

Support to Public Administration Project

IGAD Regional Initiative for Capacity Enhancement in South Sudan

Annual Report 2016



A registered midwife, Ms. Lakech Teshome Shiferaw, a CSSO from Ethiopia shows her twins how to sterilize implements in the delivery room at the Yambio Hospital, in Western Equatoria

Project Summary

Country: South Sudan

Project Duration: 01 October 2013 – 31 December 2018

Project Budget: US\$ 25,472,134

Annual Budget for 2016: US\$ 5,370,263 (Norway)

Cumulative expenditure: US\$ 5,466,435.4 (Jan 1 to Dec 31, 2016)

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Acronyms

AfDB	Africa Development Bank
ARCISS	Agreement on the Resolution of Conflict in the Republic of South Sudan
CES	Central Equatoria State
CID	Criminal Investigation Department
CPA	Comprehensive Peace Agreement
CPD	Country Programme Document
CSC	Civil Service Commission
CSOs	Civil Society Organisations
CSSO(s)	Civil Service Support Officer(s)
CTA	Consolidated Technical Allowance
CTRH	Commission for Truth, Reconciliation and Healing
D&P	Democracy and Participation
EES	Eastern Equatoria State
GBV	Gender Based Violence
ICF	Interim Cooperation Framework
ICT	Information and Communication Technology
IGAD	Inter-Governmental Authority on Development
LGCDSD	Local Government Capacity Development of Service Delivery
M&E	Monitoring and Evaluation
MoLPS&HRD	Ministry of Labour, Public Service and Human Resource Development
MSF	Medicins Sans Frontieres
NAC	National Audit Chamber
NBGS	Northern Bahr el-Ghazal State
NPA	Norwegian People's Aid
NPSSS	National Prison Services of South Sudan
NSP	National Strategic Plan
PEB	Project Executive Board
PFM	Public Financial Management
PMU	Project Management Unit
RSS	Republic of South Sudan
SOPs	Standard Operating Procedures
SPLM –iO	Sudan Peoples' Liberation Movement - in Opposition
SSAC	South Sudan AIDS Commission
SSNPS	South Sudan National Police Service
SSPRC	South Sudan Peace and Reconciliation Commission
TGoNU	Transitional Government of National Unity
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Security Services
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNICEF	United Nations International Children's Emergency Fund
UNMISS	United Nations Mission in South Sudan
UNSCR	United Nations Security Council Resolution
UWC	Urban Water Corporation
WBGS	Western Bahr el-Ghazal State
WES	Western Equatoria State

Executive Summary

South Sudan's bitter war to gain independence and the continued internal conflicts have eroded capacity and credibility of civil service institutions. Building robust civil service is indispensable for restoring social contract between the State and its citizens and instituting credibility, trust, and confidence in public institutions. This is emphasized in the United Nations in South Sudan 2016-17 Interim Cooperation Framework (ICF) and UNDP Country Programme Document (CPD) outcome 3 "Peace and Governance Strengthened which the Support to Public Administration project contributes to.

The project involves south to south and triangular cooperation through the deployment of qualified Civil Service Support Officers (CSSOs) from neighbouring Inter-Governmental Authority for Development (IGAD) countries of Ethiopia, Kenya and Uganda, funded by the Government of Norway. The project aims to the 'transfer knowledge and skills' through deployment of CSSOs to provide mentoring and coaching for South Sudanese civil servants also known as twins. In 2016, the project deployed 105 (22 female) CSSOs to coach and mentor 236 (61 female) twins in 18 national, 27 sub-national and three county level institutions in seven of the 10 former states.

The project contributed positively towards the ICF/CPD outcome "peace and governance strengthened" through enabling the development of 125 documents acts, policies and strategic frameworks necessary for governance reforms. A UNDP internal assessment revealed that 92% of institutions hosting CSSOs feel there has been an improvement in the capacity of civil servants to perform their duties.

Key output level achievements:

- Increased knowledge and skills emanating from systematic on-the-job coaching and mentoring of 236 (61 female) South Sudanese civil servants across 48 national and sub-national institutions. This resulted in joint (CSSOs and twins) development of 125 institutional policies, frameworks, Standard Operating Procedures (SOPs), guidelines, manuals and work plans. The documents are at different levels of finalisation.
- Improved performance of line ministries enabling them to access funding for the development of key strategic documents including the National Disability Policy and the National Social Protection Policy Framework, South Sudan National Action Plan for UN Security Council Resolution 1325 and SOP for Gender Based Violence (GBV) Case Management. These documents were all approved by the Council of Ministers.
- In addition, the project served as a stabilizing factor during the July 2016 crisis, enabling continued service delivery to citizens.

Challenges/Issues

- Low capacity of national counterparts continues to stifle effective skills transfer. The CSSOs provide intensive on-the-job training, follow-up and reference materials to enhance knowledge absorption.
- Creation of 28 states resulted in division of assets and transfer of twins to the newly created states. This disrupted the mentoring and coaching process.
- Frequent changes in senior leadership of the partner ministry/agency affected coordination of capacity enhancement efforts:
- Insecurity, especially the July 2016 crisis resulted in temporary relocation of CSSOs from Juba and Yei to their countries and a slowdown of project activities.

Lessons learned

- There is need for standardization of coaching and mentoring training materials and development of mechanisms and indicators to assess the effectiveness of skills transfer efforts at all levels.
- Effective coordination and collaboration between the MoLPS&HRD and CSSO-hosting institutions is important for the success of the project.

Way Forward

- Programmatically, the project needs to respond to the emerging needs of the country through the deployment of the remaining 27 CSSOs in strategic transitional institutions (where functional), such as, the Commission for Truth, Reconciliation and Healing (CTRH); and Economic and Financial Management Authority (EFMA). Support should also be extended to the office of the President and the First Vice President.
- Operationally, there is a need for the national MoLPS & HRD and the project executive board to work-out a provision with clear guidelines and modalities on relocation of CSSOs during conflict situations.

Budget and Delivery Rate

- The provisional cumulative project expenditure for the year 2016 was US\$5,466,435.54.00, representing a delivery of 102 percent of the annual budget US\$5,370,263.00.

1. Situational Analysis

South Sudan marked a critical juncture with the signing of the Agreement for the Resolution of Conflict in the Republic of South Sudan (ARCSS) in August 2015, which paved the way for a new political dispensation, providing for the formation of a power-sharing Transitional Government of National Unity (TGoNU). The TGoNU has 30 line Ministries, 38 (30 existing and 8 new) Commissions, Authorities and Corporations; 32 state governments; a 400-member expanded Transitional National Legislative Assembly (TNLA); 32 state Assemblies and an independent Judiciary. In December 2016, South Sudan also launched a National Dialogue initiative and appointed a technical committee to operationalize the CTRH.

Success of the TGoNU lies in a professional, accountable and impartial public service, which is representative of all sections of society for restoring trust, confidence and effective service delivery. Nonetheless, the TGoNU inherited a public service with nascent capacity and besieged by multiple challenges. Most civil servants do not have formal education, skills and competencies for effective service delivery. In addition, absence of institutional strategies, legal, regulatory and policy frameworks hinder performance of public service institutions at all levels. Developing the capacity of the civil service and reforming the way the public sector is structured and governed is, therefore, pivotal for the transformation of South Sudan itself. The Peace Agreement acknowledges this and provides the TGoNU the mandate to *"rehabilitate and reform the civil service."*¹

The TGoNU is yet to develop its National Development Plan (Strategic Economic Development Roadmap) to accelerate progress in achieving a sustainable and resilient national economy as provided in the ARCSS. However, the project fits into the *"improved efficiency and effectiveness of the public sector"* of the ARCSS as a key objective of "building a prosperous, productive, and innovative nation" as stated in South Sudan Vision 2040.² Enacting just and effective laws, and developing responsive and inclusive policies; enhancing systems, structures and mechanisms of coordination; and increasing the capacity of oversight institutions for accountability and transparency have always been the country's public sector development agendas since the 2005 Comprehensive Peace Agreement (CPA) period.

The project adopts a twinning arrangement whereby South Sudanese civil servants (twins) are matched with CSSOs deployed from IGAD member countries for skills and knowledge transfer through a strategic two-year coaching and mentoring process. The twinning approach is built around jointly agreed capacity building objectives between the CSSOs and the twins. The approach is informed by the UN system-wide effort to deliver stronger support to institution-building in countries emerging from conflicts through Civilian Capacities initiatives (CivCap)³. CivCap initiatives underscore the need for strong national institutions; south-south cooperation; and support to institution-building through strengthening and integrating UN assistance, among others, to public administration.

¹ ARCSS Chapter I, Section 2.1.9

² South Sudan Vision 2040: Towards Freedom, Equality, Justice, Peace and Prosperity for All. February 2011.

³ http://peaceoperationsreview.org/wp-content/uploads/2015/07/united_nations_civilian_capacity_aftermath_conflict.pdf

2. Progress towards development results

2.1 Contribution to longer term results

a) Country Programme Document (CPD) Outcome 3: Peace and governance strengthened.

Summary achievements based on CPD Outcome targets

CPD outcome target	Summary achievement	Status
16 targeted governance and security reforms implemented	No notable governance and security reforms implemented during the reporting period.	Delayed
Overall		Delayed

16 targeted governance and security reforms implemented

Implementation of the targeted governance and security reforms was delayed by the stalling peace process, worsening security and economic situation. To facilitate implementation of the reforms, the project deployed ten CSSOs in six governance and security institutions; National Audit Chamber (NAC) (4); Civil Service Commission (1); Urban Water Corporation (1); South Sudan Peace and Reconciliation Commission (SSPRC) (1); South Sudan National Police Service (SSNPS) (2); and National Prisons Services of South Sudan (NPSSS) (1) who coached and mentored 29 South Sudanese twins.

b) Relevant CPD Output 3.5: Functions, financing and capacity of national and sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public.

Summary achievements based on CPD Output targets

CPD output target	Summary achievement to date	Status
70 percent of civil service institutions supported through the IGAD South-South cooperation arrangement reporting improved capacity of civil servants to perform their duties.	92 percent of host institutions reported improved capacity of civil servants	Achieved
Five institutional gender-responsive policies and frameworks developed to enhance operation of government departments	19 gender-responsive institutional policies, manuals, SOPs were developed. Three policies were approved and in use whilst 16 are at different stages of completion.	Achieved
Overall		Achieved

70 percent of civil service institutions supported through the IGAD South-South cooperation arrangement reporting improved capacity of civil servants to perform their duties.

Per UNDP internal assessment, 92 percent of supervisors from targeted civil service institutions reported improved capacity of civil servants to perform their duties whilst 68 percent expressed overall satisfaction with the achievement of the skills transfer objective through the coaching and mentoring process. Twins were empowered and managed to adopt international standards in audit reporting, mainstream gender in policy and strategic documents, undertake engineering and public health works; payroll management; maintenance of personal database; and filling systems.

Five institutional gender-responsive policies and frameworks developed to enhance operation of government departments

Twins contributed to the formulation of 19 (5 national and 14 state) institutional gender-responsive policies, regulations, strategic plans and policy frameworks, SOPs, curriculum and work plans. The development and operationalization of the NAP to implement the UNSCR 1325; Gender policy, and GBV prevention and response toolkit at state level can be cited as good examples of promoting gender equality in the planning and delivery of public services.

2.2 Progress towards project outputs

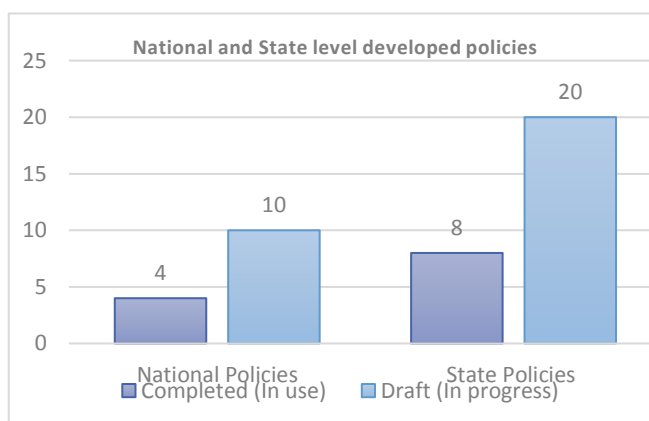
Project Output 1: Capacity of national and state level civil service institutions strengthened

Summary achievement against the 2016 Annual Work Plan (AWP) target

Output Indicator	Annual Target	Summary achievement during the quarter	Status
Number of institutional policies developed to enhance operations	Two	42 policies developed. While 4 national and 8 sub-national levels polices are approved and is in use, 14 national and 16 sub-national polices are still work in progress.	Achieved.
Number of strategic frameworks developed to implement established policies.	Two	21 strategic plans/frameworks developed. While 8 (2 national and 6 sub-national level) are completed and in use, 13 (6 national and 7 sub-national) are still work-in progress	Achieved
Proportion of targeted institutions reporting improved work-related performance by the twins.	60 percent	92 percent reported improved services after training and skills enhancement process. Likewise, 68 percent of the targeted institutions reported that the objectives of the twinning arrangement are achieved.	Achieved
Proportion of twins expressing satisfaction over the twinning arrangements.	60 percent.	85 percent of twins expressed satisfaction over twinning arrangements, whilst 78 percent expressed confidence in working with minimum or no supervision after going through coaching and mentoring.	Achieved
Overall status			Achieved

Two institutional policies developed

Forty-two policies were developed; 12 have already been operationalised whilst 30 are at different levels of completion. The policies were developed by twins and CSSOs imbedded in 18 national, 27 state and three county level institution covering water, HIV/AIDS, gender, audit, and civil service sectors.



Two strategic plans/frameworks developed

With technical support from CSSOs imbedded in different government institutions, 21 strategic plans and frameworks were developed in key ministries including Education; Health, Livestock and Fisheries, Prisons Service and MoLPS&HRD. Eight (2 national and 6 sub-national level) are completed and in use while the other 13 (6 national and 7 sub-national) are at different stages of completion. In addition, 55 process-improving instruments were developed - SOPs, ToRs, manuals, curricula, action plans. These frameworks and instruments have contributed to the development of organisational systems and procedures, and clarified roles in civil service institutions.

60 percent of targeted institutions reporting improved work-related performance by twins

Ninety-two percent of supervisors from institutions hosting CSSOs reported an overwhelming improvement in work-related performance by twins. Improvements were noted in the areas of; health - laboratory testing, minor theatrical surgeries (operations), and reduced patients' waiting

time; and other sectors - record management, report writing, minutes taking, workshop facilitation without supervision, organizing and managing rural savings and credit cooperative organizations, among others.

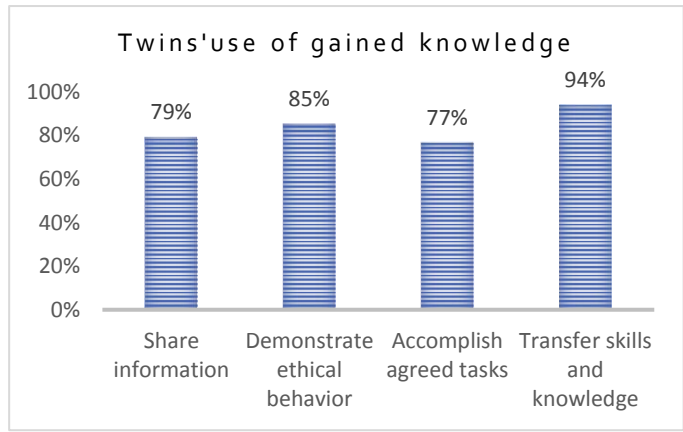
Sixty-eight percent of the targeted institutions reported that the objectives of the twinning arrangement were achieved while all supervisors noted a change in attitude towards work by twins and their fellow civil servants.

"Before the arrival of [CSSOs] there was no system for [price control / market monitoring] import inspection and market goods inspection. Civil servants didn't know how to manage and deal with the above-mentioned issues. But following the coaching and mentoring, the commission provided them with import and market inspection SOPs jointly developed by the twins and CSSOs. Now civil servants are able to keep to the quality control on items imported and sold in the market."

Head of State Commission for Commerce, Trade, Industry and Investment in Yambio.

60 percent of twins express satisfaction over the twinning arrangements

Eighty-five percent of twins reported that they had learned substantially from the coaching and mentoring process and 78 percent were now confident to work with minimal or no supervision. Eighty-nine percent of the twins developed work plans which they followed through 2016. The capacity building process enabled the twins to share information, knowledge and skills with other civil servants, demonstrate professional ethical behaviour and accomplish agreed tasks.



"[Civil Servants] did not know what they were employed for; as their ToRs and orientation were not properly done. The coaching and training that twins underwent contributed greatly to the understanding among twins of the purpose of the institutions; and raised awareness on the importance of their own job functions toward the development of South Sudan in general, and the civil service in particular."

Director from the State Ministry of Labour, Public Service and Human Resource Development, Aweil

2.3 Human Interest stories

This report in part, also presents selected success stories emanating from the IGAD Project coaching and mentoring process, where twins gained skills and competences that enable them to perform their duties with little or no supervision from CSSOs.

FROM THE FIELD: IMPROVING MATERNAL HEALTH

The town of Terekeka, on the banks of the Nile River, is three hours north from the capital of Juba. Before October 2015, every day an average of five pregnant women visited Terekeka primary healthcare centre.

When Kenyan CSSO, Mr. Silvanus Odukis, a qualified nurse-midwife, with over 30 years of experience in maternal health, arrived in late 2015, and began furthering the antenatal and postnatal expertise of his twins, along with three nurses and one midwife, word spread around and more women started attending the clinic.

Today, the health centre receives an average of 30 women per day.

The women of Terekeka receive counselling on the prevention and treatment of illnesses such as anaemia, malaria, and mother to child HIV transmission.

With the support of Mr. Odukis, the twins also advise pregnant women and girls on diet, hygiene, and recognition of danger signs.

"The women feel the antenatal care they receive makes a positive difference in their pregnancies," says Dr. Emmanuel Fredrick, the centre's director.

Story from the Field: Supporting Survivors of Sexual and Gender Based Violence in South Sudan

"I see women distressed, desperate, bewildered, depressed, battered ... they feel neglected and despised, some even try to find an answer to what has happened to them by blaming themselves for things beyond their control".

Laura Poni Hatim is a married South Sudanese twin with five children, two boys and three girls. She is a social worker at the Special Protection Unit of the State Ministry of Education, Gender and Social Welfare office in Yambio. Every morning she leaves her children with their grandmother and walks 45 minutes to reach her office where she is completely dedicated to supporting and assisting victims of sexual and gender-based violence (SGBV).

As one of the South Sudanese twins, Laura receives coaching from Moses Kimani, a special protection officer from Kenya.

"Moses is teaching me how to reduce the traumatic feelings of the victims and what the procedures are to medically assist the women within the first 72 hours after the abuse was perpetrated," explained Laura.



Laura Poni Hatim is a Social Worker at the Special Protection Unit, State Ministry of Education, Gender and Social Welfare Office, WES, Yambio. She is a twin, and is coached/mentored by Moses Kimani, a Kenyan CSSO.

FROM THE FIELD: IMPROVING ANIMAL HEALTH

South Sudan has the most livestock per capita in Africa, over 36 million animals, as estimated by the Food and Agriculture Organization (FAO).

Livestock diseases usually impact human health. Having a functional veterinary diagnostic lab with qualified technicians is central to maintaining good animal health.

Kenyan CSSOs, Ms. Teresia Chepkosgei Kenduiywo and Ms. Alice Alego Matole, veterinary laboratory technologists with two decades of technical experience, have intensely worked with their four South Sudanese young male counterparts at Juba's Central Veterinary Diagnostic Laboratory since late 2015.

The twins have learned basic biosafety and hygienic guidelines and protocols, which were non-existent before the CSSOs arrival.

They can also carry out microscopic examinations of blood, saliva, and urine to test for potential infection. Having four more people assisting with disease testing has increased the speed in which cattle herders can obtain results. The CSSOs are currently training the twins on veterinary surveillance best practices – how to collect, analyze, monitor and report animal health information in an ongoing basis.

"The most exciting part of my day is to see my twins do something on their own," says Ms. Matole. "Their progress has been impressive."

3 Cross cutting Issues

3.1 Gender results

Gender results	Evidence
Out of 236 twins paired with CSSOs, 26 percent (61) twins are female. Both male and female twins got the opportunity to increase their technical and functional skills and knowledge.	CSSOs and twin recruitment and deployment documents
The development and operationalization of the national action plan (NAP) to implement UNSCR 1325, Gender and GBV prevention and response toolkits, Child Protection Act at state level have the potential to establish a gender-friendly work environment.	NAP, tool kits and act

Gender strategy

The project has an explicit gender mainstreaming strategy which seeks to retain a target of 30 percent placement for women. Further, the strategy calls for a balanced distribution of women in all grades among CSSOs and close collaboration with participating government institutions to ensure the identification of twins is gender balanced. In this regard, the project:

- disaggregate and analyse all data collected by sex with respect to RSS/IGAD capacity building initiative;
- support efforts to ensure gender equality in recruitment and training of civil servants;
- ensure that Terms of Reference for CSSOs, and local twins include gender sensitivity;
- ensure that the project's public service publications and public information activities are gender sensitive;
- ensure the integration of gender sensitive results and indicators in programme/project analysis and performance assessment; and

- ensure women fill at least 30 percent of placements for the CSSOs.⁴

Based on the above gender equality aims, the project collected gender disaggregated data and undertook gender analysis to identify potential gender equality gaps and the necessary corrective measures to be taken at the recruitment, deployment, coaching and mentoring levels. Currently, 21 percent of CSSOs and 26 percent of twins are female, a remarkable achievement given the difficulties in securing qualified female CSSOs willing to work in South Sudan, and of getting female staff in government institutions.

3.2 Partnerships

The national MoLPS&HRD is the main implementing partner and a lead government agency. Through the ministry, the government, participates in the definition of priorities, project resource allocation and reporting, joint monitoring and evaluation. The ministry hosted the project management unit (PMU), and led efforts to promote the capacity enhancement initiative nationally, and internationally resulting in continued IGAD's support to the project.

The IGAD contributing countries of Ethiopia, Kenya, and Uganda participated in the recruitment of CSSOs and the overall management oversight through the Project Technical Committee and the Project Executive Board (PEB).

Within UNDP, the project collaborates with the Access to Justice and Rule of Law, Community Security and Arms Control; Democracy and Participation; Local Government Capacity Development of Service Delivery; and Public Financial Management projects. The collaboration created opportunities for CSSOs deployment in key national institutions such as SSNPS, NPSSS, SSPRC and NAC. Furthermore, the project also collaborated with UNICEF, UNESCO, UNMISS, FAO, MSF, AfDB, WV, Norwegian People's Aid, and civil society and community leaders in strengthening the skill transfer processes and resource mobilisation.

All the partnerships were based on the partners' comparative and competitive advantages, and promoted complementarity and synergy as opposed to competition and overlap of project activities. While there were no new emerging partnership arrangements, more public sector institutions requested the services of CSSOs.

3.3 Environmental Considerations

The project contributed towards strengthening of environmental governance especially in sectors hosting CSSOs. For example, twins in the health sector conducted awareness raising activities on waste disposal and maintaining a clean environment to prevent mosquito breeding conditions. Similarly, twins in the Ministry of Agriculture conducted community-level campaigns on environmental management, including recommended agriculture practices – vaccinating animals, grazing management to prevent soil erosion, and keeping the environment clean.

⁴ Support to Public Administration –IGAD Regional Initiative for Capacity Enhancement in South Sudan - Phase II (October 2013).

3.4 Sustainability

Results achieved	Sustainability
National capacities, national ownership and partnerships strengthened	The project uses existing statutory bodies and avoid the creation of new structures that are not sustainable after the project. The implementation process, therefore, was directed towards building national capacities, national ownership and strengthened partnerships to ensure that there are lasting results.
Increased national skills and knowledge portfolio through on-the-job coaching and mentoring of 236 (61 female) twins at 18 national, 27 state and 3 county levels	The twins are South Sudanese nationals who will continue to deliver services to the citizens of South Sudan beyond the project lifetime.

3.5 South to South and Triangular Cooperation

Country	Type of Cooperation
Kenya, Ethiopia and Uganda, with support from Norway.	South-South and Triangular cooperation involving the three IGAD CSSO sending countries, funded by Norway.

3.6 Strengthening national capacity

Results achieved	Institution	National capacity strengthened
Increased knowledge and skills of South Sudanese civil service twins	18 National, 27 State and 3 County RSS institutions	236 (61 female) South Sudanese civil servants at both the national and sub-national levels benefitted from systematic on-the-job coaching and mentoring provided through the deployment of 105 (22 female) CSSOs from the three IGAD contributing countries. The national capacity strengthened relates to the skills and knowledge gain in the various sector by 236 (61female) South Sudanese civil service twins.
improved performance in civil service institutions		The development and use internal policies, frameworks, SOPs, guidelines, manuals and work plans facilitated the creation of institutional capacity to provide improved service and restoration or preserve core civil service functions in line ministries.

4. Monitoring and Evaluation

The PMU conducted field visits (June, September, and October 2016) to assess project progress, challenges, success stories, and lessons learned as per the schedule below:

M&E activity	Key Outcomes/Observation	Recommendation	Action Taken
M&E activity 1: Monitoring visit to Wau (07 – 09 June 2016)	<ul style="list-style-type: none"> Lack of resources⁵ for targeted institutions to support twins in performing their duties effectively and efficiently. Some twins were transferred to newly created state, disrupting the coaching and training process. Coaching and mentoring of twins is constantly interrupted due to lack of transport and insecurity. 	<ul style="list-style-type: none"> Targeted institutions to address material requirements, including transport for twins. MoLPS&HRD should ensure that twins commit to the maximum period of twining (two years) before any transfer or relocation. Government to provide security to citizens and CSSOs. 	<ul style="list-style-type: none"> Supervisors and twins informed of the roles of the hosting institutions in the project Host institutions were encouraged to identify potential partners to fill resource gaps in their institutions. UNDP has agreed with UNMISS to allow CSSOs to access UNMISS camps during times of crisis.
M&E activity 2: Monitoring visit to Warrap State, Kuajok (14-16 June 2016)	<ul style="list-style-type: none"> Presence of twinned medical personnel (Medical doctors, nurses, mid-wives and medical assistants/officers) now mitigate challenges of night shifts at Kuajok Hospital. Coaching and mentoring of twins is constantly interrupted due to lack of transport and insecurity. Majority of twins studied in Arabic and so they struggle to understand English Language, which is used by CSSOs and is the official language. Improved provision of essential medical services has resulted in increased number of patients coming to the hospital. 	<ul style="list-style-type: none"> Host institutions should provide transportation and ensure twins have basic skills in English language before coaching and mentoring begins Twins should undergo Basic English course. 	<ul style="list-style-type: none"> Partnering entities at the hospital were requested to assist with transport. Thus, World Vision provides transport to CSSOs and hospital staff some of who are twins. Twins are making effort to learn English to improve communication with the CSSOs and perform government business.
M&E activity 3: Monitoring visit to NBG State, Aweil (31 May – 02 Jun, 2016)	<ul style="list-style-type: none"> Twins demonstrating improved skills in inventory and asset management, use of computers, lodging and defending labour cases The hospital facility is jointly operated by two agencies, which always creates confusion between the staff of the hospital and those of MSF. Coaching and mentoring of twins is constantly interrupted due to sporadic insecurity in the targeted areas. 	<ul style="list-style-type: none"> There is a need for the host institutions to sustain the enhanced capacity among the twins to pass it on to identified civil servants within the very institutions in which they are trained and other government entities. It is the responsibility of government to provide security to both citizens and CSSOs. 	<ul style="list-style-type: none"> The project advised the state MoLPS&HRD to mobilise resources from their partners to provide support to twins. The project advised the hospital management to discuss with MSF to resolve the differences which caused the misunderstanding.

⁵ Resources here refer to availability of electricity, transport, computers, laptops, printers, scanners, and stationery

<p>M&E activity 4: Monitoring visit to Yambio (1st to 04th Nov, 2016)</p>	<ul style="list-style-type: none"> • No basic office equipment to put into practice newly acquired skills • Most twins showing interest to learn on even under very difficult conditions, although there is a lot of discontent over unpaid salaries. • Majority of twins studied in Arabic and so they struggle to understand English Language, which is used by CSSOs and is official Government business language • Lack of resources to print and disseminate policy documents, continues to hinder awareness among civil servants on their role in service delivery. 	<ul style="list-style-type: none"> • Government to ensure that twins are remunerated timely and accordingly to motivate them • Government to ensure that twins have the minimum background experience in the chosen area, or have demonstrated interest to learn • Host institution should ensure that twins have basic skills in English language, or request them to undertake English courses. • Targeted institutions are encouraged to mobilize resources and disseminate policies statements on service delivery and responsibilities of respective institutions. 	<ul style="list-style-type: none"> • Supervisors were encouraged to appoint, deploy, and promote civil servants based on merits. • . • The national MoGC&SW in partnership with African Development Bank (AfDB) resolved to engage CSSOs in raising gender awareness in all targeted state institutions.
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5. Risk management

Risks	Mitigation Measures
<p>Inadequate project funding leaving some priority components necessary for comprehensive public administration programming, un-implemented</p>	<p>Given the inability of some components of the project to attract donor funding and the political crisis in the country, the project mainly focused on deployment of CSSOs and the coaching and mentoring of twins.</p>
<p>Recurrence of armed conflicts in the recent past and the potential of a repeat could disrupt coaching and mentoring of twins as well as affect the security and safety of CSSOs and twins.</p>	<p>The national MoLPS&HRD recommended the evacuation of CSSOs during July 2016 crisis. UNDP through the Resident Coordinator's Office agreed with UNMISS and other UN agencies to accommodate CSSOs in the event of crisis or conflict.</p>
<p>Lack of sufficient office space, tools, equipment and transport to facilitate the work of CSSOs and twins undermine the skill transfer process</p>	<p>PMU consulted with the targeted government institutions to provide work spaces to CSSOs and twins; the project provided laptops to all the CSSOs, which are used for training twins; selected targeted institutions provided limited means of transport to some CSSOs in their institutions. Partnership with other agencies have benefited CSSOs and twins.</p>
<p>Continued transfer of twins to newly created states disrupts coaching and mentoring and the timely gain of skills and knowledge</p>	<p>PMU encouraged CSSOs to request for the immediate replacement of twins that were transferred to new geographical locations; PMU also proposed that targeted institutions to consider group and departmental twinning to mitigate effects of sudden transfers of twins.</p>

6. Challenges/Issues

- **Creation of 28 states** resulted in division of assets and transfer of some twins to the newly created states, hence disrupting the capacity building process. The transferred twins were subsequently replaced for continuity. However, the new twins will be coached for a lesser period, hence undermining the effectiveness of the skills transfer process.
- **Insecurity**, especially because of the July 2016 crisis in Juba led to temporary evacuation of PMU staff and CSSOs from the most affected areas.
- **Delay in the recruitment of remaining 27 CSSOs** delayed coaching and mentoring of 136 South Sudanese civil servant twins who would have gained technical and functional competencies, skills and knowledge. The project advised the MoLPS&HRD to revise the terms of reference for recruiting the professionals from other IGAD member countries.
- **Language barrier** - Most civil servants speak Arabic and have difficulties communicating in English, the main language used by CSSOs. The project encourages CSSOs to teach Basic English language skills to twins. CSSOs also received translation support from some of the twins.

7. Lessons learned

- There is need for standardization of coaching and mentoring training materials to ensure consistency across the board.
- There is need for effective co-ordination and collaboration between the MoLPS&HRD and CSSO receiving institutions for effective capacity building.
- The MoLPS&HRD, donor and PMU should encourage group twinning, and restrict the minimum twinning period to 12 months to mitigate effect of the loss of twins due to transfer or other foreseeable reasons.
- The need to avail minimum resources to twins, e.g. laptops and medical equipment to incentivise learning, commitment and determination.

8. Conclusion and Way Forward

The project remained relevant to South Sudan's national development agenda as stated in the Vision 2040. In terms of improved performance through the transfer of skills the project has achieved most of its targets set at the CPD and project outputs level. While the project remained aligned to the ICF/CPD outcome, its progress towards the outcome target is limited in the reporting period. The project also build a strong multi-stakeholder partnership regionally (IGAD region), nationally and at the sub-national level. In addition, the existence of a strong national ownership of the project is critical to the sustainability of its results. During the reporting period, the project faced challenges that were innovatively addressed by the stakeholders. Implementation during the reporting period, generated several lessons that are critical in informing the subsequent project design and management.

Moving forward, the project needs to respond to the emerging needs of the country by deploying the remaining 27 CSSOs in strategic transitional institutions (where functional), such as, the CTRH; and Economic and Financial Management Authority (EFMA), including support to the Presidency. For sustainability, the government should now be encouraged to absorb programmatic costs in its national budget. Guidelines on relocation of CSSOs during crises should also be finalised. In addition, there is a need to review the CSSOs deployment modality (such as duration of induction workshops and what the settlement allowance can cover), to maximise value for money. Furthermore, the project needs to consider the recruitment and deployment of CSSOs from other willing countries within or outside the IGAD region.

A mid-term (external) evaluation is planned for quarter two of 2016 to provide an objective assessment of results achieved thus far to inform programing for the remaining period.

9. Financial Summary (PROVISIONAL)

Outputs / Activity Result		Current Annual Budget (US\$) (Jan – Dec 2016)	Cumulative Expenditure	percent Expenditure (Cumulative)
		A	B	C/A* 100
Activity Result 1	Implementation of Medium-Term Capacity Development Strategy supported	35,758.00	15,331.66	43%
Activity Result 2	Civil Service Support Officers (CSSOs) from IGAD Member States with significant skills, experience and professionalism identified, deployed and managed	4,142,688.00	4,285,290.41	103%
Activity Result 3	South-South linkages between South Sudan and regional countries' public sector agencies and think tanks in IGAD Member States developed and strengthened	14,044.00	5,679.97	40%
Activity Result 5	Project Management activities effectively carried out	1,177,774.00	1,160,133.50	99%
GRAND TOTAL		5,370,263.00	5,466,435.54	102%