



Empowered lives.
Resilient nations.

Support to Public Administration Project

IGAD Regional Initiative for Capacity Enhancement in South Sudan

2018 Annual Report

Project Summary

Country: South Sudan

Project Duration: 01 October 2013 – 31 July 2019

Project Budget: US\$25,472,134

Annual Budget (2018): US\$2,224,515.03 (Norway)

Expenditure (2018): US\$1,604,197.61

Contact Persons:

Dr. Kamil Kamaluddeen

UNDP Resident Representative

Tel. +211 920 694 101

Email: kamil.kamaluddeen@undp.org

Basil Buga Nyama

Project Management Specialist, RSS/IGAD Initiative

Tel. +211 921 670 021

Email: basil.nyama@undp.org

Responsible Parties: Ministry of Labour, Public Service and Human Resource Development, Republic of South Sudan.



Table of Contents

Table of Contents.....	2
Acronyms	3
Executive Summary	4
1. Situational background	6
2. Progress towards development results	7
2.1 Progress towards project outputs.....	7
2.2 Human Interest Story	9
3. Cross Cutting Issues.....	10
3.1 Gender results.....	10
3.2 Partnerships	10
3.3 Environmental Considerations.....	11
3.4 Human Rights.....	11
3.5 Anti-Corruption.....	11
3.6 Sustainability	11
3.7 South to South and Triangular Cooperation.....	12
3.8 Strengthening national capacity.....	12
4. Monitoring and Evaluation.....	12
5. Risk management	13
6. Challenges	13
7. Lessons Learned	14
8. Conclusions and Ways Forward.....	14
9. Provisional Financial Report.....	15
Annex I: CSSO Distribution Matrix.....	17
Annex II: Summary of Achievements based on CSSOs' Progress Reports.....	18

Acronyms

CPD	Country Programme Document
CSSO(s)	Civil Service Support Officer(s)
CTA	Consolidated Technical Allowance
CivCap	Civilian Capacities Initiatives
DIM	Direct Implementation Modality
DKA	Diabetic Ketoacidosis
ICF	Interim Cooperation Framework
IGAD	Inter-Governmental Authority on Development
M&E	Monitoring and Evaluation
MoLPS&HRD	Ministry of Labour, Public Service and Human Resource Development
NDS	National Development Strategy
NPTC	National Pre-Transitional Committee
PFM	Public Financial Management
PMU	Project Management Unit
R-ARCSS	Revitalised Agreement on the Resolution of Conflict in South Sudan
RSS	Republic of South Sudan
SOPs	Standard Operating Procedures
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNMISS	United Nations Mission in South Sudan
WHO	World Health Organization

Executive Summary

The United Nations Development Programme's Support to Public Administration ,Republic of South Sudan/Inter-Governmental Authority on Development (RSS/IGAD) Regional Initiative for Capacity Enhancement in South Sudan project, focuses on building the capacity of South Sudan civil service institutions through the deployment of qualified civil service support officers (CSSOs) from IGAD contributing member countries (Ethiopia, Kenya and Uganda), to coach and mentor civil servants (twins). In 2018, 28 CSSOs were stationed in South Sudan across six national and 14 sub-national targeted institutions. The project contributed to UNCTs Interim Cooperation Framework (ICF 2016-2018) and UNDP's Country Programme Document (CPD 2016 -2018) Outcome 3: 'Peace and Governance strengthened.' This report documents the achievements made, the challenges faced, and the lesson learned during the reporting period.

Key achievements:

- Increased knowledge and skills of civil servants: Through the deployment of 28 CSSOs (five female), the project increased the knowledge and skills for service delivery of 86 twins (21 females). Through this skill transfer programme, the twins have demonstrated newly gained competencies and can successfully perform tasks related to their areas of expertise or have developed policies and guidelines to improve efficiency.
- Improved legal, institutional and policy frameworks: With the coaching and mentoring by the CSSOs, South Sudanese twins developed and operationalized six institutional policies and 20 strategic plans/frameworks and standard operating procedures, which helped institutions perform as per their mandate.

Challenges:

- Language remains a barrier in the mentorship programme since some of the twins are not fully conversant with the English language. For example, in Rumbek sometimes, CSSO has had to engage the twins to translate or interpret further and learnt a few words to convey simple messages.
- Economic hardship: Delayed payment of civil servants' salaries led to staff absenteeism as most civil servants spent time fending for their families. The project encouraged twins and supervisors to dedicate at least two hours daily towards coaching and mentoring.
- Delays in the recruitment of CSSOs: Only 11 out of the 2018 target of 28 CSSOs were deployed due to political developments in the sending countries, especially the Kenyan elections and ensuing political changes. Thus, a joint decision was taken to freeze the recruitment of the remaining CSSOs as the project began to phase out.

Lessons Learned:

- Need for diversification in recruitment modalities: The approach used for recruiting CSSOs was tedious and led to important delays. The project needs to diversify its recruitment of CSSOs, which was initially limited to the IGAD sub-region to include other regions and

countries. This will shorten the time of deploying experts and it will also bring a wider spectrum of expertise and experiences.

- Need to focus on transfer of skills and knowledge instead of skills replacement: In South Sudan where, civil service skills are low, and job descriptions are vaguely defined, some CSSOs were made to perform routine tasks. The project continued to implore government authorities to ensure that CSSOs remain strategically deployed to coach and mentor their counterparts.

Budget:

The total project expenditure for 2018 was US\$1,604,197.61, which represent a delivery rate of 72 percent of the US\$2,224,515.03 available resources.

1. Situational background

In 2018, situation of South Sudan was strongly influenced by the news of the signing of the Revitalised Agreement on the Resolution of Conflict in the Republic of South Sudan (R-ARCSS) on 12 September 2018 in Addis Ababa. The agreement provided confidence and optimism for a possible lasting peace stability and development. An inclusive National Pre-Transitional Committee (NPTC) was established to oversee activities of the eight-month pre-transitional period. Despite the positive outlook generated by the signing of the R-ARCSS, the humanitarian context in South Sudan remained complex, with estimations of 7.1 million people in need of support, 1.9 million internally displaced people and 2.3 million refugees living in neighbouring countries¹.

The project supports implementation of Chapter V of the R-ARCSS by availing a professional and qualified civil service capable of delivering services to citizens. The Peace Agreement calls for the Revitalised Transitional Government of National Unity to “restructure, rehabilitate and ensure radical reforms of the civil service.” The project also aligns with; a) NDS priorities of “ensuring that institutions are developed and staffed with qualified and competent e people to ensure continuity of quality service delivery in the public sector;” b) 2016 – 2018 United Nations Interim Cooperation Framework (UNICF) and UNDP Country (CPD) outcome 3: “Peace and Governance Strengthened; and c) Sustainable Development Goal16: Peace, justice and strong institutions.

The project continued to focus on twinning South Sudanese civil servants with qualified civil service support officers (CSSOs) from Ethiopia, Kenya and Uganda through a strategic two-year coaching and mentoring process. The approach is informed by the UN system-wide effort to deliver stronger support to institution-building through Civilian Capacities initiatives (CivCap), which underscore institution-building through strengthening and integrating UN assistance to public administration.

There was no major change in the project as the Outcome and the Outputs of the project remained the same during the reporting period.

¹ [OCHA: South Sudan Figures \(December 2018\)](#)

2. Progress towards development results

2.1 Progress towards project outputs

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

Summary achievement against 2018 Annual Work Plan (AWP) target

Indicator	Target (2018)	Summary achievement during the year	Status
1: Number of institutional policies developed to enhance operations.	Seven	Six institutional policies were developed and operationalised.	Achieved
2: Number of strategic frameworks developed to implement established policies.	10	Twenty strategic frameworks were developed and submitted for approval.	Achieved
3: Proportion of targeted institutions reporting improved work-related performance by the twins.	85 percent	Ninety-four percent of targeted institutions reported improved work-related performance by the twins.	Achieved
4: Proportion of twinned civil servants expressing satisfaction over the twinning arrangements.	90 percent	85.3 percent of twinned civil servants expressed satisfaction over the twinning arrangements.	In progress
5: Percentage of targeted institutions rated as offering improved services.	90 percent	85.7 percent of targeted institutions reported improved services delivery.	In progress
Overall status			Achieved

Indicator 1: Seven institutional policies developed to enhance operations (Baseline: Two)

Six institutional policies were developed and operationalised, resulting in improved performance by respective institutions. For example, as part of operationalisation of the Employment Policy on Selection and Recruitment of Staff in Aweil and Kuajok, job openings were publicly displayed at information boards at the Ministry of Labour, Finance and Human Resource Development. This initiative increased citizens' access to information on available job openings and provided recruiting entities with a larger pool of applicants to choose from.

Indicator 2: 10 strategic plans/frameworks developed to implement established policies (Baseline: Two).

With technical support from CSSOs imbedded in different government institutions, 20 strategic plans and frameworks were developed. These frameworks, which are at different levels of finalisation and utilisation have contributed to the institutionalisation of standard practices in the civil service and clarified roles in civil service institutions. For example, the introduction of records filing, indexing and retrieval procedures in the national Ministry of

Labour, Public Service and Human Resource Development led to the adoption of standard mail management and file control systems. As a result, efficiency has increased across ministry departments.

Indicator 3: 85 percent of targeted institutions reporting improved work-related performance by twins (Baseline: 80 percent)

Per the project's internal review, 94 percent of the targeted institutions reported improved work-related performance by twins against an annual target of 85 percent. The Ministry of Labour, Public Service and Human Resource Development (MoLPS&HRD) and the Aweil State Directorate of Labour reported improvements in handling of labour disputes.

Indicator 4: 90 percent of the twins' express satisfaction over the twinning arrangements (Baseline: 80 percent)

UNDP's internal review indicated that 85.3 per cent of twinned civil servants are satisfied with the twinning arrangements. For example, in Al Sabaah Hospital in Juba, twins showed great appreciation of the twinning arrangement, indicating that they now have confidence and skills in the administration and management of drugs and treatment of patients.

Indicator 5: 90 percent of targeted institutions rated as offering improved services (Baseline: 86 percent)

Targeted government institutions expressed increased desire for continuation of the coaching and mentoring arrangement citing the benefits that the institutions obtained, especially in improving service delivery. For example, during a recent UNDP monitoring visits to Wau State Ministry of Gender, Child and Social Welfare, offices opened from 8:30am to 4:00pm during which all staff were available to provide services. In the past, the office would open after 9:00am and staff would not return to offices after lunch hours. Also, because of intensive consultation fostered by the project, a judge was attached to the Juvenile Centre and weekly handle juvenile cases in time, which reduced case backlog. Further a twin social worker now attends court sessions which has led to reduced numbers of children in detention.

2.2 Human Interest Story

Yambio State Hospital: Building local capacity to save lives

Yambio State Hospital in Gbudue is a referral medical facility but do not have adequate medical equipment and supplies. Situated in the densely populated Yambio town, the hospital is usually overcrowded especially with pregnant women, sick infants and other vulnerable people with serious health conditions in need of medical attention. The state has a high number of cases of early marriages, rape and abductions, as well as HIV prevalence. The surrounding communities have, until recently been engulfed in violent clashes between the government and various insurgent groups, like the Arrow Boys.

At the request of the State Ministry of Health, the project deployed Dr. Mesfin Hailu Mijena (Gynaecologist and Obstetrician) to Yambio State hospital and was twinned with Dr Elias Juma Batal (Medical Officer) and Sabeko Bates Erineo (Associate Clinician). The two enhanced their gynaecological and obstetric skills and knowledge which has enabled them to undertake more complex caesarean deliveries and other surgeries. Previously, they would only attend to simple caesarean deliveries. This improvement helped the hospital to provide the required medical services.

The twinning arrangement imparted practical skills and developed knowledge on how to make decisions on operative deliveries for emergency and elective cases, how to undertake complicated caesarean deliveries, and how to do some graphic evaluation for all obstetric clients, among others. As a result, the twins and CSSO jointly managed between 170 to 200 deliveries monthly. In May 2018 alone, the twins and CSSO carried out 12 elective major gynaecologic surgeries, and successfully recorded 28 in-patient prenatal, post-natal and post-operative cases. In the same period, the team handled life-threatening cases including five active phase labour bed admissions with two second stage couch for delivery cases. The above cases enabled the twins to gain more on-the-job skills and knowledge.

By the end of the year the medical twins carried out simple primary caesarean delivery on their own. For complicated caesarean delivery and other gynaecological procedures, they performed them with supervision from the CSSO.

3. Cross Cutting Issues

3.1 Gender results

Gender results	Evidence
Twelve female social workers at the Wau State Ministry of Gender, Child and Social Welfare gained skills and knowledge on gender-based violence, social protection, child protection, and juvenile case management	CSSOs Reports.
Twelve female nurses at the Juba Teaching Hospital gained more knowledge and skills on how to care about the underwater seal mechanism of chest tube drainage system and can now perform it independently.	CSSOs Reports.
Four female medical and clinical officers Al-Sabah Children's Hospital have learned to administer nasogastric tubes and perform intravenous and intraosseous line insertion.	CSSOs Reports.

Gender strategy

The project's target to support gender equality is to ensure that 30 percent of the CSSOs and twins are women. In 2018, the project deployed a total of 28 CSSOs (5 female) in post, which adds up to 17.8 percent, meanwhile 21 out of the 86 twins that were coached and mentored in 2018 were women, which adds up to 24.4 percent. To increase female representation, the project continued to engage and encourage the participating IGAD member States and the Government of South Sudan to include more women in the recruitment of CSSOs and twins.

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.

Meanwhile the project continued to collaborate with other UNDP projects, which include Access to Justice and Rule of Law, Peace and Community Cohesion, Recovery and Stabilisation, Local Governance Capacity Development of Service Delivery, Global Fund, and Public Financial Management.

Additionally, the project continued to collaborate with UN agencies like the United Nations Population Fund (UNFPA) on gender-based violence and the United Nations Children's Fund (UNICEF) and World Health Organisation (WHO) on surveillance activities including investigating for vaccine preventable diseases. The project also collaborated with other international organizations such as the International Committee of the Red Cross on trauma management, as well as with the Health Pool Fund (HPF) and Cordaid that supplementing government staff salaries and provided medical supplies. All these partnerships are based on the partners' comparative and collaborative advantages.

3.3 Environmental Considerations

The CSSOs, supervisors and twins ensured that public awareness on environmental protection was an integral component of the coaching and mentoring sessions. This was observed in sectors like health, infrastructure and public utility, agriculture, gender, child and social welfare, among others, where CSSOs coached and mentored twins on ways of proper disposal and/or management of waste, sanitation and anti-mosquito breeding, protection of community water systems, washing of hands, importance of using pit latrines; risks of deforestation, promoting tree planting. By so doing, twins helped to contribute towards the strengthening of environmental governance and increased public awareness and advocacy on the areas mentioned above.

3.4 Human Rights

In 2018, the project built the capacity of twinned social workers and police at gender-desks in Wau, Yambio, and Torit on children’s rights, child protection, mitigating violations of human rights of women and girls, particularly in relation to sexual and gender-based violence. The twinned social workers provided technical support to the Child Transit Centre in Yambio and Wau, and the police Special Protection Units in Wau, Yambio and Torit. Also, collaborations with UNMISS and other UN agencies on use of the Juvenile Courts in Wau to address cases of delinquent offenders contributed greatly towards social and child protection as well as juvenile case management.

3.5 Anti-Corruption

The project is managed under UNDP’s Direct Implementation Modality (DIM) where UNDP takes the responsibility to implement the project including the procurement of goods and services as per UNDP policies and procedures. No fund has been transferred to national counterparts, mitigating the risk of misappropriation of funds. The deployment and placement of CSSOs in key national institutions like the Ministry of Finance and the National Audit Chambers, contributed to strengthening national capacity to promote accountable and transparent public financial management by transferring skills and knowledge to twins who conducted public financial management training for key government officials, prepared audit management letters, and developed and implemented the institutional policies and Standard Operating Procedures (SOPs).

3.6 Sustainability

Results achieved	Sustainability
Increased national skills and knowledge through coaching and mentoring of the 86 twins (21 female) at eight national and nine sub-national levels	South Sudanese civil service twins coached and mentored by CSSOs acquired the requisite skills and developed knowledge on specialised technical aspects of their work provide the required capacity and improve performance in the strategic government institutions and effectively carry on with the work after the CSSOs exit as they are government employees under the government payroll

3.7 South to South and Triangular Cooperation

Country	Type of cooperation
The Government of the Republic of South Sudan partners with the Governments of Kenya, Ethiopia, and Uganda, with support from Norway.	South-South and triangular cooperation involving the three IGAD contributing countries, funded by the Royal Norwegian Government.

3.8 Strengthening national capacity

Results achieved	Institution	National capacity strengthened
Increased knowledge and skills of 86 twins (21 female)	Eight national and nine sub-national government institutions	28 CSSOs (five female) enhancing capacity of 86 twins (21 female) at both national and sub-national levels benefitted from the on-the-job coaching and mentoring.
Improved performance in civil service institutions		The operationalization of the developed internal policies, frameworks, SOPs, guidelines, manuals and work plans facilitated the creation of institutional capacity that provided improved service and restoration of core civil service functions in line ministries.

4. Monitoring and Evaluation

Key monitoring and evaluation (M&E) activities conducted throughout 2018 include the following:

Key M&E activity	Key outcomes/ observation	Recommendation
Monitoring visits to Aweil	Twining arrangements improved knowledge and skills enhancement in Aweil State Ministry of Finance and Public Service where CSSO (Mr. Allan Mutegi Bururia, Kenyan) and twins supported establishment of management systems, grading, record management and report writing at the Ministry and Counties. Twins also enhanced their knowledge of electronic payroll system	Supervisors and twinned civil servants to take advantage by accessing knowledge transfer from their CSSO before the end of CSSOs contract or end of duty.
Monitoring visits to Torit	Twins at Torit State Hospital and CSSOs (Dr. Ashenafi Kefeni Bori, Ethiopian) introduced morning session meetings where the team would review previous day's work and CSSO mentored and coached twins by presenting some cases with instructions on how diagnosed, treatment and management of patients. Twins learned clerking surgical patients, investigate, diagnose and decide on the management of the case and operate on surgical patients and give postoperative care.	Government institutions receiving CSSOs should provide basic tools and equipment, like statoscopes, thermometers, for effective and efficient of skills knowledge transfer.
Monitoring visits to Wau	At Wau Teaching Hospital, twins learned managing patients with special conditions, stockout, and other drugs and medicines	Networking with other partners supporting Wau teaching hospital.

5. Risk management

Throughout 2018 the key risks associated with the project included:

Risks	Mitigation Measures
Delay in inclusive implementation of the R-ARCSS pre-transitional milestones resulting in continued instability and insecurity.	The project continued to work closely with United Nations Department of Security Services on strategies to minimise insecurity especially in areas where CSSOs are deployed.
Trained Civil servants lack conducive environment to apply newly gained skills and knowledge in their respective areas of institutions.	The project continued to consult with targeted government institutions to learning through grade and functional promotions. In addition, the project encouraged linkage building with non-governmental partners to support in the provision of training materials, learning and work aids, and implements, printing works, internet and communications, media and work transport.
Funds are not utilised for the intended purposes or do not achieve value for money; and/or are not properly accounted for due to lack of capacity, competency bureaucratic inefficiency; and/or active corruption.	The project continued to be managed under UNDP's Direct Implementation Modality. In this modality, all fiduciary activities, including procurement are implemented as per UNDP policies and procedures. If there is a need to transfer fund to implementing partners, UNDP conducts comprehensive capacity assessment as per the Harmonized Approach for Cash Transfer policy and procedure to gauge the level of fiduciary risks. Based on the outcome of the assessment, UNDP develops and implements measures to fill the identified gaps. UNDP also complies with key corporate policies and instruments to combat fraud and corruption, including UNDP's Anti-Fraud Policy, and Policy for Protection against Retaliation.

6. Challenges

- Language barrier. During the coaching and mentoring process, some twins faced difficulty understanding the lessons, including in computer-based learning due to limited knowledge of English. English proficiency among civil servants in areas where Arabic is the predominant medium of education and instruction poses a challenge in the transfer of skills and development of knowledge among twins, since English is the official language use during coaching and mentoring. The project continues to consult with the government to offer English courses to their employees built on the experiences of Wau Municipality where the Ministry of Education requested an English teacher CSSO from Kenya to help train all Ministry staff and school English teachers at the Municipality.
- Lack of operational budget: Targeted government institutions faced serious budget shortage to provide essential and basic office equipment like laptops. The CSSOs shared

their laptops with twins and requested printing and photocopying support from other partners.

- Economic hardship. The crisis in the country had a heavy impact on the performance of civil service. For instance, delays in the payment of staff salaries, which in some cases extended up to three consecutive months led to absenteeism and in some cases, twins abandoning their posts. The few that remained were not sufficiently motivated to participate in the coaching and mentoring sessions offered by CSSOs. UNDP and the Ministry of Labour, Public Service and Human Resource Development encouraged the twins to prioritise the capacity building opportunity as part of their career development.

7. Lessons Learned

- **Need for diversification in recruitment modalities:** The project could not deploy targeted number of CSSOs due to political development in the sending countries. In future, recruitment of CSSOs should go beyond the IGAD to include other countries.
- **Need to focus on skills transfer as opposed to skills replacement:** CSSOs were, in several cases made to perform routine tasks due to, either absenteeism or incapacitation of the twins. The project continued to implore government authorities to ensure that CSSOs remain strategically deployed to coach and mentor their counterparts, not replacing them.

8. Conclusions and Ways Forward

The project continues to realise notable results irrespective of the challenges and risks faced. Moving forward, the project board endorsed the continuation of building the capacity of critical civil servants through the transfer of skills and knowledge development to carefully identified capacities in strategic government ministries, departments and agencies through a broadly conceived intervention that focuses on supporting the implementing the R-ARCSS.

9. Provisional Financial Report

Output 1: 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									
PLANNED ACTIVITY	Actions / Inputs Description	Planned Budget			Expenditure from January to December 2018				
List Activity Results	Associated Actions/Results	Budget Account & Description	Jan - Dec 2018 (NOK)	Jan - Dec 2018 (USD)	Expenditures Jan - Sept 2018 (USD)	Expenditures Oct - Dec 2018	Commitment & Un-dep assets (USD)	Cumulative expenditures (USD)	Balance
Activity Result 2									
Activity Result 2: CCSSOs from IGAD Member States identified, deployed and managed, with (70% males and 30% females CSSOs)	Identify critical areas of human resource needs and deploy Civil Service Support Officers (CSSOs) at national and state levels	71200 International Consultants	7,164,052.84	875,480.00	505,538.12	170,910.47	129,600.00	806,048.59	69,431.41
		72800 Information Techn Equipmt	143,202.50	17,500.00	7,730.25	141.60	-	7,871.85	9,628.15
		75700 Workshops	690,514.27	84,384.00	12,529.00		575.00	13,104.00	71,280.00
		71600 Travel	373,553.95	45,650.00	31,223.82	3,942.29	-	35,166.11	10,483.89
		Sub-Total		8,371,323.56	1,023,014.00	557,021.19	174,994.36	130,175.00	862,190.55
	7% (GMS)	75100 - Facilities & Administration	585,992.65	71,610.98	38,991.48	12,253.18	-	51,244.66	20,366.32
Activity Result 2 Total			8,957,316.21	1,094,624.98	596,012.67	187,247.54	130,175.00	913,435.21	181,189.77
Activity Result 5: Project Management activities effectively carried out	Staff salaries	Salary & Post Adj Cst-IP Staff	2,067,511.87	252,659.40	177,468.43	59,756.80	-	237,225.23	15,434.17
	Quarterly field visits	71600 Travel	393,802.75	48,124.50	18,783.00	1,044.00	-	19,827.00	28,297.50
	Offices supplies	72500 Office Supplies	687,372.00	84,000.00	(162.00)			(162.00)	84,162.00
	Service contract holders	71400 Contractual Services	1,995,480.19	243,856.80	167,359.00	57,517.02	-	224,876.02	18,980.78

Communication equipment	72400 Comm & Audio Visual Equip	278,222.00	34,000.00	29,649.30		-	29,649.30	4,350.70
Conduct quarterly Project Board Meetings	75700 Training and workshops	106,379.00	13,000.00	816.25	90.00	440.00	1,346.25	11,653.75
Vehicle fuel and maintenance	73400 Rental & Maint-Other Equip	392,784.00	48,000.00	47.66	-		47.66	47,952.34
Improve Security at PMU premises through minor renovations	72300 Materials & Goods	286,405.00	35,000.00	14,586.10	(10.14)	800.00	15,375.96	19,624.04
Bank charges and miscellaneous Expenses	74500 Miscellaneous Expenses	40,915.00	5,000.00	179.12	60.11	-	239.23	4,760.77
Conduct and disseminate Project Audit and Evaluation report	71300 National consultants	736,470.00	90,000.00	7,350.00			7,350.00	82,650.00
Common Services	DPC, Com. M&E	1,216,876.87	148,707.92	13,466.00	45,801.00	-	59,267.00	89,440.92
Assets and depreciation	Assets	438,800.28	53,623.40	5,592.07	1,345.14	46,686.19	53,623.40	-
Sub-total		8,641,018.97	1,055,972.01	435,134.93	165,603.93	47,926.19	648,665.05	407,306.96
Facilities and Admin. 7% (GMS)	75100 - Facilities & Ad.	604,871.33	73,918.04	30,459.50	11,637.85	-	42,097.35	31,820.69
Activity Result 5 Total		9,245,890.30	1,129,890.05	465,594.43	177,241.78	47,926.19	690,762.40	439,127.65
PROJECT TOTAL		18,203,206.51	2,224,515.03	1,061,607.10	364,489.32	178,101.19	1,604,197.61	620,317.42

Annex I: CSSO Distribution Matrix

S/N	Name of CSSO	Functional Title	Location	Institution	Country	Exit
1	Mekonnen Gebreselassie Gidey	PFM Officer	Juba	SMoF&PS	Ethiopian	Feb 2018
2	Abera Teklemariam Haile	Plant Protection Officer	Yambio	State MoA	Ethiopian	Feb 2018
3	Berhanu Hirpa Woldie	M & E and Statistics Officer	Juba	MoLPS&HRD	Ethiopian	Feb 2018
4	Selamawit Shiferaw Jimma	Anaesthetist	Yei	Yei Hospital	Ethiopian	Feb 2018
5	Nega Desalegn Fanta	Anaesthetist	Aweil	Aweil Hosp.	Ethiopian	Feb 2018
6	Adam Lemma Kibret	Surgeon	Yei	Yei Hospital	Ethiopian	Feb 2018
7	Dagim Leykun Berhanu	Surgeon	Torit	State MoH	Ethiopian	Feb 2018
8	Hanna Tujuba Atomssa	Paediatrician	Juba	Al-Sabaah Hosp.	Ethiopian	Feb 2018
9	Addisu Animaw Techane	Surgeon	Aweil	State MoH	Ethiopian	Feb 2018
10	TWESIGANE Maureen	Child Protection Officer	Wau	State MoGC&SW	Ugandan	Feb 2018
11	Candia Stephen	PFM Officer	Rumbek	State MoF	Ugandan	May 2018
12	Leonard Maritim	CEWREM	Juba	SSP&RC	Kenyan	Feb 2019
13	Josphat G. Gichuki	Establishment/ HRM Officer	Kuajok	State MoLPS&HRD	Kenyan	Feb 2019
14	Allan M. Bururia	Establishment/ HRM Officer	Aweil	State MoLPS&HRD	Kenyan	Feb 2019
15	James E. Seda	Director of Air Aviation Services	Juba	SSCAA	Kenyan	Feb 2019
16	Opile Christine	Establishment/ HRM Officer	Rumbek	State MoLPS&HRD	Kenyan	Feb 2019
17	John Mutegi Muriungi	Management Analyst	Juba	MoLPS&HRD	Kenyan	Feb 2019
18	Mesfin Hailu Mijena	Obstetrician/Gynae.	Yambio	Yambio Hosp.	Ethiopian	Mar 2019
19	Ashenafi Kefeni Bori	Surgeon	Torit	Torit Hosp.	Ethiopian	Mar 2019
20	Gelan Gebremichael Woldegiorgis	Surgeon	Juba	JTH	Ethiopian	Mar 2019
21	Samson Nadew Deyeus	Paediatrician	Juba	Al Sabah	Ethiopian	Mar 2019
22	Mubarak Nasur	Paediatrician	Wau	WTH	Ugandan	Mar 2019
23	Oyang William	Paediatrician	Rumbek	Rumbek Hosp	Ugandan	Mar 2019

24	Openy Wilfred	Public Finance Mgt. Off	Wau	SMoF&PS	Ugandan	Mar 2019
25	Benjamin Kipkorir Kirongo	Civil Engineer	Yambio	SPIF	Kenyan	July 2019
26	Oluoch Kennedy Okoth	Finance Officer	Juba	HIV/AIDS	Kenyan	July 2019
27	Njoroge Anne Wanjiru	Records Management Officer	Juba	MoLPS&HRD	Kenyan	July 2019
28	Mwandoto John Mwakoji	Records Management Officer	Juba	MoLPS&HRD	Kenyan	July 2019

Annex II: Summary of Achievements based on CSSOs' Progress Reports

National-Level

Juba Teaching Hospital

- Ten twins (all male medical staff) at Juba Teaching Hospital acquired basic surgical skills and knowledge (both theoretical and practical), and clinical skills for accurate diagnosis of surgical disease. The twins can clinically diagnose surgical cases and perform minor and selected major procedures independently. Work in the major surgical operation theatre has improved both in quality and quantity, which resulted into increase in number of patient flow to the surgical referral clinic. The coaching and mentoring training has also resulted to the improved cooperation from the Hospital management, and now providing the necessary equipment in time, which is a boost to the surgical operation theatre.

South Sudan HIV/AIDS Commission

- Three twins (1 female) gained skills and knowledge that aided them in to revise the financial request forms of the HIV/AIDS Commission and now assist the Director of Accounts on making financial requests from the Ministry of Finance. The twins can now ensure that Claim Forms are properly filled in terms of the account codes; the calculations are accurately captured; and that the form is duly authorised and signed where it ought to.
- The twins gained skills and knowledge that enabled them to develop financial reporting excel templates/tools and charts of accounts. The template is currently being operationalised in producing monthly and periodically reports, and the chart of accounts, which is specifically designed for the commission, has resulted in the practice of appropriate filling of claim forms and payment orders.
- Twins further learned how to strengthen internal control systems and designed an internal control payment order/ payment voucher that was scrutinised extensively by the

management and then adopted to form part of the Commission's internal control documents. The internal control document included payment order, budget control, adherence to the payment processing procedures and authorizations, and ensuring that the payments orders pass through all the staff within the finance department as part of checks and balances within the department and in the process ensuring that the payments orders are properly supported before they are paid.

Ministry of Labour, Public Service and Human Resource Development

- Eleven twins (7 female) coached and mentored by two CSSOs started to implement the 2015 Registry Manual, Mail Circulation Standards, File Classification Systems, Mail Management and File Movement Controls at the national Ministry of Labour, Public Service and Human Resource Development. The coached twins also gained skills on adherence to records management and protection of records in the unit from physical, human and natural calamities.

State-Level:

State Ministry of Finance and Public Service - Aweil and Kuajok

- **Improvement in disputes resolution and grievance management at the department of labour:** Nine twins (four in Kuajok; five [1 female] in Aweil) are reportedly able to professionally settle labour disputes among the employees and employers at the states. This is done through problem identification from the contract agreements and provisions of administrative reviews of the contracts and referred some cases to the courts when necessary.

Institutional policies

1. SSCAA Air Safety
2. Knowledge Management Policy in the Ministry of Finance and Public Service in Aweil,
3. Code of Conduct for the state Ministry of Finance and Public Service in Rumbek.
4. Employment policy on selection and recruitment of staff
5. Conflict Early Warning Early Response system of South Sudan;
6. The training policy manual

Strategic Plans/SOPs developed and operationalised

- a. 18 SPs/SOPs were developed including the following:
 - i. Diagnosis of surgical patients
 - ii. Pre-operative preparation
 - iii. Care of trauma patients
 - iv. Conflict Early Warning Early Response Operational Guidelines (LM)
 - v. Establishment of staff compliment for all public Institutions- March 2018

- vi. Revised job descriptions and specifications for all cadres in the ministry- March 2018
- vii. Development of strategic issues and objectives for the 2nd strategic plan for the ministry- August 2018
- viii. Procedures for undertaking workload analysis- April 2018
- ix. Procedures for developing optimal staffing levels- April 2018
- x. Procedures for developing appropriate structures- July 2018
- xi. Code of Conduct – 2018
- xii. Administrative Procedures for Labour and Industrial Relations – 2018
- xiii. Ministry general operating procedures
- xiv. Infection prevention/control and patient safety (2018).
- xv. One, the human resource management operating guideline 2018.
- xvi. Safe surgical practice
- xvii. Surgical antibiotic use
- xviii. SSCAA Structure
- xix. Training plan
- b. SPs/SOPs developed to support operationalisation of existing policies
 - i. Conflict Early Warning Early Response system of South Sudan
 - ii. Procedures for undertaking workload analysis
 - iii. Procedures for developing optimal staffing levels
 - iv. Procedures for developing appropriate structures
 - v. establishment of staff complement for all public Institutions
 - vi. Revised job descriptions and specifications for all cadres in the ministry
 - vii. Administrative Procedures for Labour and Industrial Relations to operationalize Labour Act
 - viii. Code of Conduct to operationalize the Civil Service Act of 2011 and Draft Code of Conduct.
 - ix. Interim 2018 -2011 strategic development plan
 - x. Board of Directors roles and duties
 - xi. Civil engineers' committees' roles and duties
 - xii. Service quality enhancement plan
 - xiii. Blood transfusion
 - xiv. Infection control and patient safety
 - xv. The human resource management operating guideline 2018.
 - xvi. Internal financial control payment order document
 - xvii. Financial monthly reporting template
 - xviii. Payment order processing procedures.
 - xix. Registry manual 2011
 - xx. File plan
 - xxi. Reorganize the SSCAA