

Mott MacDonald in South Sudan

Opening opportunities with connected
thinking in international development



We approach problems from a fresh perspective

Cover image
City Dove Primary School, Juba.
Credit: Hannah Rollings

Mott MacDonald is committed to improving people's lives through creating and delivering tailored development solutions.

A global management, engineering and development consultancy, we work in developing countries to alleviate poverty, establish good governance, and increase access, capacity and resilience in healthcare, education, water, sanitation, transportation, infrastructure and renewable energy – while safeguarding the environment and promoting human rights and gender equity.

What makes us different is that we approach problems from a fresh perspective. As an employee-owned company, we have the freedom and independence of mind to find new ways to enhance human wellbeing and foster social and economic development through connected thinking. We constantly stretch our thinking to seek out innovative, sustainable solutions for the world's toughest challenges: population growth, urbanisation, food security, climate change and local/regional conflict. In 2015–2016 we worked on over 230 international development projects in more than 45 countries.

We have been working continuously in South Sudan since the 1970s in partnership with international donors and government agencies – including the UK Department for International Development, the European Union and the Government of the Netherlands – on water, agriculture, environment and education programmes.

We are currently delivering a multidisciplinary portfolio of projects and cross-sector services through our experienced teams of international experts and local staff.

Key services

- Economic development
- Education
- Environment and climate change
- Food security and agriculture
- Governance
- Health and nutrition
- Power and renewable energy
- Skills development
- Social development
- Transport
- Urban development
- Water infrastructure and resources management
- Water and sanitation

Our experience

Access to education

Girls’ Education South Sudan

South Sudan has some of the worst educational indicators in the world, with education for girls being particularly poor. Only one girl in ten completes primary education and girls comprise just one third of the secondary school population. There are many barriers (cultural, financial, physical and quality) that prevent girls from going to school. The primary aim of Girls’ Education South Sudan (GESS) is to transform the lives of a generation by improving teaching and learning in schools, and increasing access, retention and completion among primary and secondary schoolgirls.

Our specialist team works in partnership with community-based organisations and all levels of government to help strengthen school-based governance and accountability, and improve learning environments in schools. A key aspect of the programme is cash transfers to girls and their families to encourage enrolment and retention of girls in education, coupled with capitation grants to schools to supplement running costs and to make learning environments more attractive and student-oriented. Other components include behaviour change communication through the production of local-language radio programmes and community mobilisation activities, practical support to education managers and teachers, and the introduction of an attendance monitoring system.

GESS is already exceeding impact and outcome milestones, despite the deteriorating security situation and economic climate. Since 2013 the programme has benefited over 3500 schools, with grants funding classrooms, latrines, books and much more. Over 300,000 cash transfers have been paid to more than 180,000 girls, while 2M people have been reached through radio programmes aimed at changing negative socio-cultural attitudes towards the education of girls. In 2017 enrolment at South Sudan’s primary and secondary schools was over 1.4M, its highest-ever number, 44% of which were girls.

3500

Schools benefitting from the programme since 2014

Project

Girls’ Education South Sudan

Location

Nationwide

Client

Government of the Republic of South Sudan

Donor

UK Department of International Development

Date

2012–2018

Image:
Bangasi Primary School, Yambio.
Credit: Hannah Rollings



Improved Management of Education Delivery

Education in South Sudan has been blighted by decades of conflict and underinvestment, resulting in a lack of infrastructure, untrained teachers and managers, and low student attainment. At the time of project conception, only 40% of the population between 15 and 24 was literate. While primary school enrolments had risen dramatically between 2005 and 2010, strong disparities persist in relation to gender and wealth, as well as considerable variances between urban and rural areas and between the territories of the former ten states of South Sudan.

We supported the Improved Management of Education Delivery (IMED) programme, which assisted the Ministry of Education, Science and Technology to improve efficiency of the management of education delivery and increase access to quality education. More effective education policy development and organisation systems, increased systems transparency and parity in resource allocation will make it easier for the ministry to manage the education sector nationwide.

Our work on the IMED programme helped put the National Ministry in a better position to manage, respond to and co-ordinate the various donor education programmes in the country. IMED has built physical and human capacity at state level – we worked with four state Ministries of education in Greater Bahr el Ghazal area, including county education departments, payam officials and schools, to facilitate better teaching and learning in the classroom.

Project
Improved Management of Education Delivery

Location
Juba, Lakes, Northern Bahr el Ghazal, Warrap and Western Bahr el Ghazal

Client
European Commission

Donor
European Union

Date
2014–2016

Image:
A male staff member at Abara East Primary school has his finger prints recorded during the HRIS enrolment at his school.

Project
IMPACT

Location
Nationwide

Client
European Union Delegation to South Sudan

Donor
European Commission

Date
2017–2020

IMPACT

The volatile situation in South Sudan means that teachers are often not paid for months on end. They are further demotivated by the lack of recognition of their training, experience and performance and it is difficult to fill vacancies. An unreliable administration system also makes it hard to measure the demand and supply of teachers and the quality of teachers available. IMPACT will ensure an incentive equivalent to US\$40 is paid to 30,000 primary teachers, supervisors, education managers and headteachers in all South Sudanese primary

schools for 18 months. This allowance, which is in addition to the basic salary provided by the government, is designed to act as an incentive to enhance teacher attendance, enabling teachers to continue to teach, and schools to continue to function. All primary school teachers, teaching in South Sudan primary schools in all regions of the country, will be eligible to receive an incentive and the programme hopes to bring back to teaching many of the teachers that have left the profession over the years. We will also deliver a human resources information system which

will monitor teacher attendance across the whole country. Teachers can mend the damage caused by conflict by helping children to adjust to a stable life and learn new skills. Schools can offer children and communities hope and be local centres for peace and reconciliation. In a country where school-age children make up more than one third of the population, education can help with long-term processes of peace-building, strengthen and sustain the social fabric of the nation, and provide essential building blocks for long-term economic development.



Access to water



Project
Water for Lakes State Programme

Location
Rumbek, Yirol and Cueibet, Greater Lakes State

Client
Directorate-General for International Cooperation

Donor
Government of the Netherlands

Date
2013–2018

Image:
People farming new a Water for Lakes supported borehole, Amongpiny, Rumbek Centre

Water for Lakes State Programme

Intermittent periods of conflict over the last quarter of a century has left much of South Sudan’s water infrastructure and agricultural production capacity underdeveloped. In Greater Lakes State extreme forms of lawlessness, ethnic conflict and revenge killings has resulted in extensive internal displacement, limiting economic development, livestock movements and crop cultivation.

The vision of the Water for Lakes State Programme is to balance the development and management of land and water resources to reduce dependency on food aid and to contribute to a more stable environment. Our role is to stimulate economic development by creating more diversified livelihoods and employment opportunities

through integrated development and management of water resources for people, agriculture, livestock production and habitats.

The programme has a number of objectives designed to make a sustainable improvement to the living conditions of the population in Greater Lakes State using access to safe water as a starting point. These include: constructing new and rehabilitating existing boreholes, teaching people to manage the water points, building the capacity of local government and community-based organisations, developing a water database to improve decision making, supporting people to construct their own pit-latrines, enhancing food security and diversifying diets, increasing economic income from commercial crops and improving livestock access to water sources in the dry season.

Water, Sanitation and Hygiene Sector Fund

The destruction of basic infrastructure and government institutions during the conflict in South Sudan undermined the delivery of water, sanitation and hygiene (WASH) services as well as the transfer of WASH knowledge and practices in the country. While substantial progress has been made in the delivery of WASH services since 2005, according to the South Sudan Health and Household survey of 2010, South Sudan still has one of the lowest WASH service coverages in the world.

We manage the Water, Sanitation and Hygiene Sector Fund, established by the Government of the Republic of South Sudan with its international partners to develop water supply and sanitation services and to harmonise donor investments in the urban WASH sector. On behalf of the Ministry of Water Resources and Irrigation, we are responsible for evaluating requests for funding, preparing calls for tender and contracts for works, goods and services, as well as monitoring project implementation, financial management and providing advice to the government and donors.

Despite difficult circumstances, including two national outbreaks of conflict, by late 2017 the fund had invested €10.8M in the development of urban water supply and sanitation services across the country. This investment has led to the delivery of a central water supply system and sanitation facilities in Yei, a pilot system in Yambio and an emergency rehabilitation in Torit, along with the development of detailed designs for full-scale systems in Yambio and Torit, serving 120,000 people overall.

Project
Water, Sanitation and Hygiene Sector Fund

Location
Yei, Yambio, Torit, Juba

Client
Government of the Republic of South Sudan

Donor
Government of Germany, Government of Finland

Date
2013–2018

Access to agriculture

Yei Crop Training Centre

Agricultural training centres affiliated to the Ministry of Agriculture and Forestry (MAF) play an important role in disseminating scientific research and new knowledge on farming practices (agricultural extension). Yet these training centres face several difficulties such as staff retention, non-accreditation and lack of operational funds and infrastructure. This affects the quality and relevance of the training on offer and limits the number of courses and places available to trainees.

We led the transformation of the Yei Crop Training Centre (CTC) into a multi-purpose and accredited technical vocational education and training (TVET) centre in agriculture, offering TVET training packages relating to crop production (with a specific emphasis on seed production).

We improved agricultural TVET provision by extending the training curriculum and strengthening the organisational and institutional capacity of the centre. At the same time, we provided overall support to policy development within the sector by strengthening the capacity of MAF.

Agricultural extension will play an essential role in South Sudan in developing the human capacity needed to boost agricultural productivity, increasing food security and improving rural livelihoods. Aligning MAF’s established extension policies with the revised and expanded educational provision at Yei CTC is enabling the agricultural know-how and practices of local farmers and communities to be brought up to date, which will make a major contribution to improvements in agricultural management and production.

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| Project |
| Yei Crop Training Centre |
| Location |
| Juba, Yei |
| Client |
| Government of the Republic of South Sudan |
| Donor |
| Nuffic |
| Date |
| 2011–2016 |

South Sudan Agribusiness Development Programme

South Sudan has vast amounts of arable land with enormous potential for productive agricultural use, yet it is mostly uncultivated, resulting in food shortages affecting large segments of the population. The Government of the Republic of South Sudan is seeking to reduce food insecurity, as well as create jobs and raise incomes, through the development of agriculture-related sectors (cereals, oil, seeds, fruits and vegetables and livestock).

The South Sudan Agribusiness Development Programme (SSADP) aims to establish or strengthen small and

medium-sized businesses (SMEs) and farms to stimulate entrepreneurship within agriculture and help develop the sector as a whole, alleviating poverty and improving food security. Our role is to enhance access to financial and non-financial services for SMEs and to support them in realising their growth potential.

SSADP have been directly working with over 350 entrepreneurs across two states of South Sudan, providing support in general business, financial management and general entrepreneurship and agro technical know-how, resulting in a tremendous increase

in farm productivity and profitability. To improve access to business advisory services, an agro tech business Hub owned and managed by South Sudanese certified business experts has been established in Juba.

The programme is one of its first kind to promote holistic approaches to private sector development and support entrepreneurs to grow and create jobs. The programme uses adaptive conflict sensitive approaches through value chain development and sustainable business advisory services.

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| Project |
| South Sudan Agribusiness Development Programme |
| Location |
| Former Central Equatorial region and Eastern Equatorial region |
| Client |
| Directorate-General for International Cooperation |
| Donor |
| Government of the Netherlands |
| Date |
| 2013–2017 |



Image:
Preparation of Kala Azar treatment in
Walgak PHCC, Jonglei State on behalf
of the KalaCORE programme.
Credit: Hartmut Pachi

Access to health

Tackling Visceral Leishmaniasis in South Asia and East Africa

Visceral Leishmaniasis (VL), also known as kala-azar, is the second-largest parasitic killer after malaria but remains one of the world’s most neglected tropical diseases. It is caused by parasites carried by sand-flies and most symptoms are non-specific, making misdiagnosis easy and commonplace. The disease takes a great toll on poor communities in South Asia and East Africa where many patients are not reached by health services.

We manage KalaCORE, a partnership set up to support the control and elimination of VL and reduce the economic and health burden of this disease.

In South Sudan, we are working closely with our partner IMA Worldwide, the Ministry of Health and the World Health Organisation to tackle VL by providing essential medicines and diagnostics, clinical training, rehabilitation of treatment sites and tailored support to treatment centres.

Image:
Group work during the first VL training in Juba, January 2015.
Credit: Hartmut Pachi



Overall, the programme is active at 35 treatment centres across South Sudan



The programme aims to provide sustainable results, in particular by strengthening the programme’s capacity for effective control and elimination of the disease after the withdrawal of financial support from the UK Department for International Development.

Despite severe security constraints and the absence of a formal reporting system, KalaCORE is playing a critical role in responding to and containing outbreaks of VL. In 2016, 3310 VL patients were treated at KalaCORE supported facilities in South Sudan. An estimated 14,011 people have been reached through information, education and communication activities and 370 health workers have received formal VL diagnosis and treatment training in Juba and in select field locations.

Overall, the programme is active at 35 treatment centres across South Sudan, including in remote areas only accessible on foot or by boat.

Project
Tackling Visceral Leishmaniasis in South Asia and East Africa

Location
Six countries in South Asia and East Africa including South Sudan

Client
UK Department for International Development

Donor
UK Department for International Development

Date
2014–2018

Fund management

“BSF has piloted an efficient and speedy mechanism for commissioning and managing service providers. It stands significantly ahead of the other pooled funds in Southern Sudan.”

External review for the UK Department of International Development

Basic Services Fund

Two decades of war all but obliterated government infrastructure in South Sudan, leaving an estimated 10M people without basic services – healthcare, education, clean water, sanitation. At the end of the conflict, re-establishing the provision of basic services was vital to rebuild the lives of communities and raise South Sudan’s population out of chronic poverty.

The Basic Services Fund (BSF), led by the UK Department of International Development (DFID), financed essential services provided by non-governmental organisations (NGOs) and built up the capacity of government institutions to deliver more of these services.

Managed by us, the BSF programme handed out grants to non-state actors and non-profit organisations to build schools, clinics, water pumps and latrines, and buy classroom furniture, textbooks, drugs and medical equipment. We improved project delivery by setting up transparent selection processes for NGO projects, introducing effective monitoring and evaluation, and implementing robust financial administration. Training was given to teachers, nurses, midwives and doctors, and to government staff who would, in the longer term, assume responsibility for adopting and maintaining services provided by NGOs.

Over 3M people benefitted from the basic services supported by the BSF. The programme has contributed to a reduction in infant and mortality rates, an increase in routine vaccination coverage, higher enrolment rates at primary schools, and greater access among the rural population to clean water. In 2011 DFID stated that BSF was one of its best-performing projects, commending it for the team’s rigorous monitoring and evaluation of NGO projects and adept financial management, delivering better value for money and achieving an almost 100% disbursement of available funds.



Image: Children are getting weighed before they receive their vaccination at a health clinic supported by BSF, Eastern Equatoria. Credit: Geerte van der Meijden

Project
Basic Services Fund

Location
Nationwide

Client
Government of the Republic of South Sudan

Donor
UK Department of International Development

Date
2006–2013

Financial Management Agent of the Capacity Building Trust Fund

The Capacity Building Trust Fund for South Sudan (CBTF) was established as a pooled fund in 2005 to help the Government of South Sudan effectively manage human, organisational and financial resources to serve its citizens after years of conflict and as part of the process of becoming an independent State.

We were appointed the Financial Management Agent of the fund for phase 2 of the programme, developing key projects for public sector reforms and procuring service providers for the implementation of these projects. We also provided financial management, contract and project management, and monitoring and reporting services to the CBTF Steering committee.

CBTF has evolved into a highly-effective, flexible fund to support capacity building, institutional strengthening and public services reform projects for both the national and state governments of South Sudan.

Project
Financial Management Agent of the Capacity Building Trust Fund

Location
Juba

Client
Directorate-General for International Cooperation

Donor
Multi-Donor Fund

Date
2010–2014

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