

Support to Public Administration Project

IGAD Regional Initiative for Capacity Enhancement in South Sudan

Project Number: 72642

2017 Quarter One Progress Report

June 2017



Twins and civil service support officer in a demonstration plot for Members of Family and Friends Cooperative in Torit, March 2017. ©UNDP

Project Summary

Country: South Sudan

Project Duration: 01 October 2013 – 31 December 2018

Project Budget: US\$ 25,472,134

Annual Budget for 2017: US\$ 5,128,966.68 (Norway)

Cumulative expenditure: US\$ 1,329,523.45

Persons: Andrew Shuruma

Team Leader, Democratic Governance and Stabilization Unit

Tel. +211 955 428 580

Email: andrew.shuruma@undp.org

Basil Nyama

Project Manager (a.i), RSS/IGAD Regional Initiative

Tel. +211 955 001 648

Email: basil.nyama@undp.org

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



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Acronyms

AfDB	Africa Development Bank
ARCISS	Agreement on the Resolution of Conflict in the Republic of South Sudan
CPD	Country Programme Document
CSC	Civil Service Commission
CSOs	Civil Society Organisations
CSSO(s)	Civil Service Support Officer(s)
CTC	Child Transit Centre
SGBV	Sexual and Gender Based Violence
ICF	Interim Cooperation Framework
ICRC	International Confederation of the Red Cross
IGAD	Inter-Governmental Authority on Development
KPI	Key Performance Indicators
M&E	Monitoring and Evaluation
MoLPS&HRD	Ministry of Labour, Public Service and Human Resource Development
MSF	Medicins Sans Frontieres
NAC	National Audit Chamber
NPSSS	National Prison Services of South Sudan
PMU	Project Management Unit
RSS	Republic of South Sudan
SOPs	Standard Operating Procedures
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
WES	Western Equatoria State

1. Executive Summary

South Sudan is going through a major humanitarian, development, economic and political crises of unprecedented dimensions. The upsurge of violence since July 2016 had a major setback in attaining peace, security, and stability, and these drive the ongoing famine and severe food insecurity in the country. The impact of the conflict and global oil prices on the government's budget – and the resultant effect of a chronic shortage of hard currency – are driving South Sudan's economic crises. The worsening economic condition, famine, continued reshuffling of government, creation of the 32 states, and the delay in the implementation of the peace agreement, hold widespread implications for further political instability as well as the operating conditions for public institutions in providing services.

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 'transfer knowledge and skills' through deployment of CSSOs to provide mentoring and coaching for South Sudanese civil servants also known as twins. During the reporting period, eight (8) new CSSOs were recruited, inducted and deployed to national and state institutions. This brings the total number of CSSOs deployed in Phase II to 111¹ (23 female), and these CSSOs continue to coach and mentor 264 (67 female) South Sudanese Civil Servants also known as twins in 18 national institutions, 27 sub-national and three county-level institutions in seven of the 10 former South Sudan states.²

The project is aligned with the United Nations Country Team (UNCT) Interim Cooperation Framework (ICF) and UNDP's Country Programme Document (CPD) Outcome 3: "*Peace and governance strengthened*". This report documents the results achieved, the challenges faced, and the lessons learned during the first quarter of 2017.

Key project achievements during the reporting period:

The project enhanced the knowledge and skills of new (32) and existing (234) twins, resulting in improved performance of host institutions, enabling some of the institutions to access funding for the development of key strategic documents. Some of the key notable achievements during the first quarter are:

At the national-level³

- **Ministry of Labour, Public Service and Human Resource Development:** Twins that were mentored, and participated in the review of the formulation of the Vocational Training Policy in 2015 now lead implementation of the policy framework, and drafting of implementation plans. Further, two twins were appointed members of internal examination committee for vocational training centres.
- **Ministry of Livestock and Fisheries:** Ten twins have been enabled to collect blood samples from suspected foot and mouth disease affected herds and prepare laboratory reagents used in various laboratory tests and procedures.

¹ Two CSSOs are no longer in post

² For details on the distribution of CSSOs across the country, refer to Annex 1.

³ For details on this, please refer to Annex 2.

- **Ministry of General Education:** A total of 3,297 (1,057 female) educationists, with knowledge acquired from CSSOs are conducting country-wide schools' inspection in preparation for implementation of the General Education Strategic Plan (2018-2022).
- **National Audit Chamber:** Twins are undertaking risk profiling of all government entities in line with AFROSAI-E guidelines and consolidating the risk profiling results. Risk profiling is a positive step on the fight against corruption in government institutions.
- **National AIDS Commission:** Twins developed the Commission's 2017/18 annual work plan. With funding from the Global Fund to Fight AIDS, Tuberculosis and Malaria, the twins conducted training workshops to strengthen the capacity of government stakeholders, civil society organisations (CSOs) and community based organisations (CBOs) in human immunodeficiency virus (HIV) an acquired immunodeficiency syndrome (AIDS) coordination mechanisms, basic facts, gender dimension, and reducing HIV/AIDS related stigma and discrimination in Gbudue, Aweil and Western Lakes states.

State-Level⁴

Gbudue State

- **Ministry of Education, Child and Social Welfare:** Twins under the guidance of CSSOs secured 2.5 million South Sudanese Pounds (SSP) from the United Nations International Children's Emergency Fund (UNICEF) for the improvement of Child Transit Centre (CTC), which is nearing completion. Once completed, the centre will provide child friendly space – recreation centre and kitchen gardening. In addition, through the Child Protection Unit, 3,236 (1,634 young IDP girls) re united and integrated with families, funded and supported by UNICEF and World Vision.
- **Ministry of Agriculture:** Twins were enabled to identify common crop pests and employ natural pests control methods. With the newly acquired skills, the state ministry conducted awareness raising workshops on crop husbandry and pest control. Working together with CSSOs, the twins develop a hybrid maize seeds production proposal which was endorsed by State Minister of Agriculture and shared with development agencies for possible funding to improve food production, mitigate food insecurity, and lay the foundation for the first seed bank for the country.

Western Lakes State

- **Ministry of Health:** Twins working at Laboratory and Radiology were enabled to handle laboratory and radiography cases. During the quarter, the twins handled 420 patients; 128 (95% females) cases of ultrasound, 102 patients (60% female) in the laboratory section, and 95 patients underwent other tests at the maternity ward.

Challenges

The following key challenges were faced:

- Lack of information and communication technology equipment such as computers for the twins inhibited the smooth skills transfer and delivery of service. The project management unit engaged with CSSOs to avail their laptops to the twins during coaching and mentoring.
- Shortage of qualified staff to serve as twins following the expansion of states from 10 to 32

⁴ For details, refer to Annex 2

- Low capacity of twins continued to stifle effective skills transfer as training and learning often takes longer time than planned. The CSSOs continued to provide intensive on-the-job training, follow-up and reference materials to increase understanding and knowledge absorption.
- Frequent changes in senior leadership of the Ministry of Labour, Public Service and Human Resource Development (MoLPSHRD) adversely affected coordination of capacity enhancement including the timely organisation of the project executive board meetings. The project management unit worked closely with relevant ministry officials to address key project issues

Lessons learned

- In a fluid context, where political decisions and internal bureaucratic dynamics change frequently, continuous engagement with national counterparts and advocacy are key for the successful implementation of project initiatives.
- Effective knowledge and skills transfer at national and sub-national level requires strong horizontal and vertical coordination and collaboration between the MoLPSHRD and targeted institutions, CSSOs, twins, and relevant stakeholders for maximum synergy and complementarity.

Budget and Delivery Rate

The provisional project expenditure for the first quarter was US\$1,329,523.45, representing a delivery of 30 percent of the actual cash received, which is US\$4,479,836.27.

2. Situation Analysis

South Sudan is experiencing complex emergencies where an estimated 6.1 million persons, nearly half of the total population, need relief assistance and an additional one million people have been pushed below the poverty line since the conflict broke out in 2013. The integrated food security phase classification (IPC) 2016, estimated that 4.9 million persons were expected to be severely food insecure during the first quarter of 2017, and the number is projected to increase to 5.5 million people, (47% of the national population) at the height of the lean season in July 2017.⁵ Almost 3,000 South Sudanese are reported to be fleeing into Uganda each day from violence and famine in South Sudan. The causes of the ongoing famine and severe food insecurity have been attributed mainly to poor governance, lack of accountability, insecurity and the lack of investment in the critical sectors of the economy.

The success of the Transitional Government of National Unity (TGoNU) largely lies in a professional, accountable and impartial public service, for restoring trust, confidence and effective service delivery. Nonetheless, the TGoNU inherited a public service that is nascent in capacity and besieged by multiple bureaucratic challenges, including absence of institutional strategies, legal, regulatory policy frameworks.

During the reporting period, the TGoNU has initiated the development of a national development strategy as stipulated in the peace agreement. Although the key pillars of the strategy are yet to be known, there is speculation that "*improved efficiency and effectiveness of the public sector*" will be one the key pillars. The peace agreement acknowledges limited public sector capacity and mandates the TGoNU to "*rehabilitate and reform the civil service.*" There has not been any major change in the project during the reporting period, and the project's strategic focus has remained a twinning approach to capacity enhancement.

⁵ <http://www.ipcinfo.org/ipcinfo-detail-forms/ipcinfo-news-detail/en/c/421964/>

3. Progress towards development results

3.1 Progress towards project outputs

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

Summary achievement against 2017 Annual Work Plan (AWP) target

Indicator	Indicator Target (2017)	Summary achievement during the quarter	Status
Number of institutional policies developed to enhance operations	Three	<ul style="list-style-type: none"> ○ Two policies developed and operational. ○ 12 national and 16 sub-national polices in progress pending approval. 	Ongoing
Number of strategic frameworks developed to implement established policies.	Four	<p>Two frameworks were developed:</p> <ul style="list-style-type: none"> ○ Technical Vocational Education Training (TVET) Action Plan (2018-2022) ○ Annual Work Plan (2017/18) developed for the National AIDS Commission 	Ongoing
Proportion of targeted institutions reporting improved work-related performance by the twinning arrangements.	82 percent	<p>No formal assessment conducted.</p> <p>However, feedback from the project's field monitoring visits in five states revealed a greater concurrence on improved institutional performance.</p>	Ongoing
Proportion of twined civil servants expressing satisfaction over the twinning arrangements.	89 percent	<p>No internal assessment conducted. However, the project's field monitoring findings in five states revealed 47.3 percent expressed satisfaction over twinning arrangement.</p>	Ongoing
Overall status			Ongoing

Description of Results

Three institutional policies developed

Two policies were developed and launched during the reporting quarter; a) National Disability and Inclusion Policy and b) Social Protection Policy. This brings to 21 the number of policies developed and operational since the start of Phase II project. Furthermore, 23 (9 female) group-twinning civil servants from national and state ministries participated in the development of national Key Performance Indicators (KPI) for use by all government institutions. A first draft is under review by the national Ministry of Labour, Public Service and Human Resource Development (MoLPSHRD).

Four strategic plans/frameworks developed

Two frameworks were developed; a) Technical Vocational Education Training (TVET) Action Plan (2018-2022), b) Annual Work Plan (2017/18) developed for the National AIDS Commission. The 25 SOPs drafted in earlier periods are awaiting approval by Council of Ministers at National and State level.

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

Although there has not been a formal assessment of performance improvement in institutions hosting CSSOs, feedback from twinned and non-twinned civil servants point to improved institutional performance. During a recent UNDP monitoring exercise, 98 twinned civil servants and 168 non-twinned civil servants indicated that knowledge and skills of their respective jobs had improved. Supervisors from selected institutions reported improved office management and organizational development skills among twins.

Mr. Severio Peter Dukan, a clinical officer in Yambio hospital testifies thus: "I learnt about the ultrasound after gaining knowledge and skills from my CSSO. I can confidently now operate the Ultrasound machine without or with minimum error. Now I can perform much better than my colleagues who used to do better than me in college. 'The colleagues do come to consult with me, I can now work like a consult.'"

Examples of improved performance from the project's capacity enhancement activities:

- 3,297 (1,057 female) educationists from around the country, were, as at the reporting time conducting country-wide schools inspection in preparation for implementation of the General Education Strategic Plan (2018-2022). Previously, local teachers were unable to undertake these surveys, and the Ministry of Education would rely on private players and civil society organisations (CSOs).
- The MoLPSHRD developed 11 concept notes on gender responsive budgeting and trainings. Nine concept notes already secured funding from international agencies and partners including UNICEF and United Nations Educational, Scientific and Cultural Organisation (UNESCO).
- Using their newly gained knowledge and skills, twins in the MOLPSHRD developed a project proposal that secured SSP2.5 million funding from UNICEF for the improvement of the Child Transit Centre (CTC), which is now nearing completion.
- Twins in the Ministry of General Education developed educational curriculum and training materials for Schools' Inspectors, which were approved by the Ministry in collaboration with Juba University and Save the Children to ensure quality Education Standard.

- Twins along with non-twinning staff from the MoLPSHRD organized workshops to review the assessment/inspection methods for improved productivity, with support from UNICEF, UNESCO, Save the Children (International), UN Women, and UNFPA.

89 percent of the twins express satisfaction over the twinning arrangements

Information collected from the field indicates twins' satisfaction from the coaching and mentoring process. For example, a twin in Yambio stated that *"I did not know how to control pests, however, now after going through this training I have developed knowledge of pest control by traditional and technological method. I can now identify life cycle of pests from eggs, lava, and maggot very easily."*

3.2 Human Interest Story

Famine has been declared in parts of South Sudan (with extreme scenario in Unity and Northern Bahr el Ghazal) in 2017).⁶

Food insecurity is affecting an estimated 4.9 million people, nearly half the population with severely food insecure during the first quarter of 2017, and the number is projected to increase to 5.5 million people, (47% of the population) by July 2017. Approximately 100,000 people are already facing hunger, and another 1 million more are on the brink of hunger.



Twins demonstrate to local farmers the techniques of row spacing and timely crop weeding

South Sudanese depend on agriculture

The country is rich in natural resources and has a diverse ecology, however, study by the African Development Bank (ADB) shows that though 75 percent of the country's land area is suitable for agriculture only 4 percent of total land area can be cultivated continuously or periodically.

Ongoing conflict and the drought have disrupted crop production

The ADB study also finds that South Sudan imports as much as 50% of its needs, including 40% of its cereals from neighbouring countries, particularly Uganda and Kenya. Total food imports are estimated to be in the range of \$200-300 million a year. But the massive price increases leave most South Sudanese with no access to these basic foods imported items.

UNDP, in line with its mandate in South Sudan, is helping state and national institutions to develop and strengthen civil service capacity to reinvigorate local economies.

⁶ <http://www.ipcinfo.org/ipcinfo-detail-forms/ipcinfo-news-detail/en/c/421964/>



Proper land preparation, correct seed rate, proper seed placement, appropriate seeding hole, and recommended seed

Through the IGAD regional initiative project funded by the Government of Norway, eight CSSOs are working with their twins in state and national ministries of agriculture in the towns of Yambio, Torit, Juba, and Wau. Michael Arieibi, Agronomist from Uganda, and Dr. Abera Teklemariam Haile, Plant Protectionist from Ethiopia, are based in Yambio, Western Equatoria (Gbudue) state, and together with their twins have developed a **proposal for hybrid maize production to end food insecurity in South Sudan.**

"The food insecurity phenomenon of South Sudan is a paradox as the country is blessed with ample natural resources especially fertile soils and water from the White Nile. However, there is a tangible hope of alleviating the food insecurity in the country through robust hybrid maize production as witnessed by the neighbouring countries: Kenya, Uganda and Ethiopia who had broken the yoke of food scarcity through a massive hybrid maize revolution," says Dr. Abera.

Watch this video to find out how the CSSOs are empowering their South Sudanese civil service in a twinning arrangement and how together, they developed this innovative idea, hybrid maize production project.

http://www.ss.undp.org/content/south_sudan/en/home/presscenter/articles/2017/05/11/agriculture-against-famine-in-yambio.html

On YouTube: <https://www.youtube.com/watch?v=QZh1uewm2fA>



UNDP - IGAD initiative to boost agriculture production in Yambio (Radio Miraya)

Food - a basic need, is increasingly becoming a luxury as many farmers find it harder to access the field, while consumers don't have the money to purchase the scarce food. This is true to almost 5 million people in South Sudan. Access to food has been affected by the ongoing conflict and the soaring food prices that have seen some markets either run out of food stocks or [have] food stalls but that cannot be purchased due to the high costs. Some parts of South Sudan like Yambio provide more opportunities for food production and the greater Western Equatoria region has often been described as a greenbelt with fertile soils, giving it a good climate, suitable for farming. Because of this potential, the [UNDP] through the [IGAD] Regional Initiative programme, funded by the Royal Government of Norway, has embarked on an initiative designed to boost farming in Yambio. (Radio Miraya Henry Lokuri reports).

A radio feature about the IGAD Initiative supporting agriculture can be heard in the audio below:

<https://audioboom.com/posts/5927740-undp-igad-initiative-to-boost-agriculture-production-in-yambio>

A Flickr album of CSSOs at work in Yambio General Hospital is found below:

Flickr: <https://www.flickr.com/photos/undpsouthsudan/albums/72157681761116251>

Facebook: <https://www.facebook.com/UNDPSouthSudan/>

4. Cross cutting issues

4.1 Gender results

Gender results	Evidence
<p>Increased policy development knowledge and skills in the national and state ministries of Gender, Child and Social Welfare. For example: 10 Staff (8 female) are now capable of developing gender-responsive budgeting and mainstreaming gender and disable people in strategies. Further, the Ministry was able to formulate a National Key Performance Indicators (KPI) inclusive of gender reporting, budgeting and functionality in all institutions.</p>	<p>Evidence 1: example KPI document, National Ministry of Gender, Child and Social Welfare.</p>
<p>Promoted women empowerment and gender equality by increasing the knowledge and skills Out of 254 twining arrangement in gender institutions, 28 percent (68) twining are female. Both male and female twins got the opportunity to increase their technical and functional skills and knowledge.</p>	<p>CSSOs and twining recruitment and deployment document</p>

Gender strategy

The project has an explicit gender mainstreaming strategy, which seeks to retain a target of 30 percent placement of females CSSOs. Further, the strategy calls for a balanced distribution of women in all grades among CSSOs and in close collaboration with participating government institutions to ensure the identification of twining is gender balanced. In this regard, the project continues to collect gender disaggregated data. During the reporting period, 22 percent of CSSOs and 28 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.

4.2 Partnerships

As indicated in the Annual Report 2016, the national MoLPS&HRD continued to be the main implementing partner of the project. Through the ministry, the government, participates in the definition of priorities, project resource allocation and reporting, joint monitoring and evaluation. The ministry hosts the project management unit (PMU), and led efforts to promote the capacity enhancement initiative both nationally and internationally, resulting in continued IGAD's support to the project.

The three IGAD contributing countries of Ethiopia, Kenya and Uganda participated in the recruitment process of these CSSOs and the on the overall management and oversight, through the Project Technical Committee and the Project Executive Board.

Within UNDP, the project collaborates with several other Country Office initiative, for instance, recovery and stabilisation project (Aweil and Yambio), Access to Justice and Rule of Law, Peace and Community Cohesion Project; the Global Fund Programme, Local Government Capacity Development of Service Delivery; and Public Financial Management projects within government institutions. The collaboration created opportunities for CSSOs deployment in 48 key national institutions such as South Sudan National Police Service National Prison Services of South Sudan, Peace and Reconciliation Commission , Ministry of Health and National Aid Commission (NAC).

Furthermore, the project continued to collaborate with UN agencies such as UNICEF, FAO, UN Women, UNESCO, and non-governmental organisations such as VSF (Swiss and Germany), Medecins Sans Frontieres (MSF), AfDB, WV, Norwegian People’s Aid, and civil society organisations and community leaders in strengthening skill transfer. All these partnerships were based on the comparative and competitive advantages of the partner, and resulted in promotion of complementarity and synergy as opposed to competition and overlap of activities. However, during the reporting period, there were no new emerging partnership arrangements but more public sector institutions have requested the services of CSSOs, which is a positive indicator of the IGAD regional initiative.

4.3 Environmental Considerations

During the reporting period, the project continued to contribute towards the strengthening of environmental governance, especially in sectors hosting CSSOs. For example, sharing information with Extension Agents/Workers from agriculture sector on pest control. Twins are also collaborating with Directorate of Public Health staff in handling and disposing expired medicine.

The civil servants from State Ministry of Physical Infrastructure supported by UNICEF and World Vision constructed water channel from main water source to the community resulting reducing water borne diseases and improved hygiene sanitation in the community, which is contributing to the sustainability of the environment. In addition, twins in Yambio and Torit were able to organise water community based water management system, based on the coaching and mentoring skills they gained from the CSSOs. These committees enabled the communities to manage the water-points (operation and maintenance) and allowed for community participation in decision making, real time monitoring and sustainability of the project. Twins continued to train health practitioners on hygiene and sanitation mechanisms and toolkits supported by World Vision. As a result, community reporting improved the level of hygiene and sanitation, reduced prevalence of water borne diseases, improved latrine coverage and usage, improved usage of hand-wash facilities in the community and health centres and reduced disease burden and improved quality of life.

4.4 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 contributing countries, funded by the Royal Norwegian Government.

4-5 Strengthening national capacity

Results achieved	Institution	National capacity strengthened
Increased knowledge and skills of South Sudanese civil service twins	Overall 48 RSS institutions (18 National, 27 State and 3 County)	254 (68 female) South Sudanese civil servants at both the national and sub-national levels benefitted from systematic on-the-job coaching and mentoring, through the deployment of 112 (22 female) CSSOs from the IGAD three contributing countries. The national capacity relates to the skills and knowledge gain in the various sector by 254 (70female) South Sudanese civil service through the twining arrangements.
Improved performance in civil service institutions		The development and use of 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.

5. Monitoring and Evaluation

Key monitoring and evaluation (M&E) activities conducted during the quarter

Key M&E activity (monitoring visit, evaluation, review exercise)	Key outcomes/ observation	Recommendation	Action taken
M&E activity 1: Monitoring visit to Yambio (20 – 24 March 2017)	<ul style="list-style-type: none"> Twining arrangements have improved knowledge and skills. For instance, in Western Equatoria, (Gbudue State) the Commission for Trade, Commerce and Investment, used to check expired date of goods manually, now they have developed a computerised incoming goods inspection form, which captures in details quantities, origin of goods. Check standards marks on goods, conditions, ingredient, and quality documents. The civil servants twinned gained knowledge and skills are reporting improved service delivery and are able now to transfer knowledge to other civil servants. 	<ul style="list-style-type: none"> 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. Government institutions receiving the CSSOS should provide basic tools and equipment, for instance computer for effective and efficient of skills knowledge transfer. 	<ul style="list-style-type: none"> Supervisors and twinned civils servants were fully informed of the roles and responsibilities of the CSSOs in the project. Institutions are engaging other partner agencies to secure funding apart from the ongoing support for implementation of the activities and for sustainability of the project.

6. Risk management

Risks	Mitigation Measures
Lack of government budget to national and sub-national institutions undermine proper coaching and mentoring skills and knowledge transfer.	The project management unit (PMU) consulted targeted government institutions to provide work spaces to CSSOs and their twinned civil servants for effective skills transfer; the project provided laptops to all the CSSOs, which are used for training; some of the government institution provided limited means of transport but more need to be done. The government institutions and their partner agencies have benefited CSSOs twinning arrangements.
The creation of 32 states on the smooth continued transfer of twins to newly created states disrupts coaching and mentoring and the timely gain of skills and knowledge	PMU encouraged CSSOs to request for the immediate replacement of those twinned civil servants that were transferred to new states or departments following the decree increasing number of state to 32; PMU also proposed that targeted institutions consider group or departmental twinning to mitigate effects of transfers of civil servants.
Political instability and continued conflicts delay implementation of the planned IGAD project activities	The Project Management Unit closely worked with United Nations Department of Security Services (UNDSS) on strategies to minimise insecurity risks including liaising with UNMISS to allow CSSOs to stay in UNMISS compounds across project locations.
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.	<p>The project is managed under UNDP's Direct Implementation Modality (DIM). In this modality, all fiduciary activities, including procurement are implemented as per UNDP policies and procedures.</p> <p>If there is a need to transfer fund to implementing partners (IP), UNDP conducts comprehensive capacity assessment as per the Harmonized Approach for Cash Transfer (HACT) 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.</p> <p>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.</p>

7. Challenges

- **Insecurity:** Consistent insecurity in the counter hinders effective coaching and mentoring in most parts of the country where CSSOs have been posted in various institutions and sectors, making it near impossible to carry out practical field work, ideally in Counties or Payams. This indirectly could impede delivery of services in some segments of the communities.
- **Mobility:** Lack of transport or office shuttle service for pick-up and drop of CSSOs from their place of residences were conceived in the design of the programme but the reality proved different and resulted in CSSOs spending valuation time to find public service vehicle in public bus stations.
- **Staff Motivation:** Delay in paying salaries of civil servants have impacted negatively on the twinning arrangement as the twinned civils servants sometimes fail to turn up for work due

to lack of transportation or generally make a choice for a better living elsewhere. This state of affair has demotivated and/or demoralized the twinning arrangements. It has led to frequent absenteeism and absconding from work and high turnover rate, seeking for greener pasture in private or humanitarian sector.

- **Creation of new states:** The decree increasing the number of states to 32 had significant implications on the twinning arrangements, for instance some twinned civil servants were suddenly transferred or relocated to the newly created state or move to another departments resulting into CSSOs left without twinning arrangements.
- **Equipment and funds:** Majority of the institutions, particularly at the state level where CSSO were co-located lack basic office equipment, for example, computers and printers and scanners which would enabled the printing of documents policies/strategic frameworks for the twins and non-twinning civil servants to read /acquire detailed knowledge.
- **Low capacity issue**
Low capacity of some South Sudanese civil servants continues to stifle effective skills transfer, meaning training and learning takes a rather longer time. However, CSSOs continue to provide intensive on-the-job training, follow-up and reference materials for increased understanding and knowledge absorption.
- **Frequent changes in leadership**
Frequent changes in senior leadership of the government ministry/commission or agency affected coordination of capacity enhancement.

8. Lessons Learned

- In a fluid context of operation where political decisions and internal bureaucratic dynamics often change flexibility, continuous engagement with national counterparts and advocacy are key for the successful implementation of project initiatives.
- With sudden emergence of new political outfits such as the creation of more states and the launching of the national dialogue, it is imperative that the project positions itself to address emerging issue that are relevant to effective service delivery.
- A twinning approach that deploys CSSOs at national and sub-national level for transfer and skills and knowledge through coaching and mentoring requires strong horizontal and vertical coordination and collaboration between the MoLPS&HRD and targeted institutions, CSSOs, twins, and relevant stakeholders for maximum synergy and complementarity.

9. Financial Summary (Provisional)*

		(Jan – Dec 2017)	(Jan – Mar 2017)	%age (Actuals/Budgets)
Outputs / Activity Result		Budget	Actual Expenditure	
		A	B	D/A*100
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.				
Activity Result 1	Implementation of Medium-Term Capacity Development Strategy supported			
Activity Result 2	Civil Service Support Officers (CSSOs) from IGAD Member States with significant skills, experience and professionalism identified, deployed and managed	3,517,311.00	1,167,147.14	33%
Activity Result 5	Project Management activities effectively carried out	962,525.27	162,376.31	17%
Output 1 Total		4,479,836.27⁷	1,329,523.45	30%

* Detail financial report as per the agreed format will be shared separately

⁷ While the budget is US\$ 5,128,966.68, the received cash from the government of Norway is US\$ 4,479,836.27. The delivery rate (30%) is calculated from the actual cash received.

Annex 1: Distribution of CSSOs by Ministry and state

S/No	Ministry	National	County	CE	EE	Lakes	NBG	Warrap	WBG	WE	Total
1	Ministry of Labour Public Service and Human Resource Development	3	0	0	2	2	2	1	1	3	14
2	Ministry of Education, Science and Technology	2							2		4
3	Ministry of Livestock and Fisheries Industries	4									4
4	Ministry of Agriculture, Forestry, Cooperative and Rural Development	2			3				1	3	9
5	Ministry of Health	1	5	2	6	8	4	6	4	7	43
6	Ministry of Transport, Road and Bridges (CAA)	2									2
7	Ministry of Justice	0									0
8	South Sudan Investment Authority	1									1
9	South Sudan HIV/AIDS Commission	1									1
10	National Audit Chambers	4									4
11	Ministry of Gender, Child and Social Welfare	2			2				2	2	8
12	Ministry of Interior	4									4
13	National Peace Commission	2									2
14	National Bureau of Statistic	0									0
15	South Sudan Civil Service Commission	1									1
16	Ministry of Finance			1	1	1	1	1		1	6
17	Ministry of Housing and Physical Planning				1					2	3
18	General Secretariat									1	1
19	Legislative Assembly										0
20	South Sudan Urban Water Corporation			1							1
21	Ministry of Commerce, Trade and Investment									3	3
	Total	29	5	4	15	11	7	8	10	22	111

Annex 2: Summary of achievements as reported by CSSOs in Quarter One 2017

1. Ministry of Gender, Child and Social Welfare

National-Level

- Trained and mentored 11 staff of the Ministry on Policy development, research, Documentation, Gender and Disability Responsive budgeting, Office Management, Result Based Monitoring and Evaluation, Programming and resource mobilization, resulting in better data collection techniques, conducting assessments and writing quality reports by 4 twins (5 non-twinning staff).
- 9 Staff (4 twins) are reporting improved better organization management skills i.e. better filing system, data protection, and handling information system.
- 10 Staff (8 female) members are now capable of developing of developing gender responsive budgeting and mainstreaming gender and disable people in strategies.
- 11 Staff (9 Female) are now trained on concept note development and proposal writing for resource mobilization.
- 23 (9 female) non-twinning civil servants from National and State ministries participated in developing National Key Performance Indicator (KPI) for South Sudan and formulated and KPI document for all institution inclusive on Gender reporting, budgeting and functionalities. Initial draft was submitted for comments and inputs from Senior Management.
- Twins have developed 11 concept notes on gender responsive budgeting and trainings, 9 concept notes already secured funding from International agencies and partners including UNICEF and UNESCO.
- Twins are now reporting better office management and organizational development skills.

State-Level

Western Equatoria (Yambio)

- Twins under the guidance of CSSOs secured funding of 2.5 SSP million for the improvement of CTC which is near completion.
- Once it is completed it will provide Child Friendly Space – recreation centre and kitchen gardening.
- 38 (29 females and 9 males) were trained in basic business skills in collaboration with Young Women Christian Association – YWCA on.
- 9 boys in prison, 49 girls, 21 women and 4 men were given GBV treatment, they were further given counselling and general advice through Special Protection unit (SPU) in Yambio.
- Through Child Protection Unit, 3,236 (1,634 young IDP girls) re united and integrated with families, funded and supported by UNICEF and World Vision.
- Disable people were registered and given support in collaboration with ICRC, i.e., fixing of artificial limbs.

2. Ministry of Labour, Public Service and Human Resource Development (MoLPS&HRD)

National-Level

- 4 twins are trained on Vocational Training Policy Formulation, and are now implementing policy framework, strategic plan and drafting work plans.

- 2 twins after going through mentoring and coaching can administer multiservice Vocational Training Centre and appointed as members of internal examination committee.
- 3 twins developed a concept note and a working paper, which was approved and funded by JICA for implementation.
- 1 twin trained on basic excel and database development for data entry of important information now maintains office records and information using computer.
- Twins are now capable of drafting report and developing template.

State

- 3 twins trained in labour, administration, inspection and relation, now conducting work place inspection, handle and settle industrial disputes without any supervision from CSSOs.
- 2 twins and 4 non-twinned staff can now prepare format and checklist for data collection and retrieving information on labour inspection and relation.

3. Ministry of Agriculture

State-level

- Pre-harvest and pest control training:
 - 30 extension agents (24 male and 6 female) drawn from Yambio and Nzara counties of Western Equatoria State trained.
 - The trained twins and non-twins able to identify the pest known as *stemborer*, which has been damaging the crops, and a solution of controlling the pest through a natural control method. The newly acquired skills and knowledge helped the state ministry to raise public awareness among farmers on the dangers of the pest. As a result, farmers are now able to increase maize production. Previously an acre was not able to yield 1 tone (1,000kgs). But now farmers will be able to increase maize yield.
- Demonstration farm/gardens:
 - One twin established three demonstration farms in the catchment areas of Yambio and Nzara, Western Equatoria. Women are benefiting from these demonstration farms by growing vegetable crops that are sold in Yambio town.
 - Twins gained skills to develop a Hybrid Maize Seeds Proposal, which was endorsed by State Minister and forwarded to Partner Agencies for funding to mitigate the food insecurity.
 - *If the proposal implemented by the state, it will improve food production, mitigate food insecurity, and for the first time lay the foundation for seed bank for the country.*

Coaching and mentoring impact

- Twins now imparting practical knowledge and skills to local farmers and extension workers/staff, who are now applying the knowledge and skills to also train others on natural pest control, increase of acreage and crop yield. One twin (also CSSO Supervisor) had this to say:

"I did not know how to control pests, however, now after going through this training I have developed knowledge of pest control by traditional and technological method. I can now identify life cycle of pests from eggs, lava, and maggot very easily."
- Extension workers are now transferring this knowledge of pest control to other farmers in State and counties which also includes female farmers.

Facilitated Extension workers training workshop (**Torit, Eastern Equatoria**) - Module 2:

- Trained 24 (2 Female) extension workers on 22nd to 28th January 2017 at AKIL on various agricultural practices and enterprises resulting in Improved knowledge and skills of agricultural extension worker and Increased farm yield, income.

Facilitated Extension Workers Training workshop (**Torit, Eastern Equatoria**) - Module 3&4:

- Trained 26 extension workers on 19th to 3rd March 2017 at AKIL, resulting in increased farm yield, income and Environmental conservation and improved nutrition.
- Practical demonstration was done to share hand on practical agriculture knowledge and skills with the twins and extension agents.

4. Ministry of Health

State-level

- Ongoing Nursing coaching and mentoring:
 - Four (4) twins and 7 other non-twinning staff trained on SOP and workplan development and are implementing/operationalising SOP and Workplan in their respective department reported to benefiting nursing processes, infection and HIV/AIDS prevention.
 - Blood Bank Laboratory Standard operating procedures is implemented resulting in improved laboratory services and preventive measures to reduce blood disease transmission.
 - Twins are now capable of conducting Patient Specimen Testing at the Tuberculosis Laboratory, which results in reducing personnel shortage gap and providing uninterrupted testing service for Tuberculosis suspected patients.
 - Twins established an emergency operating room in Hospital Yambio, with support from WHO and World Vision. This operating room, which was not in existence, is now addressing the needs of the local community.
- Maternity ward
 - Four twins (2 male; 2 female) attached to midwifery department, acquired skills and knowledge on maternity work: admitting labour mothers, sterilizing, storage instrument handwashing, management of episiotomy, how to manage normal and abnormal labour, follow the process of labour, how to discharge and counselling, how to manage abortion and weekly training on abortion (9-male and 11-female), conduct vital signs (triage), inpatient prevention, manage the patients, method of physical examination, intravenous correction, isolation of the patients when there is a need.
 - 8 Twins working at Laboratory and Radiology department are now managing cases on their own after gaining new skills and knowledge. Thus, twins reported that:
 - 420 patients were attended to.
 - 128 cases of ultrasound, 95% females were conducted.
 - 102 patients (60% female) were attended to in the laboratory section.
 - 95 patients underwent other tests at the Maternity Ward.
- Mr. Anthony Gimigu Sadarak (CSSO Supervisor) reported improved work performance and observed reduction in cases of wrong laboratory test results. Twins can now perform most obstetric and abdominopelvic ultrasounds procedures.

Trauma Cases

- Twins conducted Youth Outreach activities, provided physiotherapy and prosthesis services, and helped to reintegrate youth into the community. These youths were inducted on various development activities, games and peacebuilding tips.
- Children in schools were given de-traumatization sessions and encouraged to participate in extra-curricular activities like singing and playing games, which are being supported by ICRC.
- Twins secured basic equipment for the Trauma Centre in Rumbek Hospital with support from ICRC.
- Twins and non-twinning staff received basic English language skills, which has helped to improve their communication in English.

Twins Responses

- Veronica, midwife Assistant, because of CSSOs mentoring and coaching program, I can do my work successfully more than a midwife. Once a mother who is in labour reports to us, I examine her to know whether she will have a normal or abnormal labour. I can train fellow midwife trainees and stitch mothers who have had a tear during labour, without supervision.
- Learnt about blood transfusion in maternity. Doing manual vacuum abortion. Check whether a baby is alive.
- Prepare staff roster. Learned to manage third stage of labour. Learnt labelling instruments, joining them. Can carry out normal C-section delivery successfully and have safe many babies. Can spread knowledge to other.
- Learnt discharge of postal, dressing and removal of stitches. Packaging of Manual vacuums abortion set. Mr. Severio Peter Dukan, a clinical officer said he learnt Ultrasound his CSSO Mr. Zerihun Geresu Bedaso, a radiologist and he is currently using it minor errors. Mr. Dukan is confident that he is far much better than his colleagues who used to do better than him in college. 'The colleagues do come to consult with me, I can now work like a consult.'

Edward Sikongori is happy of his twinning with Achamyeleh Mulugeta Yismaw, Medical Laboratory Technologist who has taught him to prepare certain reagents for test TB using certain medical reagents that are available in the hospital.

5. Ministry of Livestock and Fisheries

National-level

- 9 twins were trained in Juba on Laboratory Testing Procedures resulting in conducting ELISA tests and collecting samples without supervision of CSSOs.
- 4 twins and 6 non-twinning staff are now capable of collecting blood samples from suspected foot and mouth disease outbreaks.
- 4 twins and 6 non-twinning staff can now prepare laboratory reagents used in various laboratory tests and procedures.
 - Twins prepared and submitted a proposal/concept note, which was approved by the Senior Management in the Ministry and funded by FAO, VSF (Swiss and Germany), to secure laboratory equipment.
- 4 twins and 6 non-twinning staff now knowledgeably perform record keeping, case management of livestock and inventory register procedures.

6. Ministry of General Education

National-level

- Twins developed a General Education Monitoring and Evaluation Strategic Plan (2018-2022) and Technical Vocational Education Training (TVET) action Plan 2018-2022, which is being implemented with support from UNICEF and UNESCO. The rolling out of this policy targets about 1.8 Million schools children including students in IDP camps and demobilised child soldiers.
 - Equitable access to TVET targets all school-age children with a 50% female bias.
- TVET Task working group was established with support from UNESCO and UNICEF; it advocates for the enrolment of students in TVET Programme. The campaign strategy utilises radio broadcasts, talk shows, outdoor banners, posters and flyers; it also entails undertaking exposure visits by 10 staff from state and national institutions to three different countries. Community leaders and local CSOs are also approached in same capacity.
- A total of 3,297 (2,240 male; 1,057 female) inspectors, primary school head teachers and deputy head teachers, who were trained on methodologies of inspection and supervision, now conducting country-wide schools' inspection as part of implementing the General Education Monitoring and Evaluation Strategic Plan (2018-2022).
- Twins capably developed educational curriculum and training materials for school inspectors, which were approved by the Ministry (General Education) in collaboration with Juba University and Save the Children (, to ensure quality Education Standard.
- Twins along with non-twinning staff from the Ministry (General Education) organized workshops to review the assessment/inspection methods for improved productivity, with support from UNICEF, UNESCO, Save the Children (International), UN Women, UNFPA and GPEP.

State-level:

- Twins build a Technical and Vocational Training Centre in Rumbek with funding from Save the Children for the Directorate (TVET) to provide vocational skills training to the youth in Tailoring, Hair dressing, Masonry, Carpentry, Horticulture, Welding, and Plumbing.
- The vocational skills training has empowered the youth with life skills, productive lifestyles, income generation activities, improved livelihood and living conditions.
- The Directorate (TVET) is reporting improved organization skills, reporting and documentation and proposal writing skills of twins after going through coaching and mentoring process.

7. State Commission of Commerce, Trade, Industry and Investment – Yambio

- Four (4) twins and 4 non-twinning staff now capable of carrying out market inspection using gained skills and knowledge on SOP for market inspection; they can report using inspection forms, criteria forms and non-compliance forms; this has resulted in better data collection and monitoring activities.
- Four (4) twins and four (4) non-twinning staff acquired basic computer skills and now capable of developing record sheets and reports using standard computer application and handling record management systems.

8. Civil Service Commission

- 4 twins and 2 non-twinning staff acquired skills and knowledge in account booking and established a functioning accounting system at the Commission; the twins able to produce annual reports.
- Thus, the institution has introduced segregation of duties in the finance section to minimise malpractices by way of verifying transactions including approvals.
- Twins are showing improved work ethics reported by supervisor after going through work ethics.

9. Physical Infrastructure and Public Services

- Four (4) twins are now able to supervise construction projects funded and supported by UNICEF and World Vision including work measurement and preparation of certificates and reports which results in improved quality of infrastructure works in the state (especially in Yambio and Torit), improved accountability to the community and service delivery.
- Twins now supervising Borehole "Passports" (check-list) drilling; after successful completion, a delivery completion report and certificate is granted before handing-over the structure to community
- Twins capable of ensuring that the water community based management system is in place, after members are trained on the Operation and Maintenance Mechanisms, which enhances community participation in decision making, real time monitoring and sustainability of the project, reporting in improved functionality of water points in community.
- Training of health practitioners on hygiene and sanitation mechanisms and toolkits supported by World Vision.
- Community reporting improved hygiene and sanitation, reduced water borne diseases in the community, improved latrine coverage and usage, Improved usage of Hand wash facilities in the community and health centres and reduced disease burden and improved quality of life.
- 4 twins and 5 non-twinning staff are also trained on Reporting and Communication skills, resulting in producing quality reports and better internal and external official communication.

10. National-level

- 13 twins at the National Audit Chamber reporting improved skills on drafting Management Letters in accordance to international standards, and best practices from Supreme Audit Institutions. This has resulted in reducing back log of the unissued Audit Management Letters and releasing Quality Management Letters to audited entities. For example, twins have so far issued nine (9) Management Letters to national institutions related to observations.
- Twins are now carrying out risk profiling of all government entities in line with AFROSAI-E guidelines and consolidating the risk assessment results. (if this trend continues, there will be good gains on the fight against corruption in government institutions)
- Twins are now involved in preparing the NAC's Annual Audit Plan (2017-18).
- At institutional level, NAC has reported improved level of compliance with audit standards.

11. South Sudan HIV/ AIDS Commission

- Four (4) twins developed Annual Work Plan (2017/18) for the AIDS Commission, and organized training workshops on HIV/AIDS funded by Global Fund to strengthen the capacity of stakeholders, CSOs and CBOs in HIV coordination mechanisms, basic facts on HIV and AIDS, gender dimension in HIV&AIDS, stigma and discrimination, among others, in Yambio, Aweil and Rumbek.
- 4 patients were diagnosed as HIV positive and twins are providing psycho-social support to re-integrate them into the community.
- Twins have improved skills and knowledge in reporting, PowerPoint presentation on the subject, and training.