durability</u>	28
<b><u>Recommendations</u></b>	<b>30</b>
<b><u>Conclusions</u></b>	<b>32</b>
<b><u>List of appendices</u></b>	<b>33</b>

## INTRODUCTION

### Purpose of the mission

The purpose of the mission is to make a judgment on the impact of the project supported by the Swiss Association of Friends of Sister Emmanuelle (ASASE) through the local organization St. Vincent de Paul (SVDP) on the Lologo population in South Sudan and to provide recommendations to maximize this impact (see Terms of reference, Appendix 1). This is a mid-term evaluation in a formative and corrective purpose. Its objective is not to assess the appropriateness of the funding, it has already been approved for the period 2015-2017. It is mandated by the Advisory Commission of the Delegation Geneva City Solidaire (DGVS). The ASASE Association participates in the evaluation steering committee. The mission took place on the spot in South Sudan from February 24 to March 2, 2016.

### Applied methodology

The first contact with the activities implemented by SVDP in South Sudan began with a detailed briefing of the administrator of the funds dedicated at the Solidarity DGVS, in presence of the director of ASASE. It was followed by a thorough reading of the documentation available and web research. This allowed to become familiar with the many activities pursued by the SVDP partner in Juba. Members of the Association ASASE were met in Geneva and the International Solidarity Service (SSI) of the State of Geneva, another major donor of the evaluated program. Everyone's expectations with respect to the mission were clarified. On this basis, discussions were held with the coordinator of SVDP programs to prepare a detailed program of visits and meetings (see program of the mission, Appendix 2). Just before the start, the impact model proposed by the representative and the visit schedule have been reviewed.

In Juba, organizations and individuals identified previously were encountered and the program flexibly adapted to the unexpected or last minute opportunities. All infrastructure available to the Lologo training center have been visited, as well as classrooms and workshops, but also most other activities and projects run on the spot by SVDP.

Open questions were asked to everyone we met, so as not to influence the answers. We sought to understand as much as possible the context of the program, the challenges and difficulties, but also the wider environment which the training center is part of, to explore with SVDP management team development opportunities, empowerment and think about adjustment measures.

Before leaving Juba, a sharing session of the preliminary conclusions and recommendations took place in order to check the alignment and the support of SVDP executive team.

The whole work was done in a very collaborative, enthusiastic and completely transparent way. All records have been consulted on the spot and all questions asked and discussed freely. Each member of the management team had the opportunity to share openly ideas or doubts. Here we are trying to communicate them as accurately as possible. Appendices 3 and 4 are the bibliography and list of interlocutors met.

## CONTEXT AND HUMANITARIAN SITUATION

South Sudan gained its independence on 9 July 2011, after breaking away from its northern neighbor after several decades of conflict. This conflict started a year before Sudan's independence from its British colonial rulers in 1955 already. Since that date, and except for 11 years, the country has always been at war. The humanitarian situation of the civilian population of the youngest nation in the world today is very worrying and the country accumulates the lowest indicators of poverty, education, development, access to drinking water or health. Especially regarding indicators related to education, UNICEF estimates that the literacy rate for adults is only 27% and 70% of children aged between 6 and 17 years have never been at school [1].

The crisis that broke out in December 2013 in Juba is the beginning of a new civil war. It takes place now within the country since that date and follows ethnic divisions. It affects the whole population and has killed more than 10,000 people according to International Crisis Group [2]. Amnesty International says in turn, based on testimony that 15,000 to 20,000 people of Nuer origin were killed during the first 3 days of the conflict only [3]. According to UNOCHA (see humanitarian presence, appendix 4), more than 1.69 million people are displaced within the borders and 660 000 are refugees in neighboring countries. Severe and chronic food insecurity affects over 2.8 million people, or 20% of the population. Finally, a very high inflation significantly increases the price of food.

All the humanitarian organizations are present in South Sudan (see Humanitarian snapshot, Appendix 5). While little publicized, one of the largest relief operations is currently underway. The organizations try to provide humanitarian assistance to the poor, in a chaotic, highly unpredictable and rather dangerous context. The financing plan of these operations for 2016 is estimated at \$ 1.29 billion.

### Recent political developments [4]

To date, little progress has been made since the end of the year regarding the implementation of the peace agreement set in August 2015. On 21 December 2015, 15 representatives of the SPLM in Opposition arrived in Juba to prepare the return of their leader Riek Machar. On January 7, the parties have agreed on ministerial positions of the transitional and national unity government, based on ratios determined in the agreement of August: 16 positions for Salva Kiir supporters (SPLM / A); 10 for those of Riek Machar (SPLM / A in Opposition); 2 for former inmates; 2 for other political parties.

[1] <http://www.unicef.org/southsudan/education.html>

[2] <http://www.crisisgroup.org/en/regions/africa/horn-of-africa/south-sudan/217-south-sudan-a-civil-war-by-any-other-name.aspx>

[3] <https://www.amnesty.org/en/countries/africa/south-sudan/report-south-sudan/>

[4] The information below is taken from the official United Nations website (<https://unmiss.unmissions.org/>), various Internet sources and numerous discussions on the spot, especially with the ICRC and the Councillor for the humanitarian Affairs of the DDC.

However, despite these modest progress, deep divisions mark the political landscape since President Salva Kiir declared, in October 2015, the division of South Sudan into 28 states. This decree, supported by the Council of Elders of Jieng, a group of leaders from the same ethnic group (Dinka) than President Kiir has angered Nuer and Shilluk communities respectively of the states of Unity and Upper Nile .They considered the decision as an attempt to confiscate their traditional lands for the benefit of the Dinka. The decree has thus complicated the implementation of the August peace agreement that was based on a power distribution key based on the situation at the time with only 10 states.

On January 17, the opposition leader Riek Machar withdrew members of his negotiating team in Juba, because of the government's refusal to reconsider its decision to establish 28 states. He said he needed more time for consultations with his team.

### Political and economic outlook

The prospects for the country are dark and the economic situation very worrying, all the more that oil, the main source of government revenue, is now at a very low price and that its rig is greatly hampered by the conflict. Life is becoming more expensive for South Sudanese and it is difficult to expect a positive evolution of the conflict as long as the two political leaders of the country are not ready to make compromise in power-sharing or drastic measures be taken by the international community.

The Auxiliary Bishop of Juba [5] has a very interesting opinion on the matter. He believes that paradoxically the oil shortage and low prices are a great opportunity for the country. Indeed, according to him, Salva Kiir and Riek Machar will not have the possibility anymore to embezzle this windfall and misuse it to enrich themselves and arm their troops, but will be forced to sit at the same table, for lack of currencies, and to implement the peace agreements, namely the establishment of a unity and transition government.

Other experts and analysts believe that the country is at a crossroads. They join the conclusions of the Bishop on the fact that the state coffers are desperately empty and that peace is one of the options. Donors apply a hard line and unanimously refuse to finance development projects through state institutions as long as the crisis continues. When a government of Unity and Transition will be established, fund for development will likely be available again and generously allocated to the youngest nation in the world. However, to date, all the development funds have been allocated to answer the humanitarian crisis. This common-sense policy is a lever to force the peace process but it nevertheless has an immediate and obvious impact on the sustainability of any ongoing development project.

[5] His Grace Santo Laku has a great political influence in South Sudan. His sermon is followed by over 1,000 faithful every Sunday at the Cathedral of Juba but is also broadcast on radio across the country. He urges fighters to give up this conflict that is killing many South Sudanese everyday. He openly expresses a very severe opinion against the two leaders and their close allies who are responsible for the civil war and the disastrous situation of the country. He accuses them of doing anything in their power to slow down the peace process.

The other option is much more pessimistic. The leaders of the two main camps and the many warlords [6] who are fighting inside the country could choose the path of forging ahead, having nothing to lose, and deliver a total war. This worst case scenario has been mentioned several times and directly reported to our stakeholders by warlords. Hatreds and frustrations accumulated from the long years of conflict, where massacres and atrocities were committed on both sides, are preventing some leaders to put aside the past. They are ready to wage total war and their bloodthirsty views are chilling [7] .

### **Security in Juba and surrounding**

In Juba during the day, except for the presence of soldiers stationed with their armored cars at strategic crossroads, life seems quite normal, especially in the districts of embassies and international organizations. However, insecurity reigns in some peripheral parts of the city, especially at night, when the streets are plunged into total darkness. Indeed, the street lighting is not working since the South Sudan Electricity Corporation (SSEC) has completely stopped producing electricity in July, 2015. Robberies and other acts of banditry are frequently reported, this is why NGOs and the United Nations have themselves complied with a curfew from 21h or 22h, according to the organizations. These actions can be committed by mere bandits or by penniless policemen or soldiers. A very large amount of arms are available and in circulation in South Sudan. No disarmament program has been in place since the creation of the country in 2011, each owner of weapon can easily be tempted by violence, especially when employment opportunities are scarce.

The outskirts of Juba town resembles a large African village, poor, with huts and mud houses, or shelters with corrugated iron. This is the case of Lologo, the neighborhood in which the training center is established. Roads here are not sealed like in downtown. As soon as one moves away from the capital, either by crossing the Nile towards Rajaf, the town where is established the Be in Hope home for street children, either towards Nyarjwa where SVDP supports a health center and has agricultural land, the landscape quickly becomes rural and sparsely populated. It is strongly recommended not to travel at night in these regions.

[6] There are over 24 different armed groups in South Sudan that switch alliance according to short-term interests, which makes the resolution of this conflict everyday more complex.

[7] Words reported by Ferdinand von Habsburg, adviser of the Swiss government for the promotion of peace, member of the National Committee for Healing, Peace and Reconciliation and advisor to the South Sudan Church Council, expert of the country and established since more than 20 years in Sudan and South Sudan.

## VOCATIONAL TRAINING IN SOUTH SUDAN

To give us a clear idea of the situation of vocational training in the country, we encountered several resource persons, we visited another training center of the Ministry of Education, the Juba Technical Secondary School (JTSS), and finally got information from two reference documents collected on site [\[8\]](#) .

Interviewees were the representative of UNESCO, whose main job is to support the ministries concerned in the definition of national standards; the Director General of the Ministry of Education; the Director General of the Ministry of Labour, Public Service and Human Resource Development; a representative of UNIDO, organization that has supported SVDP in the past; the head of Catholic Relief Service, an NGO funded by USAID, who used, before the civil war, to operate in the field of training; the director of the JTSS; the Auxiliary Bishop of Juba whose parish has offered the land on which the Centre is located; two representatives of the Council of Elders, members of the Lologo community; the person in charge of human resources at the ICRC, an organization that had requested support from SVDP to form juvenile detainees in the central prison in Juba; and finally the general manager of the South Sudan Electricity Corporation (SSEC).

### Vocational training offer

Out of a total of 62 vocational training initiatives implemented since the signing of the CPA [\[9\]](#) in 2005, only five are still operational and viable to date. According to Mr. Salah Khaled, UNESCO representative to South Sudan, two organizations are clearly standing out of the crowd: Don Bosco in Gumbo, a village just outside Juba, and SVDP in Lologo.

According to him, four main reasons are explaining the lack of continuity of other initiatives: the very important turnover of the leaders of international organizations, who usually remain in position for short periods, often less than one year [\[10\]](#) ; the annual and ad hoc budgets of these organizations, which have to be renegotiated every year; severe damage to training infrastructure caused by civil war or insecurity within the country; and finally the total lack of resources of the Ministries in charge, that lost their sole income, foreign aid, that is now fully reassigned to humanitarian assistance.

### Institutional framework

The guidelines for professional training in South Sudan [\[11\]](#) are a list of good intentions. The drafting of this document from the Ministry of Labour, Public Service and Human Resource

[\[8\]](#) "South Sudan Vocational Training Policy (final draft)", Ministry of Labour, Public Service and Human Resource Development (Sept 14th, 2014) and "TVET Policy Review, South Sudan" (2014), UNESCO.

[\[9\]](#) Comprehensive Peace Agreement, the agreement that paved the way for the independence of South Sudan.

[\[10\]](#) No one among the ICRC expatriate staff could remember the training program for 10 young in prison, set up in 2014 by SVDP.

[\[11\]](#) [See reference above.](#)

Development began in 2008. The latest draft is dated September 2014 but has never been validated. It has at least the merit of raising the problems, including the lack of consolidated guidelines for the development of training at the national level; the very different quality of trainings from one institution to another; the lack of standardization of certifications; the lack of curricula coordinated between the various ministries and institutions, the lack of trainers and training centers in South Sudan; or the lack of platform for discussion between departments, which duplicates any effort on that matter. In short, the system of vocational training in South Sudan is, like the country, a disaster.

The Director of Administration and vocational training at the Ministry of Labour, the Rev. John Chol, confirms all the problems identified in the guidelines. However, he asserts with great optimism that they are validated and waiting for Cabinet approval [\[12\]](#) .

Based on these findings, UNESCO tries to bring together the various ministries involved [\[13\]](#) around the same table to define a national curriculum for vocational training and deliver consistency in the sector. It also tries to develop a credible system of reference for the establishment of statistics on current training. It is difficult to rationally understand whether the offer complies with social and economic needs of the country, since there is no national tracking system. Furthermore, there is no reliable information on the labor market. UNESCO's recommendations are unsurprisingly: improving the coordination of the sector; establishing an effective and sustainable financing system; developing trainings in response to market needs; expanding access to marginalized groups; gradually developing the quality of trainings; establishing a link between secondary education and vocational training; and finally strengthening monitoring and evaluation systems. In order to put these recommendations into practice, UNESCO is seeking funding.

The Director General of Vocational Training at the Ministry of Education, Mr. Juma Lupai Lemi, told us about the current deadlock of the institutional situation. No government decision can be taken to date, since President Salva Kiir declared the passage from 10 to 28 states [\[14\]](#) . After explaining the serious financial situation of his Ministry, he said that the government could not directly support non-state structure as SVDP, either by funding part of the salaries or by providing instructors. He is facing the same financial constraints as his counterpart at the Ministry of Labour "Government needs the NGOs to develop itself and not the opposite." He finally mentioned that UNICEF regularly supported his ministry but that since the 2013 crisis, the funds have been entirely redirected for humanitarian aid.

## Perception of the Lologo Center

The UNESCO representative was full of praise for the quality of courses and continuity of the work of these two faith-based organizations and their pioneering roles, to the point that he wished he could designate them centers of excellence of the country, so that other actors align

[\[12\]](#) Given the political problems in the country, this approval is unfortunately not the first priority of the Government.

[\[13\]](#) At least 10 ministries are involved in vocational training, including Agriculture, Defense, Health...

[\[14\]](#) Cf. chapter "Recent political developments"

their standards.

The representative of the Ministry of Labour has also expressed his admiration for the quality of the work provided by SVDP that, according to him, represents "the most important and best vocational training initiative in the country." He encourages replication of the Center in other states.

The representative of the Ministry of Education was very complimentary towards the work done by SVDP and recommended the extension of programs in other parts of the country, "SVDP contributes to nation building."

The Auxiliary Bishop of Juba, Archbishop Santo Laku, is proud of the results achieved by SVDP on the land that his diocese has graciously given to the organization. He confirmed that nothing more useful would have been possible on this large area of 9 hectares and that the inhabitants of Lologo themselves watch over the center and protect it because they perceive the direct benefits for themselves.

Finally, the two representatives of the Council of Elders I met [15] confirmed in their own words the harmony between the Centre and the local population. They claimed to be regularly consulted in order to share ideas when strategic decisions over the life of the Centre are taken. They are aware of the direct benefits to the community, since their children have priority access to trainings. In addition, other activities implemented by SVDP contribute directly to improving the living conditions of the community, such as nursery and primary school [16], the babies feeding program, the room available for parental meetings, religious meetings or where conferences are organized for them. Elders are the ambassadors of the Centre to the inhabitants of Lologo as they explain its benefits to the community and answer their questions.

The Director General of the SSEC estimates that nearly all his employees have been trained in SVDP Center. He claims to be very satisfied with the technical skills of alumni trained in electricity. Moreover, he suggests that SVDP produce more mechanics each year, as he also has very important needs for this type of profession.

### **JTSS and MTC, emblematic examples of government training**

We visited the JTSS which pertains to the Ministry of Education. It provides a 4 years academic training curriculum as part of secondary education, but with a technical orientation. This is the last school of its kind in South Sudan. The courses include subjects such as physics, mathematics, geography, in addition to conventional vocational training in mechanics, electricity, carpentry and metalwork. Students who join this school have a different social background of SVDP'ones since they must have completed primary education to be accepted. Then, they often pursue their education with additional university studies because they do not have sufficient background to start directly a job, or they join the Lologo Center.

[15] The Council is composed of respected members of the Lologo community.

[16] There is no public school in the neighborhood for the children of Lologo.

According to the Head Teacher of the JTSS, the prospects are not encouraging for his school, and he confirms the seriousness of the financial situation of the Ministry that is struggling to pay in time the meager salaries of the teachers. Much of the instructors has left school to take better paid jobs in the private sector. The school was previously supported by Plan International and UNIDO, which had funded the construction of classrooms, workshops and dormitories, and additional staff salaries, but their programs stopped in 2014. The JTSS is completely dependent on the Ministry and is not allowed to approach donors directly. Moreover, it lacks capital to start IGPs. While visiting the center, we noted that infrastructure is good but begin to deteriorate and should be maintained quickly.

Today, UNIDO cooperates with another state vocational school, the Multipurpose Training Centre (MTC). Current donors of UNIDO [17] wished to support groups of young people originating from conflict areas and to offer them short trainings in collaboration with the Ministry of Education. The latter orientated them directly to that other public school. The UNIDO is not satisfied with the services of MTC and the money was not spent as planned [18]. The brand new MTC infrastructure was financed by the Japan International Cooperation Agency. Unfortunately, the management of the institution is very bad, according to UNESCO, and the building is an empty shell that has nothing to offer. Finally, according to the Director General of the SSEC, MTC is not functional since no trainee has been certified since 2012.

## Market Needs

The South Sudanese labor market is characterized by high rates of youth unemployment and precarious, low production and low pay jobs [19]. Only a minority of workers are employed in a stable, regular and salaried way (13%). The workers are very little skilled, largely because of the high rates of illiteracy, lack of specialized training and above all the long years of war. About 90% of workers have no qualifications. Less than 2% only reached a level of education higher than secondary school.

Despite the lack of national statistics, it appears obvious that the needs for qualified and competent staff are immense, so much so that whole sections of the South Sudanese economy are based on foreign labor. International organizations have great difficulty in finding skilled mechanics for their many vehicles or generators and call on expatriate employees. They do the same for simple maintenance work of offices or residences (electricians, carpenters, masons, welders). In restaurants, bars and hotels in Juba employees (even the cleaners) are most often Kenyans, Ethiopians and Ugandans. The local production of vegetables, cereals and dairy products could rise sharply if additional resources and skills were made available to South Sudan in the fields of agriculture and livestock, fields that they know since ever [20]. The construction sector, now in decline because of the difficult situation in the country, has a great need for skilled workers.

[17] Canada and EU

[18] Young people were not, for example, accommodated and had poor quality food.

[19] Document quoted above: "TVET Policy Review, South Sudan" (2014), UNESCO.

[20] Almost all food is imported in the country.

CRS Director, Mr. Jerry Farrell, in charge of a major humanitarian operation in the country, in Jonglei State, confirms the country lacks serious studies on the market needs. Its program aims to improve the means of production of fishermen and farmers and focuses on quick training about the creation of small businesses (simple accounting courses, market analysis, support in obtaining licenses). When we ask him what he thinks of microcredit, an idea that we wish to explore in particular to meet the demands of the sewing graduates of the Lologo Center, he says that the encouragement to start small business works very well and that in his experience, 100% of women fully repay their loans in less than a year if the rules are explained clearly.

The people we met encourage SVDP to continue basic training and if possible to add others in the areas mentioned above, with particular emphasis on agricultural and livestock production, especially for rural areas. Encouraging business practices should also be supported with appropriate training (accountancy, management, business plans).

The Director General of the SSEC, Mr. Faustino Tomb, is a major provider of employment of electricity graduates. Today, because of the economic crisis and the lack of oil, electricity production is completely stopped since July 2015 [21]. However, the needs for the maintenance of SSEC facilities still require skilled labor. His strategy is to hire youth to whom he proposes to continue their training through several months of unpaid, but practical and supervised work. This formula is popular among young people because it improves their professional knowledge in the form of an apprenticeship. Then they have the possibility either to find a job more easily with this reference, or to stay at the SSEC, hopefully, as soon as the situation will be normalized. The most frequent opportunities with other companies are for the oil industry, unfortunately also in crisis now.

## Statistics

SVDP is collecting regularly the database of the trainees taking the courses. The follow-up of graduates is more random and non-systematic. Several paper forms are used but contain disparate or repetitive information. We have developed during the mission a summary table containing all the information available in the different forms (see Appendix 6). Additional information has been added, including the social background of students or many other points to fine-tune the characteristics of each trainee. Using this table, we got reliable statistics that confirmed trends. The information was partly available before but was not used to its full potential because the sources were not computerized. The results obtained confirm the success and enable to meet future needs in a better way. SVDP perceived the direct benefits of it [22].

[21] Cf. "Safety in Juba"

[22] Cf. chapter "Recommendations" below

## ACTIVITIES IMPLEMENTED BY SVDP JUBA

### Vocational training

#### History of vocational training, from Sudan to South Sudan

ASASE's support to SVDP began in Khartoum in 1986, when the conflict was ongoing for many years between North and South. At that time, numerous displaced by war, coming from the South, found themselves in large camps around the capital of Sudan. Extremely vulnerable situations prevailed, especially for children. Thousands of orphans, or children who had fled the war alone, unaccompanied, found themselves in the streets, begging or trying to survive without parental support. A training center was established, and when the war in Darfur began, humanitarian activities have been undertaken. The DGVS supported between 2006 and 2010 these actions around Khartoum.

In 2006, when the CPA was signed, the partition of the country would become a reality. The fate of southern Sudanese living in Khartoum was gradually being sealing, since they would soon become strangers. An evaluation was conducted in Juba at that time to identify priority needs. The lack of technicians and skilled workers immediately emerged as a significant problem.

Then things went quickly, with the donation of the land by the Bishop of Juba in 2007, the funding by the Embassy of France of the construction of classrooms and workshops in 2008, and the start of the first training session in 2009.

In 2011, when Sudan was officially divided, the Khartoum authorities have decided to replace the entire management of SVDP Khartoum by employees of Arab origin. Since SVDP Khartoum has experienced a gradual decline due to mismanagement. About 2,000 children, natives of South, gradually returned to South Sudan on their own.

#### The 2016 training session

We give information on the 2016 session that has just started in February. The courses last from 09:00 until 14:00. Students receive grades on the subjects taught and their attitude during class. The duration of courses varies depending on the subject. Apart from training, the Centre does not provide meals as it used to do initially, nor pay any costs of transport.

The student selection process is announced on the radio, in churches and by the Council of Elders that informs the community of Lologo. After a personal interview with the first 600 registered, 350 candidates were selected for this session. To be selected, they must be between 14 and 25 years. Preference is given to young people with a history of street children or child soldiers, people displaced by the conflict or in a situation of vulnerability. However, they must be literate. The Centre targets the least vulnerable segment of the category of the most vulnerable.

Training in masonry / construction is attended by 45 trainees and is taught by three teachers. This course is in great demand and is attended each year by some young women. It includes some plumbing and it lasts 9 months.

The training in electricity is attended by 45 trainees and is taught by three instructors. According to the logical framework, this training should have been stopped at the end of 2015 but, following the success and the number of applications, it has been maintained. The course lasts 9 months.

Auto mechanics training is attended by 45 trainees and is taught by five teachers. This course is a great success and is one of the most requested courses. It lasts 9 months.

The training in tailoring is attended by 30 trainees and is taught by three instructors. It lasts 9 months.

Computer training is attended by 45 trainees and is taught by two teachers. This course is aimed at young people who have already completed an academic curriculum, but with no knowledge of computers. They facilitate access to employment since they optimize existing skills. The course lasts 3 months.

The household training is attended by 40 trainees and is taught by two teachers. It lasts 6 months.

Training in Health awareness, Hygiene and First Aid is attended by 100 trainees and is taught by three instructors. It lasts six months, during which participants learn to contain cholera epidemics or to become health assistants. Following an agreement with the Juba Military Hospital (JMH), students will then do a three months internship before being either employed by JMH permanently as health workers, or by private clinics.

### **Interview with the management team**

Betram and Mogga respectively the program coordinator and the director of vocational training, already worked together when SVDP was fully operational in Khartoum, since 1992 for Betram and since 1987 for Mogga. They know inside out the operating of a vocational training center, the needs of trainees, of instructors, but also of donors. Mogga carried out the initial evaluation of vocational training needs in Juba in 2006 and both participated in the complete creation of the new SVDP training center in South Sudan. They are competent, disinterested [23] and primarily motivated by their service to the poor, as well as their direct contribution to the construction of their new country. Like most SVDP employees, the members of the management team perform their work as a mission and spare no effort (...) William, recently recruited as deputy of the coordinator, is replacing a predecessor who had not given satisfaction. He mainly supervises the IGPs and is the coordinator's deputy. The risk, identified during the last mission of ASASE's director, to have most of the management burden on the shoulders of one person only, seems alleviate now.

Current directors are managing the Center in a competent, professional and effective way. Trainings are very well organized, with well maintained and functional classrooms and workshops, numerous and popular teachers, whom trainees listen carefully to. In addition, we noted that other activities of the Centre are fully operational. The Lologo Centre looks like a

[23] Betram worked several years in Australia, between 2004 and 2008, for the Australian Government. He had a job much better paid. He returned to Juba to take over the management of the Centre, at the request of SVDP. His family remained in Australia.

beehive where everyone is active and everyone knows his task perfectly (...)

We will see later that the management team would benefit from taking on a sales manager, to enable the development of IGPs on a professional basis and to actively promote the services offered by the Centre.

### Interview with some teachers

We have gathered some instructors to discuss their priority needs, identify options to make the Centre less dependent on foreign aid, or assess the job opportunities of their trainees once their training is completed.

Their first remarks concern the complaints in relation to the own training which does not exist, since it has been several years since they have followed refreshment courses and learned new technologies. For instance, they would like to know more about some industrial work, the use of GPS, the electronic equipment for newer vehicles, or attend fashion design courses or use the latest generation of sewing machines. According to them, two to three weeks of training per year would be sufficient. Reputed training centers in the region are in Kenya, South Africa, Egypt and Uganda. There are none in South Sudan. Among other priority applications mentioned, some want a renewal of their machinery or tools.

We also discussed the topic of IGPs and discussed their ideas for making the Centre more self-reliant. They are willing to involve in IGPs and have good ideas, each one in his/her field. The teacher in garment wish to exhibit their products in a showcase in Juba, or hire a dozen professional seamstresses to produce uniforms in large quantities. The workshop and all machines are available and their use should be optimized to increase production. They admit that the economic crisis complicates the opportunities of quickly doing good business when the situation is so difficult for the population. However, they propose an adaptation strategy: turn to the market of international organizations, since the more severe is the crisis, the more customers among expats! All these initiatives require, in their view, to have a sales manager to promote the Centre and actively seek new customers.

Instructors in auto mechanics want to create a repair shop for cars, motorcycles and generators. It should be equipped with the necessary tools, but also have a stock of spare parts. Advertising should be made through radio, churches, word of mouth, etc. Here again, a sales manager is required.

For instructors in electricity: a repair shop (for electrical wiring, pump motors, air conditioners, various electromechanical equipment) would easily find a large customer base, provided that the advertising is done effectively.

In the field of construction, instructors suggest to produce good quality bricks. Cement in sufficient quantities and suitable machine are needed.

Asked whether the production of wooden furniture should be intensified, all argue that there is an important demand, including in international organizations. The center is equipped with expensive machines that should be used more intensively to improve return on investment. They are fully available because the carpentry training has stopped this year for lack of registered

students. The teachers think that around ten joiners or carpenters should be hired. The success would be related primarily to marketing because the furniture produced by the Centre are very good and valued by the customers met. Hence, once again, the necessity to hire as soon as possible a sales manager.

### Interview with recent graduates

We conducted interviews with groups of young people who graduated in 2015, in sewing, masonry / construction, electricity and auto mechanics. Their impressions and ideas complement the figures of the statistics. We transcribe here some of their comments.

In general, all are willing to contribute to the development of the Centre, by working for free for several months after their training, if the IGP workshops (garment, car repair or other activities) mentioned above are functioning or if SVDP asked it to them. For them it would be a normal, well understood contribution that would enable them in addition to practice their trades, thus to further improve their skills.

All graduates in auto mechanics have something in common: they are all sincerely interested in studying mechanics and had this desire since ever. They integrate very quickly in the labor market and find paid jobs as mechanics-drivers in international organizations or in the private sector. In terms of recommendations, they would like: a longer training so that trainees having reading/ writing difficulties can have more time to assimilate the concepts taught; a more systematic distribution of tool-kits for those who wish to settle their own business; an education that includes the electrical wiring of vehicles; more time in practical workshops. Finally, they confirm that the idea of creating a repair-shop IGP would be a great idea. They are enthusiastic and ready to contribute gracefully for at least 6 months under supervision.

Most of graduates in electricity and masonry / building, just after graduation, got temporary jobs or unpaid internships while at the SSEC. Demand in the field of construction declined due to the crisis and they are struggling to find a steady job. The situation is more difficult than for the first batches of the Lologo Center. In terms of recommendations, they would find useful if the Centre was making further efforts to become closer to the professional world and to future employers, for example by organizing "Open days" or by having successful entrepreneurs come in the Center and make presentations. They would appreciate having a little additional training, at the end of the cursus, to explain how to write a CV and how to present to an employer.

Graduates in sewing usually start their own business at the end of the course. They quickly find customers, but they mention difficulties to get a startup capital. When bringing up the idea of micro-credit, they show much enthusiasm and say that this is exactly what they need. This would complement the sewing machines donation given by SVDP at the end of the training and would allow them to buy an iron, an ironing board, quality scissors or tissue rolls. They are convinced that they could quickly repay the loan. Finally, they all are very grateful to SVDP and also willing to contribute for free and for a few months to the IGP workshop, if production were to increase. They found the quality of training excellent and have become very competent, which is recognized by their clients.

## FINANCE AND ADMINISTRATION

### Donors

The vocational training and community development activities are funded by different donors. The main sponsor is ASASE, since the organization centralizes with some success most of the funds from the DGVS, the SSI, municipalities and Geneva foundations, its equity, Operation Orange 's donations and part of the Caritas Graz donations . It should be noted that some donors pay their contributions directly to SVDP like SVDP England, Caritas Graz (partly) and other smaller donors for other activities not evaluated. Financial flows being not always obvious to understand, we have attempted to summarize them graphically. The table below shows the situation of vocational training and community development exclusively.

The DGVS supports ASASE since 2012. Since that date - it has donated (or committed to do so for the last installment) - a total of CHF 425'000.

As for the State of Geneva (SSI), it is supporting ASASE since 2007. The donations amounted in total to CHF 1,275,000 up to the end of 2017.

Additional funding for specific projects is not included in this table. For instance, the Be In Hope program that takes care of 15 orphans is supported by a dedicated fund. Other smaller funding also exists and is not represented.

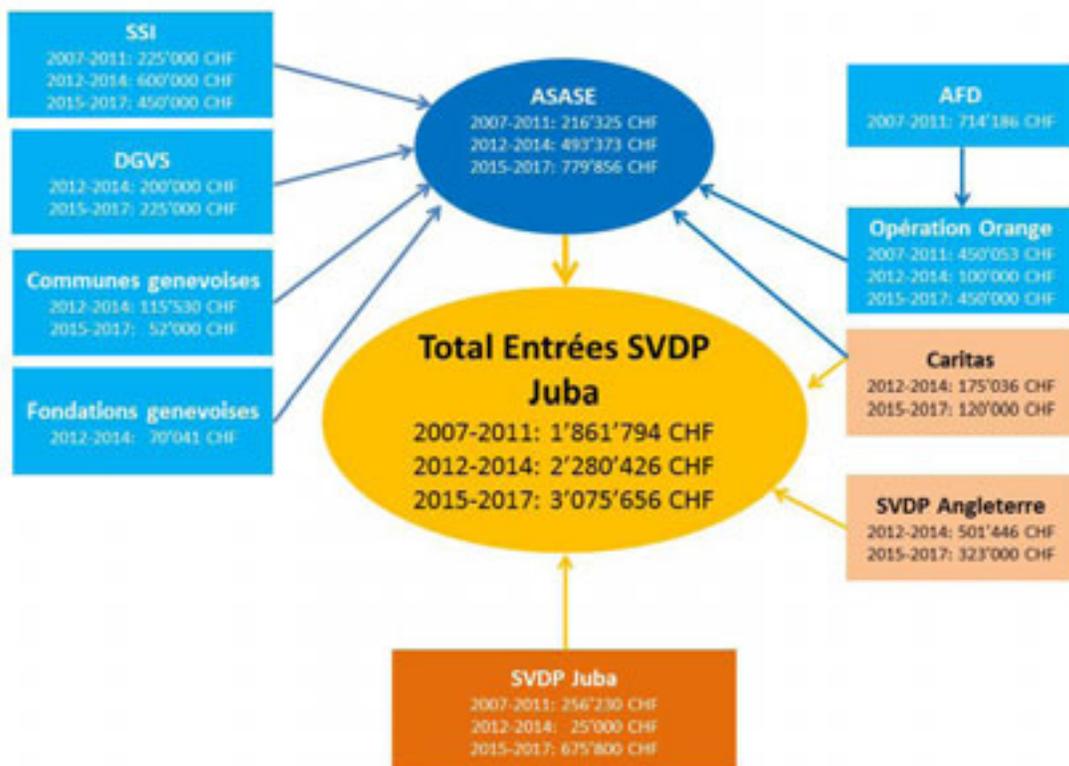


Table 1: Donors and financial flows

## Income Generating Programs (IGP)

The comparison, for 2015, of actual incomes compared to those budgeted show results below expectations. According to figures recently obtained the following percentages were carried out:

- Tailoring : -19%
- Truck rental: - 95%
- Agriculture: + 18%
- Bricks and real estate consulting: N / A (no income)
- **Total Income 2015: - 61%**

The figures used to calculate these ratios are in SSP. The results of fiscal year 2015 being not available yet, we used the same ratio from the budget in CHF to get the following result: CHF 155'398 expected versus CHF 59'051 obtained.

By analyzing in detail the reasons for the apparently poor performance, we get explanations for understanding the situation and adjust forecasts. In addition, we will see in the "Efficiency" section, that the IGP contribute to 6% of total training budget, which is beyond the expected figure.

Regarding the rental truck, the problem is related to the late arrival of the truck due to a supplier who did not keep his promises [24]. The program coordinator himself had to go to Dubai to fix the situation. Finally, the truck has only been operational for the last two months of the year. The potential for the year 2016 remains important, since the initial investment has been paid in 2015 and there will be only operating costs.

The agriculture activities have achieved a good result despite the partial destruction by nomad breeders of the planned water source for irrigation [25] and the destruction of fields by their livestock. In the chapter "Recommendations", we propose measures to optimize part of the land in order to continue this strong potential activity. Indeed, food is always necessary in times of crisis and in times of peace!

The IGP "Bricks and real estate consulting" will not start in 2016 as planned. Given the start of the IGPs in 2015 and the pace of implementation, this decision seems to us like common sense. It will allow SVDP to focus on optimizing current IGPs and gradually develop projects according to the recommendations described below.

## Accounting and financial monitoring

In accountancy, it is not always easy to allocate the administrative costs to specific projects since the program management is following several projects at once. ASASE makes an important effort to provide a remote support to SVDP's accountant. The ASASE's Treasurer spares no efforts and shares her experience of independent accountant. She devotes since 2010 about 200 hours per year, the equivalent of five weeks full time, on a fully voluntary basis,

[24] The truck that the supplier was about to send was not the one that had been bought!

[25] This damage is primarily due to a lack of knowledge on the part of farmers rather than a malicious act against the farmers.

to audit the accounts, give support for the use of the newly installed software WinBiz, answer questions when difficulties are encountered in Juba, exchange files, and suggest corrections when inaccuracies are identified. A simplified procedures manual has been developed specifically for SVDP. The remote monitoring of the Treasurer, always available, is very appreciated in Juba. Finally, to further strengthen this system, external and independent auditors make on site an additional annual audit of accounts, including donations, bank statements...

### **The equipment purchase process**

When machines or other expensive equipment must be purchased, a team of several officials SVDP goes to Uganda. They usually make a survey among local suppliers and decide, on the basis of criteria established in advance, which ones will be asked for a comparative quote. Purchasing decisions are then taken jointly by the coordinator and the accountant of SVDP, based on these quotes.

Due to the high integrity of the coordinator and the involvement of several people in the choice of suppliers, procurement system is as transparent as possible.

## OTHER ACTIVITIES IMPLEMENTED BY SVDP

More than half of the total budget of SVDP is spent by the Training Centre. The other activities are funded by other donors directly. They are not the subject of this evaluation but are briefly described, for they are part of all projects monitored on site by SVDP management team.

### Nursery and primary school

580 pupils, that is all the children of Lologo, are attending SVDP nursery and primary school. There is no public school in the district and the nearest is 5 km away. SVDP has mobilized the community. The school was built with very little means, since it is made in a traditional way: wood covered with mud. The roof panels were partially funded by the Ministry of Education. Small donations contribute to the salaries [26] of the teachers. The families of the children pay for uniforms and school books. For the poorest, Hilfswerk's contribution [27] directly finances these costs. All students learn to read and write. Therefore Lologo has become an exceptional area in terms of literacy rate in the country. During our interview, Mr. Juma Lupai Lemi, General Manager at the Ministry of Education, told us high highly he thought of the school. He said that it is such a success that another one should be created!

### Be in Hope

This center is hosting 15 orphans or street children who used to survive in Juba and whose life story is painful. Some have fled the violent conflict zones and ended up in Juba separated from their families. Others are war orphans. All are fed and accommodated in Rajaf, a town just outside Juba, on the other side of the Nile, on a land made available by the Bishop of Juba. The material conditions of infrastructure and housing are very good, although it lacks an independent source of water supply. The center could easily accommodate three times more children but, for reasons of budgetary restrictions [28], SVDP decided not to extend this experience. The organization is committed to supporting children up to their majority or to helping those who wishes it to find their families, if it is possible.

### Babies Feeding Center

Malnourished children of Lologo have access to a Feeding center since its inception in 2012. 300 neighborhood children attend it every year, for a variable period, until they regain health. Thus SVDP contributes to restore all Lologo children who are in needs. They receive food of good quality three times a week, which is completing their diet. The number of supported children is steadily decreasing each year, which suggests that the situation is gradually improving in the neighborhood. A nutritionist has been hired by the center and the cooks are volunteers.

[26] They do not represent more than 30% of a regular salary of a teacher hired by the government.

[27] Hilfswerk also funds blackboards and helps compensate volunteer teachers.

[28] The funds come from a legacy and will soon be run out.

## The Saint Vincent Health Care Center in Nyarjwa

SVDP successfully negotiated the getting of a very large piece of land in Nyarjwa (126 ha). This land is intended for agricultural production, one of the IGPs. In exchange of the land, SVDP has built and funded a primary health care center in 2012. A formal agreement (Memorandum of Understanding) has been signed with the Ministry of Health that provides medical staff to the Center. SVDP pays extra pay as well as medications, until the Center is gradually taken over by the Ministry.

In this Center, the most common diseases can be treated, such as malaria, typhoid, pneumonia, sexually transmitted diseases and gastroenteritis. It also allows women to give birth in good conditions. The health center benefits the 6,000 inhabitants of the region.

One day, this health center will have to be financially independent from SVDP. In view of similar projects run by other humanitarian organizations [\[29\]](#), one can assume that the transition will not be effective before long. This risk is not directly related to the project here valued since it is financed by other donors. However, it will take up the programs coordinator's time for a while yet.

[\[29\]](#) The ICRC has a large health program in the country. It supports many primary health centers on the same basis. None of the centers has been taken over by the government yet.

## ANALYSIS

We will see in this chapter that every success and opportunities have their negative counterparts at all levels. The mitigation measures for some of the challenges and risks are proposed in the chapter "Recommendations".

### Achievements

Excellent relationship and symbiosis between the Lologo Centre and the local population, through community activities, thanks to active participation of the community in decision making, to the support provided to malnourished children, to school education for all, and to vocational training offered in priority to the community.

The very good perception of the vocational training offered and the high esteem for the work of SVDP, not only by employers but also by all professionals in the field encountered. The reputation of the center is excellent.

Formal recognition of graduation certificates since 2012 by the Ministries of Labour and Education, in charge respectively of vocational and academic trainingThis result was obtained after SVDP has followed the recommendations of the government who advocated an extension of the session from 6 to 9 months. Local consultants have facilitated the approaches to the two ministries and gave advice to meet the official requirements of the curriculum. This was done for mechanics, masonry, and tailoring trainings. Lologo Centre is defining indeed the future standards on which the other organizations will have to align, according to the Directors met within these ministries.

Sound finances and continuous donations: SVDP receives regular donations by faithful donors, since the beginning of the creation of the center in Juba, which is a key to the success of programs. ASASE succeeds in mobilizing needed resources, thus enabling SVDP to run the trainings with a mid- to long-term view [30].

The decision making process is effective, fast and easy for most training and IGP activities, due to the centralization by ASASE of the majority of funds. In most cases, strategic decisions are first taken with the local population [31] and then in consultation with the management team on site. Then the draft proposals are discussed and decided directly between the coordinator of SVDP and the director of ASASE.

Success in negotiating with the Nyarjwa local population to obtain a very large piece of land allowing the establishment of an agricultural IGP, in exchange for the construction of the health center.

All the actions taken to strengthen the accounting and financial transparency have enabled

[30] We have seen earlier that too many failures were due to a lack of continuity in the programming of international organizations, whether in the financial or human resources.

[31] Cf. chapter "Perception of the Lologo Center" and the remarks reported by representatives of the Council of Elders.

ASASE to get the SWISS GAAP RPC recognized certification [32]; which allows ASASE to collect additional funds from new donors.

The creation of a social security fund for SVDP employees, while none exist in South Sudan. ASASE decided to remedy this lack by creating this fund in which a portion of wages is retained and supplemented by an equivalent amount from the employer. These savings are available to the employee for retirement or when leaving SVDP. SVDP is ready to pay the social security to the state when the appropriate mechanisms will be set up.

SVDP enjoys a tax exemption for any equipment purchased outside of South Sudan; this is an important advantage since almost all materials for training or for production must be imported; this exemption partly compensates the loss linked to bank fees (remittances and foreign exchange).

## Challenges

Increase the Centre's renown with international organizations and other possible customers. Advertise on proposed services (maintenance of vehicles, producing good quality furniture that are manufactured locally , ...) or qualified personnel available at the end of a training cycle. Indeed, among the people or organizations we met, many were those who had never heard of the Centre. And all wished they would visit it as soon as possible!

Identifying a competent and motivated sales manager, who is interested in the development of the IGPs, and who will be dedicated to networking and promoting the services offered by the Centre.

Regularly train the instructors: they provide applied and practical courses. The purpose of the trainings is not to have highly skilled technicians but good qualified skilled workers who perform simple core activities and of good quality. Despite this solid common sense approach, crafts and techniques do evolve. It would be good that instructors can benefit from regular training. The previous initiatives have failed for various reasons (conflict in Juba in 2013, training sessions cancelled at the last minute...). Instructors have been no additional training for many years.

Improve coordination among donors: one of the identified risks is related to direct and indirect financial flows. This risk weighs much on donors themselves as on the SVDP organization. Actually, it is sometimes difficult for SVDP Juba to define its own strategy, its objectives and its action plan in a totally sovereign manner, since some donors want to steer projects according to their ideas. Even if, to date, this risk is less important for the vocational training programs, there

[32] "The Swiss GAAP RPC focuses on the presentation of accounts of small and medium entities and groups of national scope. Non-profit organizations, pension funds, insurance companies, fire insurance companies and health insurance companies are also among the users of the Swiss GAAP RPC. These entities will have an adequate presentation of accounts structure, which gives a fair view of the assets, financial position and results (true and fair view). The aim is also to improve communication with investors, banks and other sectors concerned while facilitating the comparability of the annual accounts / financial statements between the entities and over time" (<http://www.fer.ch/fr/inhalt/informations-generales/structure-et-contenu/utilisateurs.html>)

is a danger of pulling targets according to different interests, and that could eventually be detrimental to the overall coherence of SVDP's action. Second, different views among donors were noted: some want to support this type of training rather than another, or else remain hesitant about their support of a specific action that has a direct influence on the implementation of a special training [33]. This competition is difficult to manage at SVDP level, since conflicting objectives are confronting; management sometimes seems to be caught between the hammer and the anvil. This problem exists more for other SVDP projects.

Handle inflation: the 15th of January 2016, the authorities decided to devalue the local currency against the US dollar by 85%. This action immediately caused an important inflation. The local food prices and supplies all increased in a range between 50 and 250% [34]. Furthermore, additional taxes were imposed at the border. Inflation complicates budgeting and requires last minute foreign exchange operations.

Find a sustainable funds transfer system: it has become more and more difficult to make remittances from Switzerland to Juba. Local banks are no longer recognized by the Swiss banks, or the latter do not facilitate transfers. In addition, local banks have usurious practices for foreign exchange transactions. Remittances in euro must be exchanged in dollar before it can be changed in SSP. Due to the very high inflation, transfers should be flexible and fast. This is unfortunately not possible in the current situation. Other international organizations use the Kenyan or neighboring countries banks for their remittances. But this requires a structure established in these countries, which ASASE does not have.

Provide one meal a day: a lot of trainees do not have the means to eat something every day during the training hours, or to pay for transportation to the Centre. As the center no longer provides breakfast or transport, there is a risk of having trainees who interrupt their training because of poverty.

Improve the follow-up of former trainees, to refine the statistics on the effectiveness of training in relation to access to employment.

## Opportunities

New customers in the international organizations: if the conflict should resume, it would probably reduce domestic customers for IGPs but increase demand from international organizations, in some specific fields. The fleets need qualified personnel for maintenance, residences and offices need maintenance teams, generators must be repaired. In addition, graduates should more actively seek opportunities in these organizations.

[33] The funding of the repair of the well in Nyarjwa, that would allow the irrigation of the agricultural land, like the building of the fence around this same land, is a headache that blocks the installation of the IGP for about a year.

[34] The price of a flour bag has risen from 450 to 1,200 SSP, a bag of cement from 195 to 300 SSP, a liter of fuel from 6 to 22 SSP.

Customized training: SVDP has the ability to provide training on demand, as it did for the ICRC in the past [35] or for UNIDO. Today the ICRC is requesting training in welding for its staff. The UNIDO sees good opportunities to send young people from conflict areas to follow computer trainings, since the session have a duration consistent with the requirements of their donors.

Increasing agricultural production and opportunity of establishing a new training: the Nyarjwa land can produce vegetables and herbs in large quantities. If some adjustments were made, it could be valued and several harvests per year could be produced, which would generate income for SVDP. In addition, an agricultural training curriculum could easily start on site [36].

Local funding for ad hoc support: we recommend the validation of the proposed IGPs by an organization specialized in vocational training and business development. SVDP would probably benefit from a thorough market study with well-established business plans to confirm its assumptions and be reassured about its choices. Embassies could be solicited for funding such a support: they often have one-time budgets for local support.

## Risks

Uncertain prospects for the country, with the risk of a resuming conflict extended to the capital, or increasing difficulties for young graduates to work in the public or private sectors. A difficult economic situation will mean fewer clothes ordered, fewer private vehicles repaired, and less construction for individuals.

No support from SVDP donors for the additional investment needed to create the conditions to make the IGPs really profitable. A little time is needed to ensure that initiatives are cost effective and each of current or proposed IGPs needs additional funds so they can begin to bear fruit.

Lack of continuity of international programs: this risk is identified in the perspective where SVDP decided to engage more actively in made-to-order trainings, which is not currently the case. However, it is recalled because it caused the collapse of other vocational training programs.

Ensuring employees' loyalty: the directors of the Training Centre are long-time employees. They are motivated by their work and the service offered to their country and their people. However, some instructors, to which higher wage offers were made, have left to the private sector or to work as qualified employees in international organizations. This risk will have to be particularly monitored when hiring the sales manager.

[35] The SVDP training for juvenile prisoners helped ease tensions within the prison, according to the director of the Juba Central Prison who wishes to pursue this experience. We suggested him to make the request directly to the ICRC.

[36] Cf. chapter "Recommendations"

## Relevance

A vocational training program is deemed relevant if it gives access to the labor market and create the conditions for acquiring a job and earning. In the South Sudanese context, where the general level of education is very low, where skilled labor is badly needed, and where temptation to turn to violence is a reality for many unemployed youth, we can definitely confirm that the SVDP program is very relevant. It fills a gap because few viable vocational training initiatives exist and it allows young people, from disadvantaged and vulnerable backgrounds, to get a job.

Vocational training is a key to development and peace in the country. After decades of conflict, reconstruction needs (or simply construction) are immense. Because of the chronic crisis, development aid is unfortunately scarce or nonexistent in the country, and the priority, for the donors, is the humanitarian emergency aid. Rather than treating the symptoms, SVDP's initiative to set up a high standard vocational training Centre tackles the sources of evil that led the country to violence: poverty, the lack of opportunities and of basic conditions to face the future with some serenity.

In terms of employment, the priority needs of South Sudan are the skilled and competent labor in basic jobs of the construction, agriculture, mechanics, or hospitality sectors. It appears necessary to move from a subsistence and survival economy to an economy that enables development. The training center helps to meet these priorities and includes in a large proportion the most vulnerable categories of the population.

The quality of the training offered and the certification system recognized by the authorities in charge enable young graduates to find a stable job fairly quickly, usually within one year after graduation.

## Efficiency

The objectives of the project are many and ambitious. Statistics established out of information gathered during the mission and then analyzed are interesting because they enable to identify some trends but also to realize that graduates of the past two years have not found employment as easily as hoped. The table below compares the planned objectives and those made for the years 2014 and 2015 and summarizes the situation.

These mixed results call for further research. We recommend to be very systematic in statistics, in order to understand better the jobs situation for all graduates of previous years. This would mean find trace of 46% of graduates of the 2014 batch. It would also be interesting to see the impact of the crisis on the labour market by comparing the employment rates of the previous batches.

As mentioned above, a lot of work of collecting disparate information has been required during the mission. We obtained reliable figures for 430 graduate students in both years. It is only part of the trainees, because, due to time constraints, we could not get the data from the computer and the household trainings. However, the number obtained enables to draw trends.

The entire table is in **Appendix 6**.

Target value	2014	2015
60% of registered did not exercise a remunerative activity before training	36/205 graduate students had no job before training => 18%	39/225 graduate students had no job before training => 17%
15 displaced camps of the capital registered by session	51 are IDPs and 4 are child soldiers	47 are IDPs and 2 are disabled 2 are child soldiers 6 are street children
60% the trainees financially independent 3 months after graduation [37]	More than a year after the training, 19% had no job 35% have a job whatsoever, and earn 900 SSP/month in average.  46% : no information	108/225 are working (temporary or permanent job, or self-employed or employee) => 48% and earn on average 1,000 SSP / month
Contribution of the IGPs to the funding of vocational training (2.3% in 2015)		20 571 CHF from the IGPs CHF 983'292 budget vocational training => 2,1% contribution
40 Masonry 45 Electricity 50 Mechanics 45 Computers 35 Sewing 40 Household training 100 Health awareness	53 Masonry 63 Electricity 71 Mechanics ?? Computer 18 Sewing/0} ?? Household training N / A Health awareness  This result is the nb of students who pass the end of year exams	41 Masonry 24 Electricity 47 Mechanics ?? Computer 33 Sewing ?? Household training 80 Health  This result is the nb of students who pass the end of year exams
Women account for 33% of graduates	11%	39%

We carry through these figures that vulnerable populations do represent a large percentage of students in training.

[37] According to one of the directors of the Centre, to live a decent life in Juba, one should earn around 7,000 SSP monthly.

## Efficiency

The ambition of the Centre is to train professionals directly employable on the market and not highly skilled workers. The courses are tailored to nine months to achieve this goal and the time used is optimal. According to the annual budget for 2016, disregarding the construction costs but taking into account only the items related to personnel, training, supplies, and monitoring, the average annual cost per trainee is about 1900 CHF, all training and durations combined. It is the same amount than the actual 2014 average cost per trainee [\[38\]](#).

In 2014, 97% of the trainees have graduated at the end of the year. In addition, the ratio of administrative costs associated with monitoring the project from Europe and the total budget is 4.0%, which is very modest.

According to our assessment, the ratio between the defined objectives and the cost / resources to implement the program, a ratio which determines its efficiency, is optimal.

## Impact

The long term impact is difficult to measure objectively and precisely, in the absence of reliable benchmarks on the previous situation, but also because of the general context of the country, where everything is to do and build, but where a civil war is preventing from focusing on the development of the country.

However, when analyzing the impact of TDR model and comparing it to field observations reported in this report, we can answer without hesitation that the vocational program has a huge impact on the young and undertrained population which comes from vulnerable communities: they benefit from the training and their immediate families benefit indirectly from the income related to obtained jobs.

Another long-term impact to consider is the fact that young people trained have other prospects for the future than war or any resort to violence. The vocational training program thus contributes to the peace and reconstruction of the country.

## Durability

Given the financial difficulties faced by the government, it is impossible to count on its support in the near future. It does not even have the resources to set up its own training and barely pay the salaries of its teachers. Its support to SVDP is mainly a symbolic and moral one: it is limited to its participation at the graduation ceremonies and the signing of the certificates. SVDP teachers' pay subsidized by the government is not yet on the cards.

[\[38\]](#) Financial Report 2014:  $631'953 / 337 = \text{CHF } 1'875$  / trainees actually spent in 2014. This increase is partly due to inflation, but also because the "training" item has not been used in 2014 for the teachers. Moreover, we compare a budget with an annual review. The assumptions for 2016 should be checked at year end.

Sustainability cannot be seriously considered as long as the country is undergoing an armed conflict. Only peace and reconciliation will bring the necessary conditions for the resumption of a normal market economy.

Under current conditions, the most important challenge for SVDP is to establish the conditions to generate sufficient revenue through IGPs. For SVDP to become independent from donors requires its financial empowerment and the profitability of the services offered. Market needs being vast, we are confident that if 1) the business plans are approved by a relevant organization; 2) additional resources are given to SVDP to fund the necessary initial investments; and 3) an efficient and dedicated promotion of products and services is set up, IGPs are going to become most profitable in a few years. They would enable to consider a reduction of the donors' contributions.

## RECOMMENDATIONS

1. Systematically collect relevant information on students of the training center and conduct strict monitoring, to concretely measure the impact of training on beneficiaries. Use, update and add collected information in the summary table developed during the mission, according to the needs and developments of the program. Using this raw disaggregated data to make statistics that will help monitor and adjust the program according to relevant indicators [\[39\]](#) .
2. Hire a sales director responsible for promoting the Centre's activities to potential customers - international organizations, potential employers, industries, entrepreneurs, churches. Develop presentation brochures of the center and a website highlighting the products and services offered - wood furniture; clothes; vehicles, motorcycles and generators repair shop; offices and housing maintenance service; selling vegetables and medicinal herbs. Organize "open days" at least twice a year for customers of the products or for potential hirer of skilled workers. Make constantly networking and promotion, at every opportunity, to create demand.
3. Get support from an institution such as Swisscontact or possibly UNESCO[\[40\]](#), specialized in the development and establishment of training programs in developing countries, to obtain external advice and opinions about the following topics (non-exhaustive): promoting entrepreneurship, adjusting training curricula, identifying training courses for trainers in the region, market studies, development of a business plan for the IGPs, training of SVDP managers. This would maximize the potential of the Centre and confirm the ambitions of implementation of the IGPs. International organizations and embassies would certainly be prepared to locally finance a specific mission, clearly defined and focused, as costs would be relatively modest given the expected benefits and the contribution of the Centre to the country's economic development,
4. Organize regular coordination meetings between donors in the presence of SVDP so that common goals and strategies can be discussed, identified and decided jointly.
5. Finalize drilling of a well for irrigation in Nyarjwa[\[41\]](#). Fence on a first phase a restricted area of 200 m by 200 m contained within the land available. Start agricultural production activities - gardening and medicinal herbs. Sell products and with the profits, fund in priority the extension of the fence [\[42\]](#).

[\[39\]](#) SVDP is aware that Charles, in charge of follow-up and monitoring, is limited in his knowledge and in the manipulation of digit numbers. One should either give him an accelerated training or look for a new statistician.

[\[40\]](#) Probably harder to organize with UNESCO.

[\[41\]](#) Drilling is nearly complete and most of the costs have already been funded. This is to repair the head of drilling destroyed by ignorance by nomads wishing to water their flock. The estimated costs are relatively low since the drill itself is undamaged and that the submersible pump is available.

[\[42\]](#) The construction of a fence is essential to prevent herds of ovine or bovine from destroying agricultural products, as is the case today, despite the valiant armed guard with his bow and arrows.

Irrigation is the added value in the field: it will enable to get two crops a year instead of one, and therefore have high-value off-season products. The production of vegetables will also help to feed the most needy trainees of the Centre. Gradually transforming the Household training of 6 months in a complete 9 months training curriculum on agriculture. Build a shelter for the theoretical course, purchase the necessary tools and seeds, start "on-the-job" training.

6. Assign a small start-up capital in the form of microcredit to all graduated students in sewing training, so that they can acquire the necessary equipment to start their own workshop, in addition to the sewing machine given at the end of the training. Graduates understand that the center cannot indefinitely support them and wish to "stand on their own two feet" as quickly as possible. Contributing to repay this sum constitutes for them a dignified way to start their business.

7. Build and equip a mechanical repair shop downtown Lologo, distinct from the training workshop, for motor vehicles, motorcycles and generators. Start this activity with a dozen former students who have recently graduated under the supervision of two qualified professionals. Alumni contribute to IGPs by offering their recently acquired skills free of charge during the first 6 months and then are employed during the next following 6 months, before being replaced by graduates of the next session<sup>[42]</sup>. An income generating training program could be implemented smoothly this way.

8. Give some courses in starting-up business for trainees interested, to be provided at the end of trainings. Maximum of two weeks duration. Organize lectures and presentations of successful entrepreneurs / share the positive experiences of former students.

9. Redefine the conditions of receiving the tool kits and perhaps distribute them to young people who wish to develop their own business rather than systematically to the best trainees.

<sup>[43]</sup> Process and strategy to be refined in a dedicated workshop.

## Conclusions

The state coffers are desperately empty and the country is bankrupt. All activities implemented by SVDP make sense and respond to urgent needs. Today it is utopian to rely on a government support for a gradual taking over of the training program, because to paraphrase the Director General of the Ministry of Education, it is "the government (which) needs the NGOs to develop itself, not the reverse. " SVDP work as a pioneer and a guide in vocational training activities and its action is establishing standards and reference in the field.

The evaluation mission tried to understand the situation of vocational training in South Sudan, in order to give as complete a picture as possible. The author of the present report hopes to have succeeded in conveying the message that all actions implemented by SVDP, even if they can be improved, are important and vital to building the country. SVDP will certainly take steps to implement some of the recommendations. These will allow it to gradually gain financial independence and become less dependent on external donors. In the context of economic stagnation prevailing in South Sudan, this step must go through entrepreneurship. There is a great potential but it will take some additional investments to enable IGPs to really become profitable sources of funding.

The motivation and the experience of SVDP staff are great assets for the program. We are confident that the organization will succeed in becoming increasingly self-reliant, but the economic situation and the chronic instability of the country are obstacles in this process.

Done at Geneva on 5<sup>th</sup> of April 2016

**Patrick Kilchenmann**

Director, DROPSTONE sarl

## **LIST OF APPENDIXES**

**Appendix 1:** Terms of reference of the evaluation mandate

**Appendix 2:** Mission Program

**Appendix 3:** List of interlocutors met

**Appendix 4:** Humanitarian Presence in South Sudan

**Appendix 5:** Humanitarian situation in a glance (humanitarian snapshot)

**Appendix 6:** 2015 Incomplete Statistical Table

**Appendix 7:** picture folder

## Termes de référence de l'évaluation d'impacts du centre de formation professionnelle et de Développement, Communauté de Lologo à Juba, Soudan du Sud

### Mandat d'évaluation entre la Ville de Genève et Dropstone Sàrl

#### Titre de l'évaluation

Evaluation d'impact du centre de formation professionnelle et de développement de la communauté de Lologo à Juba, au Soudan du Sud.

#### Contexte et brève description du projet

Le Centre de formation professionnelle et de développement s'intègre dans un contexte extrêmement difficile. Il se situe à Lologo, un bidonville de Juba, la capitale du Sud Soudan. Les difficultés chroniques du pays ne se sont pas améliorées depuis l'indépendance (2011) en raison d'une guerre civile entre partisans du Président Salva Kiir et ceux du vice-Président Riek Machar. Ce conflit est né d'une conjonction entre conflits politique et ethnique (Nuers et Dinkas). Un accord a été signé en février 2015, mais les hostilités se poursuivent. Si la capitale a été épargnée par le conflit grâce à la protection des forces Ougandaises, elle connaît un afflux important de réfugiés, ce qui complexifie encore le contexte du projet.

Le centre de formation a été créé en 2005 par la société Saint Vincent de Paul (SVDP). Celle-ci possédait déjà un centre de ce type à Khartoum.

Le projet de SVDP à Juba regroupe les activités suivantes :

- Un centre de formation professionnelle (maçonnerie, électricité, mécanique auto, informatique, couture, gestion d'une ferme, santé)
- Un programme générateur de revenus
- D'autres activités contribuant à la création d'un espace communautaire pacifié

#### Actions de l'organisation

L'Association suisse des Amis de Sœur Emmanuelle (ASASE), soutient financièrement et institutionnellement SVDP depuis 2005 après avoir collaboré pendant 35 ans avec le centre SVDP de Khartoum. Le soutien institutionnel prend la forme de contributions à l'amélioration des compétences en suivi de projet et en gestion comptable des membres de SVDP.

#### Structure opérationnelle du projet

Voir annexe 1.

#### Objectif et utilité de l'évaluation

Depuis 2006, la Ville de Genève soutient l'Association des Amis de Sœur Emmanuelle (ASASE) dans sa lutte pour améliorer les conditions de vie de la population soudanaise et, depuis 2011, de la population du Sud du Soudan. A ce jour le financement était de :

Projet	Montant CHF	Année
Programme d'alimentation en faveur des petits enfants qui vivent dans les camps au désert, au Soudan	65'000.-	2006
Alimentation de 500 enfants abandonnés et pris en charge dans des foyers et des fermes situés dans les environs de Khartoum, au Soudan	56'000.-	2008
Programme de formation professionnelle destiné à des adolescents et adultes de Khartoum, au Soudan	40'000.-	2009
Programme d'assistance médicale en faveur des populations déplacées et défavorisées habitant dans des camps au Soudan	47'630.-	2010
Centre de formation professionnelle et de développement communautaire	50'000.-	2011

de Lologo, Juba, Sud Soudan		
Poursuite du soutien au Centre de formation professionnelle au Sud Soudan	50'000.-	2012
Poursuite du soutien au Centre de formation professionnelle au Sud Soudan	75'000.-	2013
Poursuite du soutien au Centre de formation professionnelle au Sud Soudan	75'000.-	2014
Poursuite du soutien au Centre de formation professionnelle au Sud Soudan (sous réserve de l'approbation du budget de la Ville de Genève en 2016 et 2017)	225'000.-	2015- 2016- 2017
<b>TOTAL</b>	<b>627'630</b>	

L'évaluation a été demandée par la Commission consultative de la Délégation Genève Ville Solidaire dans le cadre de l'approbation du financement demandé par ASASE. Son objectif n'est pas d'évaluer l'opportunité du financement, celui-ci ayant déjà été approuvé.

L'objectif général de l'évaluation est d'émettre un jugement sur l'impact du projet soutenu par l'ASASE auprès de la population et de formuler des recommandations pour maximiser cet impact.

Il s'agit d'une évaluation à mi-parcours dans un but formatif et correctif. Elle est mandatée par la Ville de Genève, mais l'association participe au comité de pilotage de manière à ce que l'évaluation soit participative.

### Questions évaluative et spécifiques

La question évaluative est la suivante :

- Dans quelle mesure le projet de centre de formation de SVDP soutenu par l'ASASE répond-il aux besoins de la population de Lologo ?

Cette question évaluative se décompose en plusieurs questions spécifiques :

1. Dans quelle mesure le projet de formation professionnelle permet l'insertion professionnelle des bénéficiaires et l'augmentation de leurs revenus ?
2. Dans quelle mesure le programme générateur de revenus permet une augmentation du pourcentage d'autofinancement du projet ?
3. Dans quelle mesure les activités contribuant à la création d'un espace communautaire pacifié permettent de réduire les tensions ethniques et politiques au sein de la communauté ?
4. Dans quelle mesure la structure organisationnelle soutenue par l'ASASE permet la bonne gestion du projet ?

## Déroulement

Etape 1 : Mise en contexte et analyse documentaire	
Objectifs	<ul style="list-style-type: none"> <li>- Prendre connaissance du projet, de son déroulement, de son budget et de son plan de financement</li> <li>- Identifier les interlocuteurs des étapes 2 et 3</li> <li>- Planifier l'évaluation</li> </ul>
Méthodologie	<ul style="list-style-type: none"> <li>- Analyse documentaire</li> <li>- Entretiens avec le chargé de projet pour établir le déroulement du mandat</li> <li>- Organisation des entretiens à Genève et sur le terrain</li> </ul>
Produits attendus	<ul style="list-style-type: none"> <li>- Validation du Modèle d'impacts (voir annexe 2)</li> <li>- Feuille de route de l'évaluation</li> <li>- Canevas des entretiens validés par le comité de pilotage</li> </ul>
Etape 2 : Recueil de données à Genève	
Objectifs :	<ul style="list-style-type: none"> <li>- Recueillir les informations sur la gestion du projet et l'organisation au niveau de l'ASASE</li> </ul>
Méthodologie	<ul style="list-style-type: none"> <li>- Entretiens semi-directifs</li> </ul>
Produit attendu	<ul style="list-style-type: none"> <li>- Contribution au rapport d'évaluation</li> </ul>
Etape 3 : Recueil de données sur le terrain	
Objectifs	<ul style="list-style-type: none"> <li>- Recueillir les informations sur la gestion du projet à Lologo</li> <li>- Recueillir les perceptions des bénéficiaires du projet</li> <li>- Recueillir les perceptions des autorités locales et d'autres personnes en lien avec l'action de SVDP</li> </ul>
Méthodologie	<ul style="list-style-type: none"> <li>- Entretiens semi-directifs sur un échantillon de bénéficiaires et d'autres acteurs</li> <li>- Visite sur place des différentes activités</li> </ul>
Produits attendus	<ul style="list-style-type: none"> <li>- Contribution au rapport d'évaluation</li> </ul>
Etape 4 : Synthèse, présentation et validation des résultats	
Objectifs	<ul style="list-style-type: none"> <li>- Analyser et structurer les éléments recueillis lors des étapes 1 à 3 pour répondre aux questions évaluatives et spécifiques</li> <li>- Formuler des recommandations</li> <li>- Remettre un rapport préliminaire au comité de pilotage</li> <li>- Faire valider le rapport final par la Direction du DFL</li> </ul>
Méthodologie	<ul style="list-style-type: none"> <li>- Rédaction d'un rapport présentant de manière structurée les résultats de l'évaluation</li> <li>- Présentation au comité de pilotage</li> <li>- Finalisation en fonction des remarques exprimées</li> </ul>
Produits attendus	<ul style="list-style-type: none"> <li>- Un rapport de 20 à 30 pages en français et un résumé exécutif de maximum 2 pages validés par la Direction du DFL</li> <li>- Le mandant peut être appelé, sur demande, à présenter son travail à d'autres entités de la Ville</li> </ul>

## Calendrier et coûts estimés

Voir annexe 3.

60% du montant budgété est à régler par le mandant à la signature du contrat. Le montant restant est à régler au plus tard 30 jours après validation du rapport final.

Le décompte des frais de voyage, hébergement, déplacement et autre frais divers seront faits sur présentation de justificatifs.

Dans l'intérêt de l'évaluation le Comité de pilotage a décidé que la visite de terrain sera effectuée lors de la rentrée du Centre professionnel en 2016

## Profil de l'évaluateur

La réalisation de l'évaluation requiert les compétences suivantes :

- Connaissance du travail sur le terrain en contexte difficile
- Expérience de déplacement dans des zones à risques
- Compétences en gestion de projet
- Compétences en évaluation d'impacts
- Compétences interculturelles

Signé à Genève, le

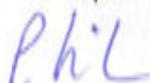
Pour la Ville de Genève :



Nathalie Böppler

Directrice du département des Finances et du Logement

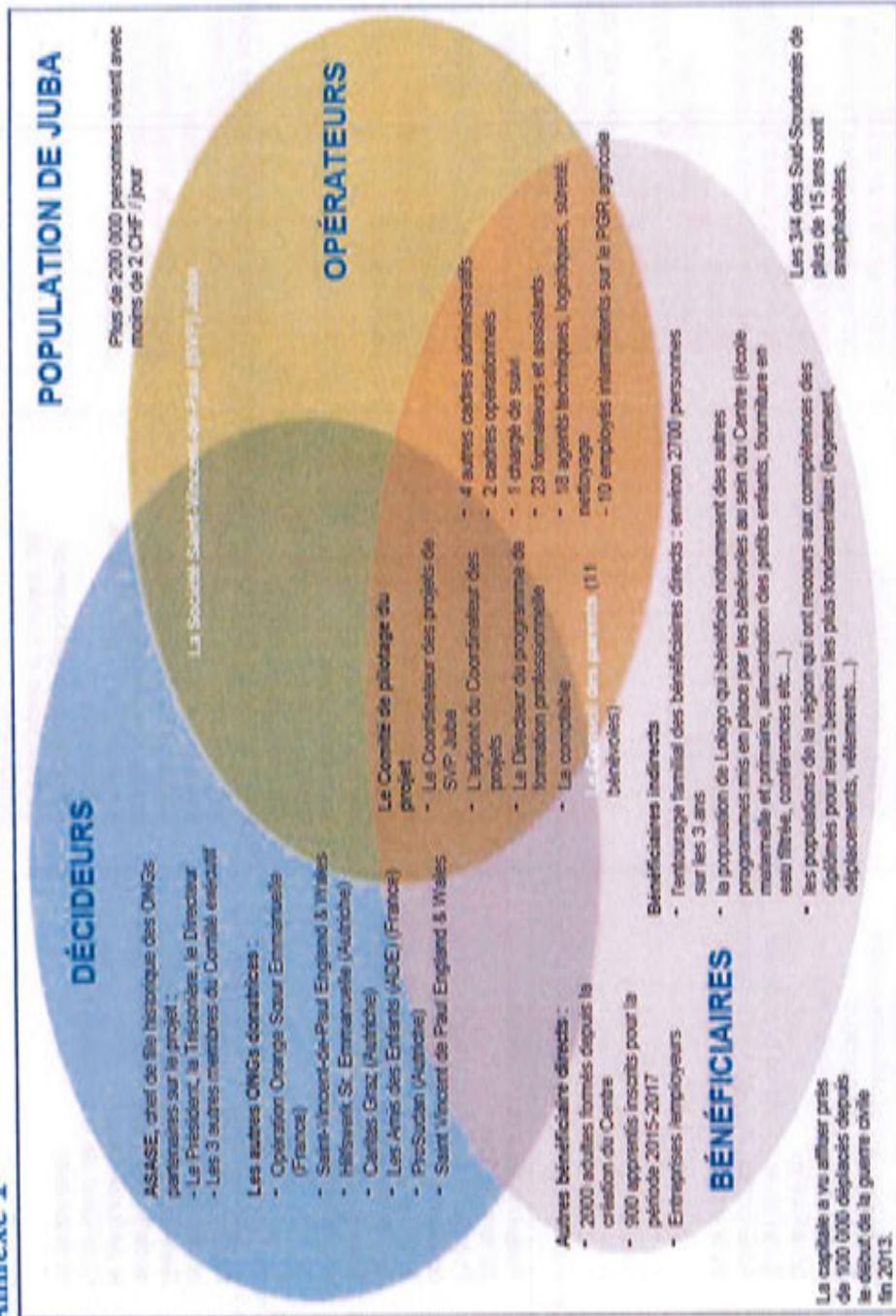
Pour Dropstone :



Patrick Kilchenmann  
Directeur

**DROPSTONE sàrl**  
Rue Hugo-de-Senger 3  
CH - 1205 Genève

# Annexe 1



*phil*

## Annexe 2 : Modèle d'impacts

Analyse des besoins	Réalisations (outputs)	Résultats (outcomes)	Impacts moyen/long terme
<ul style="list-style-type: none"> <li>- Accès à une formation pour une population jeune et peu formée</li> <li>- Accès au marché du travail</li> <li>- Accasion des bénéficiaires à une indépendance économique</li> <li>- Amélioration des revenus des bénéficiaires</li> <li>- Sortie de la spirale de la pauvreté</li> <li>- Amélioration du bien-être économique de la communauté</li> </ul>	<p>Centre de formation professionnelle</p> <ul style="list-style-type: none"> <li>- Nombre de personnes formées</li> <li>- Type de bénéficiaires, âge, genre, etc.</li> <li>- Qualité des enseignants</li> <li>- Qualité du contenu de la formation</li> <li>- Pertinence du modèle de formation (durée, nombre de participants, conditions-cadres)</li> <li>- Nombre de kits d'outils distribués par rapport au nombre de personnes formées</li> </ul>	<ul style="list-style-type: none"> <li>- Degré de connaissance des personnes formées par rapport aux connaissances nécessaires</li> <li>- Valeur ajoutée de la formation en comparaison d'autres formations comparables</li> <li>- Taux d'absentéisme</li> <li>- Pourcentage d'obtention du diplôme suite à la formation et causes (échec, abandon, ...)</li> <li>- Situation professionnelle des bénéficiaires trois et six mois après la fin de la formation</li> <li>- Pertinence de la formation par rapport aux besoins du marché de l'emploi</li> </ul>	<ul style="list-style-type: none"> <li>- Bonne réputation (formation reconnue par les autorités et le marché du travail)</li> <li>- Insertion dans le marché du travail des personnes formées en lien avec les compétences acquises</li> <li>- Augmentation du revenu des personnes formées en lien avec les compétences acquises</li> <li>- Incidence positive sur les revenus ou l'insertion dans le monde du travail de la distribution des kits d'outils</li> </ul>
<ul style="list-style-type: none"> <li>- Indépendance économique du partenaire local</li> <li>- Possibilité de planifier sur la durée les actions du partenaire local</li> <li>- Soutien à une structure existante qui met en œuvre des projets avec pour objectif une autonomisation progressive</li> </ul>	<p>Activités génératrices de revenus en vue de l'autonomisation</p> <ul style="list-style-type: none"> <li>- Nombre d'activités génératrices de revenus (Production de vêtements, camion à louer, production de briques, conseil construction, production de meubles, production avicole, production agricole)</li> <li>- Pertinence des activités par rapport au marché local</li> <li>- CHAF généré par les activités génératrices de revenu</li> </ul> <p>Autres activités contribuant à la création d'un espace communautaire pacifié</p> <ul style="list-style-type: none"> <li>- Nombre d'enfants scolarisés (maternelle et primaire)</li> <li>- Nombre de bénéficiaires du programme d'alimentation</li> <li>- Revenus liés à l'activité de la boulangerie</li> <li>- Nombre de conférences de sensibilisation et nombre de participants</li> </ul>	<ul style="list-style-type: none"> <li>- Viabilité économique de chaque activité</li> <li>- Capacité des activités à générer un revenu durable</li> <li>- Risques liés aux activités économiques</li> </ul>	<ul style="list-style-type: none"> <li>- % des coûts totaux couverts par les activités</li> <li>- Degré de progression de l'autonomisation du partenaire local</li> </ul>
<ul style="list-style-type: none"> <li>- Renforcement de l'intégration du centre dans la communauté</li> <li>- Renforcement des compétences sociales des personnes en lien avec le partenaire local</li> <li>- Diminution de la conflictualité dans la communauté</li> </ul>		<ul style="list-style-type: none"> <li>- Augmentation du nombre d'enfants ayant terminé leur scolarité</li> <li>- Augmentation de l'alphabétisation</li> <li>- Recul de la malnutrition dans la communauté</li> </ul>	<ul style="list-style-type: none"> <li>- Réputation positive et neutre du partenaire local</li> <li>- Amélioration du niveau de vie et de la cohésion de la communauté</li> </ul>

RAL

## **Annexe 4 : Sources d'information suggérées :**

### **Personnes à rencontrer :**

A. Genève :

Des membres du Comité Exécutif d'ASASE :

Le Président : Michel Bittar

La Trésorière : Florence Rivollet

Le Directeur : Patrick Bittar

A. Juba :

Des salariés de SVP Juba

Le Coordinateur des projets : Beïram Gordon Kuol

Le Directeur du Programme de Formation Professionnelle : Stanslous Mogga Daño

Le Chargé du suivi : Charles Rimou

L'Adjoint du Coordinateur des projets : William Luciano Takido

Des apprentis (diplômés et en formation)

Des enseignants

Un membre du Conseil des Parents : Matdeu Tangun

Employeurs / Employeurs potentiels

Un ou deux ministres

Un membre de l'établissement pénitentiaire de Juba (qui envoie des prisonniers en formation)

Un membre de l'UNIDO (qui a collaboré avec SVPD Juba)

Des habitants voisins du Centre

### **Documents à disposition**

Documents présentés à la Ville en février 2015/2012

Présentation 2015-2017 : Développement des conditions de la viabilité des programmes du partenaire local

Budget 2015-2017 du projet

Budget narratif 2015-2017 du projet

Tableaux prévisionnels 2015-2017 des coûts/bénéfices des PGRs

Cadre Logique du projet

Rapports de visite 2015 du Directeur d'ASASE

La guerre civile et Juba

Quelques nouvelles de SVP Juba et du CFPDC de Lologo

Quelques diplômés du CFPDC de Lologo

Rapports financiers et narratifs d'ASASE concernant le projet  
2014  
2013

Comptes révisés annuels et PV des AG statutaires d'ASASE (avec rapports d'activité)

Documents de SVP Juba  
Liste des salariés de tous les projets (avec détails des salaires, charges sociales...)  
Rapport d'activité 2014 présenté à l'AG 2015  
Rapport d'activité 2013 présenté à l'AG 2014

Documents illustrés (4-8 photos)  
Formation Gestion d'une Ferme familiale (2015)  
Couture (2014)  
Distribution de kits d'outillage (2013)

Cartes (.jpg)  
Sud-Soudan  
Juba

Sur le site [asase.org](http://asase.org)  
De nombreux documents écrits, photographiques et vidéos (rubrique « Galerie ») sont en libre ac

Abréviations :

Centre de Formation et de Développement Communautaire de Lologo CFPDC  
La Société Saint-Vincent-de-Paul Juba : SVP Juba  
Programmes Générateurs de Revenus PGR  
United Nations Industrial Development Organization UNIDO

P.H.L

**AVENANT AUX TERMES DE REFERENCE SIGNES ENTRE  
LA VILLE DE GENEVE  
ET DROPSTONE Sarl  
2016**

Entre les soussignés :

**Ville de Genève**

Représentée par Madame Nathalie Böhler  
Directrice du Département des finances et du logement  
Rue de l'Hôtel-de-Ville 5  
1204 Genève

ci-après « la Ville »



d'une part

**DROPSTONE Sarl**

Représentée par Monsieur Patrick Kilchenmann  
Directeur  
Rue Hugo-de-Senger 3  
1205 Genève

ci-après «Dropstone»



d'autre part

## PREAMBULE :

La Ville de Genève et Dropstone ont signé, le 17 décembre 2015, le document « Termes de référence de l'évaluation d'impacts du centre de formation professionnelle et de développement de la Communauté de Lologo à Juba, Soudan du Sud ». Celui-ci constitue le mandat de l'évaluation qui sera réalisée par Dropstone pour le projet mentionné en titre. Le mandat prévoit une évaluation en 4 étapes avec une visite de terrain fixée du 24 février au 2 mars 2016.

Les parties souhaitant poursuivre leur partenariat, il est désormais convenu de ce qui suit, conformément aux dispositions en vigueur en Ville de Genève :

### I. Dispositions additionnelles :

#### Fourniture des prestations :

Dropstone répond de l'exécution fidèle et soignée du contrat et s'engage à sauvegarder les intérêts de la Ville et à respecter ses instructions.

#### Assurances :

Pour les personnes physiques exerçant une activité indépendante, les sociétés de personnes et les personnes morales, les dispositions suivantes s'appliquent en matière d'assurances :

- La Ville n'est redevable d'aucune prestation sociale (en Suisse : AVS/AI/APG/AC LAA/LPP) ni d'aucune indemnité, en particulier pour les cas de maladie, d'invalidité et de décès. Dropstone est responsable de sa propre couverture en assurances, notamment en ce qui concerne les conséquences économiques liées aux risques spécifiques des régions où les travailleurs sont employés et où Dropstone fournit ses prestations (y compris le transport d'aller et de retour vers le pays où elle fournit habituellement ses prestations). Les primes d'assurances sont à la charge de Dropstone.

#### Autres dispositions :

Seul le droit suisse est applicable. Le for exclusif est Genève, Suisse.

### II. Continuité

Toutes les autres clauses du mandat et de ses annexes demeurent inchangées et toutes de rigueur.

Ainsi fait et signé à Genève en deux exemplaires, le 22.02.....2016.

Pour la Ville de Genève

Pour Dropstone Sàrl



Nathalie Böhler  
Directrice du Département des finances  
et du logement



Patrick Kilchenmann  
Directeur

DROPSTONE sàrl  
Rue Hugo-de-Senger 3  
CH - 1205 Genève

# Annexe 2

*Impact Evaluation of the Lologo Vocational Training and Community Development Centre  
24<sup>th</sup> February-2<sup>nd</sup> March 2016*

**St. Vincent De Paul Society, South Sudan**

**Juba, Lologo**

**Daily Time Schedule for impact evaluation of the**

**Lologo vocational training and community development center**

**Evaluator: Mr. Patrick Kilchenmann, Director of Dropstone-Geneva**

<b>Date</b>	<b>Activities/ Events</b>	<b>Time</b>
Wednesday 24 <sup>th</sup> Feb. 2016	<b>Arrival of Mr. Kilchenmann in Juba.</b> - Visa processing at the Airport - Check-in at ICRC - Reception dinner and introductory meeting	3:30 PM 3:30 PM – 4:00PM 4:30 PM 5:30 – 7:30 PM
Thursday 25 <sup>th</sup> Feb. 2016	<b>Meetings and interviews with SVDP staff</b> - Tour of Lologo VT Centre - Meeting with human resource manager ICRC - Executive Manager (Betram & William) - VT Manager (Mogga & Kennedy) - Finance and account unit (Marlin & Linda) - UNESCO office in South Sudan - Late lunch - Back to ICRC	9:30 – 10.00 AM 10.10 – 11.10 Am 11:15 – 12:00 PM 12:05 – 12:50 PM 12:55 – 1:55 PM 2:30 – 3:30 PM 4:00 PM 5.00 PM
Friday 26 <sup>th</sup> Feb.2016	<b>Meetings and interviews with SVDP staff</b> - Meeting with HR at ICRC - Visit to Nyarjwa farm and SVDP PHCC (clinic) - Lunch break - Interviews at Lologo with ex graduates - Investment unit, income generating projects - Statistics (Charles & ex graduates) - Community elders and council of parents - Back to ICRC	9:00 – 9:30 AM 9:45 – 12:45 PM 1:00 – 1:50 PM 2:00 – 3:00 PM 3:10 –4:00 PM 4:10 – 4:50 PM 5.00- 5:45 PM 6:00 PM
Saturday 27 <sup>th</sup> Feb.2016	<b>Visit to SVDP sites</b> - Interviews at Lologo - Visit to SVDP BIH in Rajaf - Lunch break - Back to ICRC	9:30 – 11:30 AM 11:40 – 1:40 PM 2:00 – 3:00 PM 3:30 PM

# Annexe 2

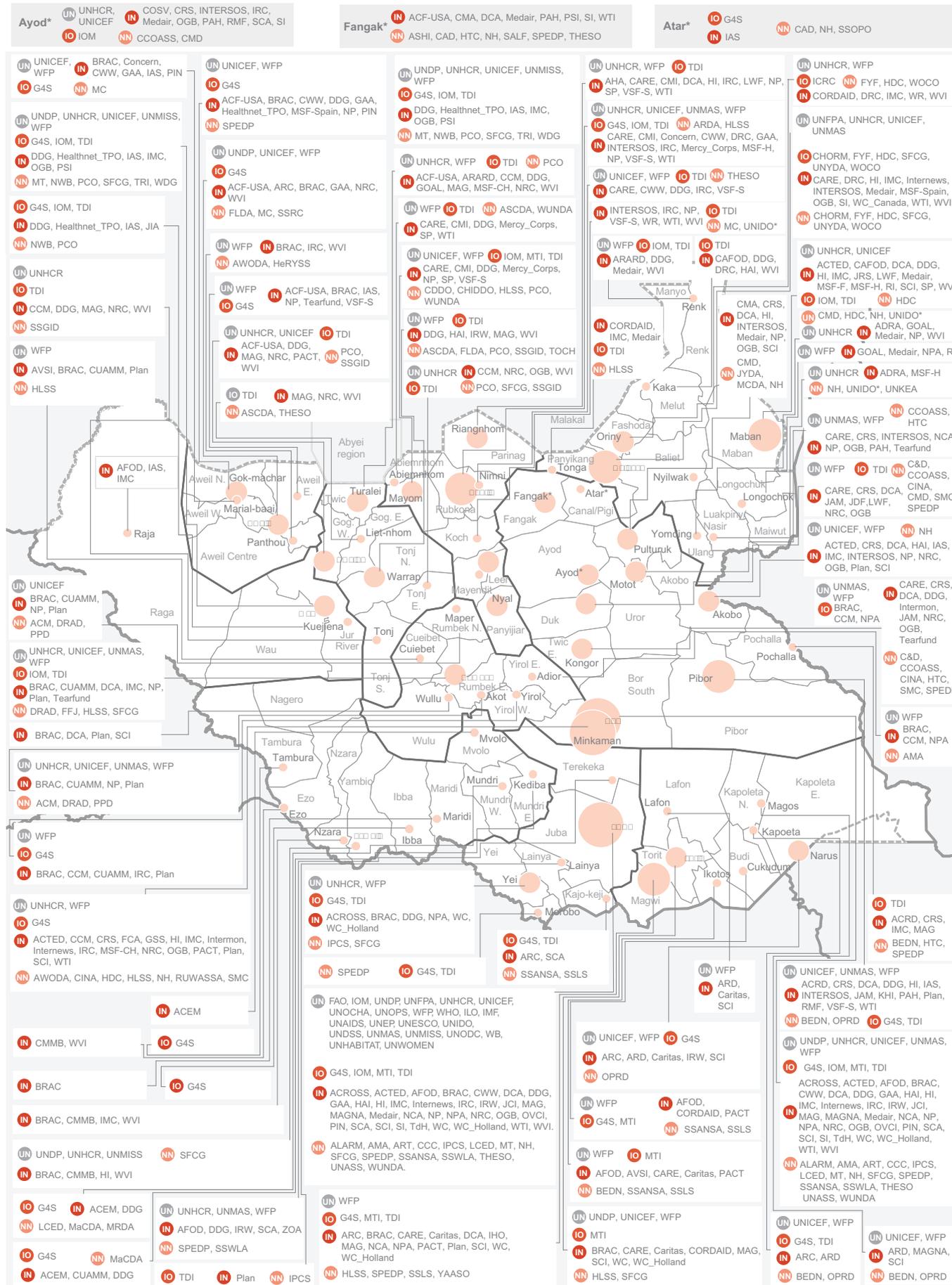
*Impact Evaluation of the Lologo Vocational Training and Community Development Centre  
24<sup>th</sup> February-2<sup>nd</sup> March 2016*

Sunday 28 <sup>th</sup> Feb.2016	<ul style="list-style-type: none"> <li>- <b>Sunday Mass</b> at St. Theresa Cathedral</li> <li>- <b>Meeting with</b> Auxiliary Bishop of Juba Diocese</li> <li>- Lunch break</li> <li>- River Nile tour and visit to SVDP conferences in an island in Juba</li> <li>- Back to ICRC</li> </ul>	11:30 – 1:00 PM 1:10 – 1:50 AM 2:00 – 2.30 PM  2:45 – 6:45 PM 7:00 PM
Monday 29 <sup>th</sup> Feb.2016	<b>External visits (Government officials, employed graduates and NGOs)</b> <ul style="list-style-type: none"> <li>- Director of Juba Central Prison</li> <li>- Director of Juba Electricity Station (JES)</li> <li>- Lunch break</li> <li>- Promotion of VT graduates by Patrick for ICRC jobs</li> <li>- VT instructors</li> <li>- Investment Unit (IGPs)</li> <li>- Back to ICRC</li> </ul>	10:00 – 10:45 AM 11:00 – 11:45 AM 12:00 – 12:45 PM 1:00 – 1:45 PM 2:00 – 3:30 PM 3:45 – 5:00 PM 5:30 PM
Tuesday 1 <sup>st</sup> Mar. 2016	<b>External visits (Government officials, similar VT centers, self employed graduates &amp; NGOs)</b> <ul style="list-style-type: none"> <li>- Meeting with Swiss Cooperation Office in Juba</li> <li>- US Ministry of Labor and Human Resources Development</li> <li>- Lunch break</li> <li>- UNIDO office in South Sudan</li> <li>- Meeting with CRS</li> <li>- Back to ICRC</li> </ul>	9:30 – 10:30 AM 11:00 –12:00 Noon 12:30 – 1:30 PM 2:00 – 3:00 PM 4:00 – 5:00 PM 5:30 PM
Wednesday 2 <sup>nd</sup> Mar.2016	<b>External visits (Government officials &amp; similar VT centers)</b> <ul style="list-style-type: none"> <li>- Check-out at ICRC</li> <li>- Juba Technical Secondary School (JTSS)</li> <li>- State Minister of Education</li> <li>- Lunch</li> <li>- Check-in at Airport and departure</li> </ul>	8:30 AM 9:30 – 10:30 AM 11:00 –12:00 Noon 1:00 – 2:00 PM 2:30 PM

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# FIELD PRESENCE (July - September 2015)

Office locations of national NGOs, international NGOs, international organizations and UN agencies



Creation date: 9 Sept 2015, OCHA South Sudan, Data source: Humanitarian partners, July 2015



# SOUTH SUDAN : Humanitarian Snapshot (as of 18 February 2016)



In January 2016, fighting in Western Equatoria caused thousands of people to flee, including about 6,000 who were registered in Uganda during the month. Around 50,000 people in Mundri East and West are estimated to remain affected by ongoing insecurity in the area. In Yambio, around 7,000 people sought refuge for several days at a humanitarian organization's premises following skirmishes. In Unity, displaced people continued to arrive to Bentiu Protection of Civilians site (4,300) and to Bentiu and Rubkona towns (3,500). In Northern Bahr el Ghazal, there were unconfirmed reports of people moving towards Sudan due to food insecurity and increasing prices of commodities. In Tonj North County of Warrap, inter-communal fighting displaced some 6,000 people, while in Jonglei, tensions in Pibor caused displacement in the area.

## Key figures

**2.8 million**

est. people severely food insecure in Jan - Mar 2016 (IPC)

**1,696,962**

internally displaced people (as of 9 Dec 2015) including

**199,187\*\***

people in UNMISS protection of civilian sites (as of 8 Feb 2016)

**263,000**

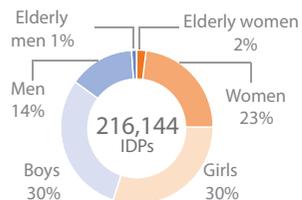
refugees in South Sudan from Sudan, DRC, Ethiopia and CAR (as of 31 Dec 2015)

**663,292**

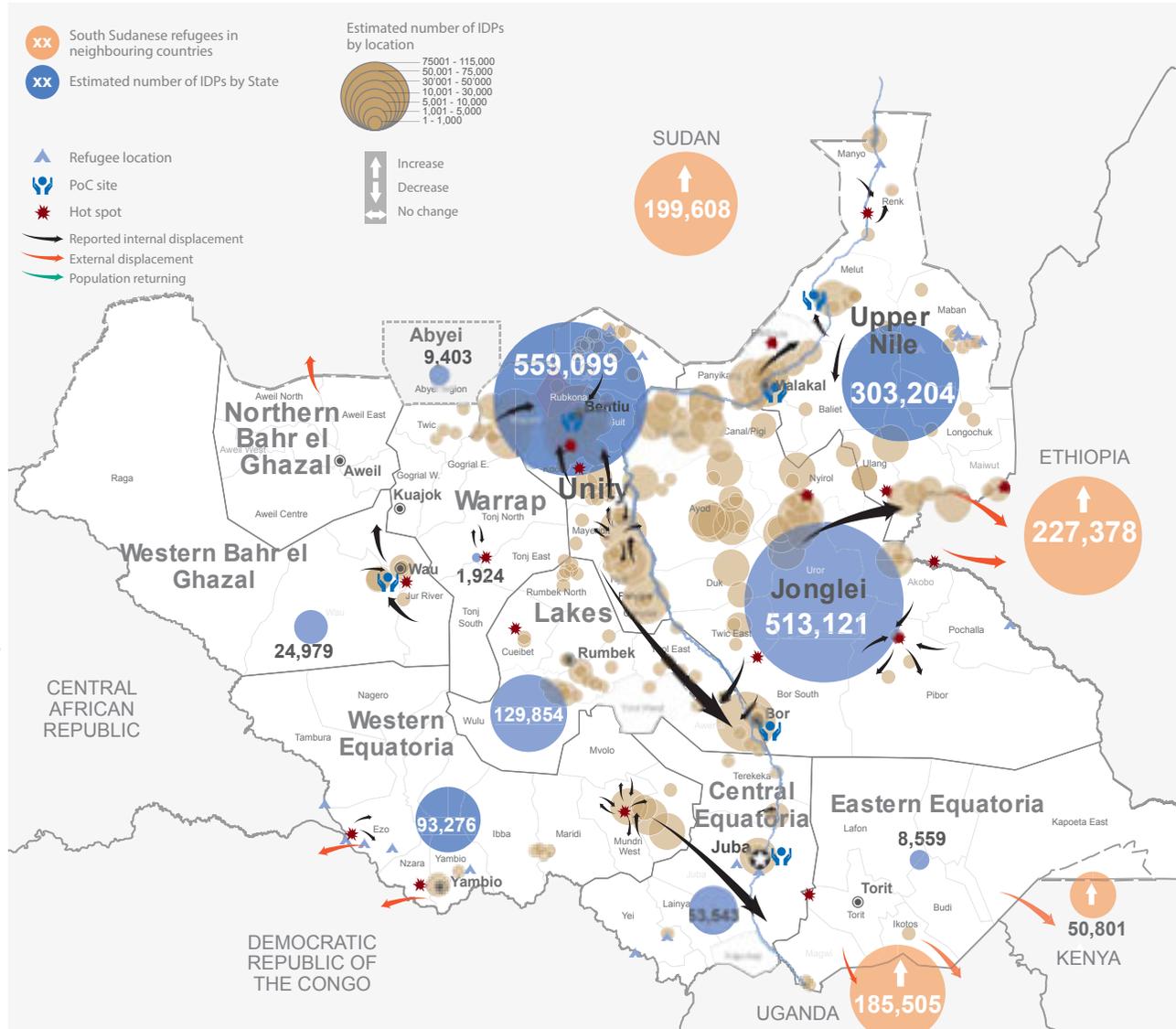
↑ 4.6% since 31-Dec-15

number of South Sudanese refugees who have fled into neighbouring countries post 15 December 2013 (as of 9 Feb 2016)

### IDPs gender & age disaggregated in Bentiu and Malakal POCs, Bentiu town and Wau Shilluk sites



(IOM DTM February 2016)



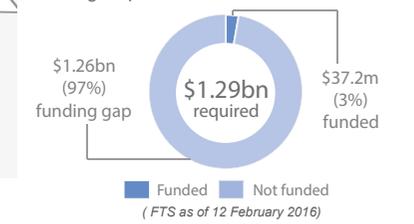
## Humanitarian Response

people reached with assistance by clusters as of December 2015 \*

<b>Food assistance</b> 2.1 million	<b>Livelihood support</b> 3.63 million
<b>Water, sanitation &amp; hygiene</b> 2.34 million	<b>Protection</b> 2.15 million
<b>Health</b> 2.69 million	<b>Camp management</b> 1.53 million
<b>Nutrition</b> 1.63 million	<b>Shelter &amp; non-food items</b> 894,235
<b>Education</b> 439,161	<b>Refugee response</b> 264,247

### Funding

2016 Humanitarian Response Plan  
Funding requirements



Statistics for graduates of Lologo Vocational Training Centre - Partial Example

Annexe 6

Family name	Given name	Phone nb	State of origin	Training	Graduation date	M/F	Age <sup>1</sup>	Social Status <sup>2</sup>	Literate	Marital Status <sup>3</sup>	Nb of children	Education level	Previous job	Financially supported by:	Kit	Situation after 3 month	Situation after 1 year	Related to training	Monthly income	Remarks <sup>6</sup>
Abraham	Gori		CES	Mechanic	Dec.2015	M	31	IDP	Y	M	1	8	Y	Self	N	C	N/A	Y	800,00	
Agnes	Guwo		CES	First Aid	Dec.2015	F	33	IDP	Y	M	1	2	Y	Self	N	?	N/A	Y	600,00	
Akello	Lily		EES	Tailoring	Dec.2015	F	28	NON	Y	M	2	N	Y	Self	Y	O	N/A	Y	1 200,00	
Akello	Othow		EES	First Aid	Dec.2015	F	31	NON	Y	S		2	Y	Self	N	?	N/A	Y	N/A	
Alhaj	Cosmos		EES	Masonry	Dec.2015	M	25	NON	Y	S	No	7	N	Self	N	No job	N/A	N/A	N/A	
Ali	Khamis		CES	Mechanic	Dec.2015	M	26	NON	Y	S		N	Y	Self	Y	O	N/A	Y	1 500,00	
Alice	Stephen		CES	First Aid	Dec.2015	F	22	IDP	Y	S		1	N	Self	N	?	N/A	Y	350,00	
Angok	Tiir		Js	Mechanic	Dec.2015	M	28	IDP	Y	M	2	11	Y	Self	N	C	N/A	Y	750,00	
Anthony	Archangelo		CES	Mechanic	Dec.2015	M	27	NON	Y	S		7	Y	Self	N	No job	N/A		N/A	
Ariet	Ojulu		JS	First Aid	Dec.2015	F	19	NON	Y	S		2	Y	Self	N	?	N/A	Y	N/A	
Banja	Emmanuel		CES	Mechanic	Dec.2015	M	29	NON	Y	M		9	N	Self	N	No job	N/A		880,00	
Bazilika	Peter		WES	First Aid	Dec.2015	F	26	HAN	N	S		6	N	Self	N	?	N/A	Y	400,00	
Betty	William		Ees	Tailoring	Dec.2015	F	33	Non	N	M	2	N	N	Self	Y	C	N/A	Y	530,00	
Betty	William		CES	Tailoring	Dec.2015	F	23	NON	Y	S	no	7	Y	Self	Y	No job	N/A		N/A	
Betty	Keji		CES	First Aid	Dec.2015	F	32	NON	Y	M	1	3	Y	Self	N	?	N/A	Y	N/A	
Boboya	Elisa		CES	Masonry	Dec.2015	M	26	IDP	Y	S	no	11	Y	Self	Y	P	N/A	Y	1 500,00	
Bol	Alinjak		JS	Mechanic	Dec.2015	M	21	IDP	Y	S		7	N	Self	N	C	N/A	Y	600,00	
Bol	Emmanuel		JS	Masonry	Dec.2015	M	27	NON	Y	S	No	7	Y	Self	N	C	N/A	Y	730,00	
Brian	Tiondi		WES	Mechanic	Dec.2015	M	23	IDP	Y	S		5	Y	Self	N	C	N/A	Y	700,00	
Chacha	Ngachalan		CES	First Aid	Dec.2015	F	22	NON	Y	S		4	Y	Self	N	?	N/A	Y	N/A	
Chanjwok	Othethey		JS	First Aid	Dec.2015	M	34	EXT	Y	M	2	5	Y	Self	N	?	N/A	Y	750,00	
Charity	Joseph		WES	First Aid	Dec.2015	F	28	IDP	Y	S		6	Y	Self	N	?	N/A	Y	400,00	
Charles	Mario		CES	First Aid	Dec.2015	M	19	NON	Y	S		2	Y	Self	N	?	N/A	Y	N/A	
Chol	Abdalla		JS	Mechanic	Dec.2015	M	28	IDP	Y	S		7	Y	Self	N	No job	N/A		N/A	
Chol	Kelei		JS	Mechanic	Dec.2015	M	32	NON	Y	M	2	11	Y	Self	N	No job	N/A		N/A	
Christine	Modi		CES	First Aid	Dec.2015	F	19	HAN	Y	S		4	Y	Self	N	?	N/A	Y	N/A	
Christopher	Wani		CES	Masonry	Dec.2015	M	24	NON	Y	M	1	6	Y	Self	N	O	N/A	Y	1 455,00	
Clara	Poni		CES	Tailoring	Dec.2015	F	21	IDP	Y	S	no	9	Y	Self	Y	O	N/A	Y	600,00	

<sup>1</sup>Age when starting the training course

<sup>2</sup>Social Status is SOL (child-soldier), STR (street child), IDP (internally displaced person), ORP (orphan), EXT (lives with extended family), HAN (people with disabilities), SPA (single parents), OTH (other vulnerability => specify type under remarks), MIL (former SPLA), NON (no particular vulnerability)

<sup>3</sup>Single/Married/Divorced/Widow

<sup>4</sup>Never attended school, completed year 1, 2, ..., University

<sup>5</sup>Permanent, interim, casual, own business, no job

<sup>6</sup>Under remarks, specify if job is related to training, name of employer, or any relevant indication that can help fine-tune the statistics



Association suisse des Amis  
de Sœur Emmanuelle

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

VILLE DE GENÈVE

SECRETARIAT DE LA DÉLÉGATION  
GENÈVE VILLE SOLIDAIRE

5 rue de l'Hôtel-de-Ville

1204 Genève

Genève, le 8 juin 2016

**Réaction au rapport d'évaluation externe de l'impact du Centre de Formation Professionnelle et de Développement Communautaire de Lologo, à Juba, au Soudan du Sud**

Madame, Monsieur,

Ayant pris connaissance du rapport d'évaluation de Patrick Kilchenmann, les membres du Comité exécutif d'ASASE me chargent de transmettre à la Ville de Genève, qui a mandaté la mission, leurs chaleureux remerciements.

Nul doute que ce rapport va nous aider à poursuivre notre soutien au projet mené par notre partenaire local au Soudan du Sud, en bénéficiant d'une vision plus claire sur ses résultats positifs à ce jour et sur les éléments à améliorer pour en maximiser l'impact.

Notre Comité exécutif a commencé à mener une réflexion sur la mise en œuvre des recommandations faites en fin de rapport. Vous trouverez ci-joint un tableau de *management response* synthétisant et planifiant les réponses à ces diverses recommandations.

En vous remerciant encore pour cette initiative qui renforce le soutien de la Délégation Ville Solidaire à ce beau projet, nous vous adressons, Madame, Monsieur, nos meilleures salutations.

**Patrick Bittar**  
Directeur d'ASASE

PS : Une correction mineure : le terrain de Nyarjwa fait 126 hectares de superficie et non 80 (page 26).

## ASASE MANAGEMENT RESPONSE TO THE RECOMMENDATIONS

### FROM THE MORE URGENT TO THE LONGER TERM

RECOMMENDATIONS	Number in report	Global response	Nuanced response	ACTIONS	Schedule
<p>Finalize drilling of a well for irrigation in Nyarjwa. Fence on a first phase a restricted area of 200 m by 200 m contained within the land available. Start agricultural production activities - gardening and medicinal herbs. Sell products and fund profit in priority the expansion of the fence. Irrigation is the added value in the field: it will enable to get two crops a year instead of one, and therefore have high-value off-season products. The production of vegetables will also help to feed the most needy students of the Centre. gradually transforming the Household training of 6 months in a complete 9 months training curriculum on agriculture. Build a shelter for the theoretical course, purchase the necessary tools and seeds, start training "on-the-job".</p>	5	OK	<p>According to the plan presented to the City, as all the PGR, all profits from the agricultural program (excluding the cost of closing) is used to finance vocational training in the same year.</p>	<p>A new well has been drilled since the visit of the evaluator, the rehabilitation of the wells damaged by herds finally having not been considered appropriate. This well was partly funded by the drilling company (which has recognized to be partly responsible for the damage caused because the first well was not sealed in time) and Caritas Graz. During ASASE Director's visit, a plan to close the land over 3 years (2016-2018) has been discussed with the local partner and the representative of Caritas Graz, and in agreement with our French partner Operation Orange. ASASE sent late March € 70,000 to fund the first phase of this plan, which will complete the fencing of the northern and western sides of the land. Equipment will be imported from Uganda in June (3 travels with SVDP truck) and the the erection of the fence will start next October. Increasing the duration of the training "Household training" is to be submitted to SVDP.</p>	<p>Drilling new irrigation wells: already realized (April 2016). Late February 2017: the northern and the western sides of the land will be fenced. End of 2018: the fencing of the 126 hectares will be completed.</p>

<p>Hire a sales director responsible for promoting the Centre's activities to potential customers - international organizations, potential employers, industries, entrepreneurs, churches. Develop presentation brochures of the center and a website highlighting the services offered -building wood furniture; making clothes; vehicles, motorcycles and generators repair shop; offices and housing maintenance service; selling vegetables and medicinal herbs. Organize "open days" at least twice a year for customers of the products or for potential hirer of skilled workers. Make constantly networking and promotion, at every opportunity, to cause demand.</p>	<p>2</p>	<p>OK</p>	<p>Given the country's situation now, a website does not seem an appropriate solution in the short term, especially as SVDP can legitimately refer to ASASE website, which has an English version, and is rich in videos and photos. It does not seem appropriate to us to create a new IGP ("vehicles, motorcycles and generators repair workshop") in addition to those planned, at least in the medium term.</p>	<p>This is a priority for ASASE. The targeted person should be experienced in the commercial field, and have a commercial flair (this is not the case of many SVDP employees), a network, be honest, dynamic and have enough natural authority to manage production and distribution IGP teams. Given the profile sought, its scarcity in Juba, the gap between the wages offered by SVDP and those of NGOs and managers of national companies, one solution would be to offer a profit-sharing deal.</p>	<p>Late December 2016 (given the difficulties explained opposite).</p>
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<p>Systematically collect relevant information on students of the training center and conduct strict monitoring, to concretely measure the impact of training on beneficiaries. Use, update and add collected information in the summary table developed during the mission, according to the needs and developments of the program. Using this raw data to make disaggregated statistics to monitor and adjust the program based on relevant indicators.</p>	1	OK		<p>ASASE will ask SVDP to ensure that the current follow-up officer (James) is formed in Excel that has a computer. If, by the end of the year, he has not given satisfaction, consequences should be drawn. ASASE will also ask him to do surveys on graduates by the end of the year, to have longer-term statistics than those obtained every year, a few months after graduation. Moreover, a number of recommendations will be transmitted to him and to William (Betram's deputy) to avoid bias responses due to improperly formulated questions.</p>	<p>Late December 2016.</p>
<p>Assign a small start-up capital in the form of microcredit to all graduated students in sewing training, so that they can acquire the necessary equipment to start their own workshop, in addition to the sewing machine given at the end of the training. Graduates understand that the center cannot indefinitely sustain themselves and wish to "stand on their feet" as quickly as possible. Contributing to repay this sum constitutes for them a dignified way to start their business.</p>	6	OK		<p>To submit to SVDP senior management to study the operating procedures (how? Managed by whom? Etc ...)</p>	<p>Make a study by the end of 2016. If approved by SVDP, could be set up for the next session (2017).</p>

<p>Get support from an institution such as Swisscontact or possibly UNESCO, specialized in the development and establishment of training programs in developing countries, to obtain external advice and opinions about the following topics (non-exhaustive): promoting entrepreneurship, adjusting training curricula, identifying training courses for trainers in the region, market studies, development of a business plan for the IGPs, SVDP managers training. This would maximize the potential of the Centre and confirm the ambitions of implementation of the IGPs. International organizations and embassies would certainly be prepared to locally finance a specific engagement, focused and clearly defined, as costs would be relatively modest given the expected benefits and compared to the contribution of the Centre the country's economic development,</p>	3	OK		A two weeks mission. Terms of reference to be defined. Rather about the IGPs.	2017 or 2018.
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<p>Redefine the conditions of receiving the tooling kits and eventually distribute them to young people who wish to develop their business rather than to the best students systematically.</p>	<p>9</p>	<p>OK</p>	<p>Taking as a criterion the wish to become self-employed workers will probably lead all trainees to express this wish.</p>	<p>To be submitted to SVDP management.</p>	<p>Decision to be taken by the end of December 2016: if new conditions are found, they could be set up for the 2017 session.</p>
<p>Build and equip a mechanical repair shop downtown Lologo, distinct from the training workshop, and offer maintenance and repair of motor vehicles, motorcycles and generators. Start this activity with a dozen former students who have recently passed their certification under the supervision of two qualified professionals. Alumni contribute to income generation by graciously making available their recently acquired skills during the first 6 months and then are employed during the next 6 months, before being replaced by graduates of the next session. A revenue generator and learning program could be implemented smoothly this way.</p>	<p>7</p>	<p>OK</p>	<p>The suggestion of creating a new IGP is relevant in itself, but given the different IGPs being launched, it is not a priority.</p>	<p>To be submitted to SVDP management. Perhaps to be reconsidered at the end of 2017, when a review of the initial phase of the first IGPs has been done.</p>	<p>Not until 2018.</p>

<p>Organize regular coordination meetings between donors in the presence of SVDP so that common goals and strategies can be discussed, identified and decided jointly.</p>	<p>4</p>	<p>OK</p>	<p>The physical presence of a member of SVDP in Europe can not be renewed more than once a year, as is already the case. ASASE already organizes, at the annual coming of the local project coordinator, one such meeting with the donors who really want to participate in a coordinated action. There are also meetings on site during annual visits of donors when they decide to come simultaneously.</p>	<p>Explore possibilities of meetings via Skype. Austrian donors wish to fund targeted programs (and be the only donors on them), and they depend on much less flexible decision making processes than the other donors.</p>	<p>A first meeting in November 2016 to discuss the 2017 choices and decisions.</p>
<p>Set up a short training course in entrepreneurial development for trainees interested, to be provided at the end of training. Maximum of two weeks duration. Organize lectures and presentations of successful entrepreneurs / share the positive experiences of former students.</p>	<p>8</p>	<p>OK</p>	<p>This measure (the two week course giving entrepreneurial bases) is already operating since ???.</p>	<p>We shall submit to SVDP the idea testimonies from former trainees who became independent workers or from successful self-employed persons.</p>	<p>For the 2017 session.</p>