

Support to Public Administration Project

IGAD Regional Initiative for Capacity Enhancement in South Sudan

2017 Quarter Three Progress Report

November 2017



Child Transit Centre (CTC), Yambio: Rescued from hands of violent child abusers, these children find solace at the CTC where they receive psychosocial care provided by trained twins. ©UNDP, July 2017.

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\$3,813,426.49

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*



Table of Contents

1. Executive Summary	5
2. Situation Analysis.....	7
3. Progress towards development results.....	8
3.1 Progress towards project outputs.....	8
3.2 Human Interest Story	10
4. Cross cutting issues	11
4.1 Gender results	11
4.2 Partnerships	11
4.3 Environmental Considerations.....	12
4.4 South to South and Triangular Cooperation	12
4.5 Strengthening national capacity.....	12
5. Monitoring and Evaluation	13
6. Risk management	16
7. Challenges.....	17
8. Lessons Learned.....	17
9. Financial Summary (Provisional)	18
Annex 1: Distribution of CSSOs by Ministry, state and nationality	20
Annex 2: Summary of achievements – CSSOs’ Reports, Quarter Three 2017	22

Acronyms

ARCISS	Agreement on the Resolution of Conflict in the Republic of South Sudan
CSO	civil society organizations
CSSO	Civil Service Support Officer
CTC	Child Transit Centre
FAO	Food and Agriculture Organization
GBV	Gender-based violence
IGAD	Inter-Governmental Authority on Development
M&E	Monitoring and Evaluation
MoLPS&HRD	Ministry of Labour, Public Service and Human Resource Development
NPSSS	National Prison Services of South Sudan
PMU	Project Management Unit
RSS	Republic of South Sudan
SGBV	Sexual and gender-based violence
TVET	Technical Vocational Education and Training
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations International Children's Emergency Fund
UNMISS	United Nations Mission in South Sudan
VT	Vocational Training

1. Executive Summary

UNDP's Support to Public Administration project, known as the 'Republic of South Sudan / Inter-Governmental Authority on Development (RSS/IGAD) Regional Initiative for Capacity Enhancement in South Sudan' is a unique South-South and triangular cooperation funded by the Government of Norway. The project deploys qualified and experienced Civil Service Support Officers (CSSOs) from the neighbouring IGAD countries of Ethiopia, Kenya and Uganda. The CSSOs are placed in targeted government institutions within seven of the former 10 states of South Sudan to enhance the knowledge and skills of South Sudanese civil servants, known as twins. As part of Phase II,¹ the project recruited and deployed 111 out of the planned 139 CSSOs to coach and mentor South Sudanese twins in 18 national institutions, 27 sub-national and three county-level institutions. To date, a total of 392 South Sudanese civil servants (67 female) have been coached and mentored. Out of the 111 CSSOs, 59 completed their two-years tour of duty and left during the reporting period, 40 (four female) are currently in-post at both national and state-level government institutions, and 12 have separated from the project².

The country is still reeling from the impacts of the crises that started in December 2013 and escalated in July 2016, which according to OCHA³ has displaced at least four million people from their homes and left six million people in need of humanitarian assistance; while the economy is rapidly deteriorating. The stalled 2015 Agreement on the Resolution of the Conflict in South Sudan (ARCISS) has impeded the full realisation of reforms in the governance, security, and the public or civil service sectors in South Sudan. Furthermore, the project operating environment is dominated by new localised conflicts perpetuated by new entrants of armed dissident groups that were not part of the peace agreement. All these factors have resulted in an economic crisis which has hampered the government's ability to regularly pay salaries, provide sufficient budget for operations of state machinery, and create a conducive environment for addressing youth unemployment and fostering investment.

Key project achievements during the reporting period:

The project progressed towards its strategic objective of enhancing knowledge and skills of South Sudanese civil servants through the mentoring and coaching of 392 twins (67 female). This resulted in improved performance in the targeted government institutions, as presented below:

At the national-level⁴

- **Ministry of Gender, Child and Social Welfare:** Four twins (one female) at the national Ministry of Gender, Child and Social Welfare in Juba provided psychosocial support services in eight gender-based violence (GBV) cases. Two adults, four teenage girls, and two children were reintegrated into society; the children returned to school. Furthermore, 14 disability-related cases from different parts of South Sudan were admitted and processed at the

¹ The duration of RSS/IGAD project Phase II was 2.5 years (October 2013 to March 2016). However, due to the December 2013 crisis, the project received a No Cost Extension until December 2018.

² Annex I: CSSOs distribution by ministry and state and nationality.

³ UN Office for the Coordination of Humanitarian Affairs (OCHA), "[Humanitarian Bulletin South Sudan](#)," 28 June 2017

⁴ For details on this, please refer to Annex 2: Summary of achievements – CSSOs' Reports, Quarter Three 2017

Physical Rehabilitation and Relief Centre in Juba. Most of the disability-related cases were from the ongoing conflict or because of the July 2016 crisis.

- **Ministry of Labour, Public Service and Human Resource Development:** Four twins (two female) developed draft Guidelines for Registration of Vocational Training (VT) programme modules (with assessment checklists). Vocational Training unified their registries and checklists, intended to ensure quality and record keeping.
- **Ministry of General Education and Instruction:** Four twins and 21 non-twin staff developed the Technical Vocational Education Training (TVET) guidelines for schools. The twins established partnership with UNICEF and UNESCO to print and distribute 30 copies through the Global Partnership in Education fund. A workplan developed by twins in consultation with CSSOs was shared and agreed with partners to train 100 TVET instructors/teachers to carry out uniform skills training across the country.
- **Civil Service Commission:** 27 Under-Secretaries and 22 Executive Directors of national commissions were trained in public service code of conduct, and implementation and enforcement of the code of conduct for the improvement of performance and service delivery.

State-Level⁵

- **At the state Ministry of Gender, Child and Social Welfare:** Twins and CSSOs in Torit conducted child rights awareness, which resulted in increased community understanding and respect of child rights. As a result, 100 families living on the street received free medical treatment in collaboration with UNMISS and Child Protection Working Group. This achievement was reinforced through community outreach activities conducted by six twins along with 12 non-twin civil servants (five female).
- **In Wau,** weekly visits to the juvenile centre increased during the reporting period after the knowledge of 16 social workers (9 female, 7 male) and four twins was increased on the principles of working with orphans and other vulnerable children.
- **In Yambio,** the skills of two twins (1 female) and one non-twin staff were enhanced after being trained on-the-job on labour administration, labour inspection and labour relation. They are now able to conduct work place inspections, handling and settling industrial disputes. CSSOs reported minimised work place conflicts and motivation to work.
- **In Aweil,** CSSOs reported improved work ethics of 11 civil servants (four twins, seven non-twins) relating to time management, timely response to public queries, and service delivery. Staff used reference points, materials and recorded evidence of activities (including taking meeting minutes) which helped them to monitor performance tasks.

Challenges:

The ongoing economic hardship coupled with delayed payment of salaries continued to affect the staff's routine work due to absenteeism, as civil servants spend time to fend for their families and look for other opportunities of gainful employment. With the relocation of civil servants to newly created states, the shortage of civil servants whose calibre match the requirements for the twinning arrangement also hampered the smooth transfer of knowledge and skills to civil servants. With regards to the first challenge, the project encouraged CSSOs to urge twins and their supervisors to dedicate at least two hours to be coached and mentored. As far as the second challenge, the project

⁵ For details, refer to Annex 2: Summary of achievements – CSSOs' Reports, Quarter Three 2017

urged the affected institutions to identify new twins and also commit to ensuring that the twins go through the entire duration of the coaching and mentoring period.

Lessons learned:

In an innovative project like the RSS/IGAD initiative, under the current political dispensation where the government is striving to operationalise a National Dialogue, implementing key milestones of the ARCISS, it is important for the project to remain flexible and strategic to accommodate emerging capacity needs in existing civil service institutions and new mechanisms from the peace agreement. The flexibility of the project was demonstrated by the willingness of the donor to grant a no cost extension to compensate the lost time due to the crises.

Budget and delivery rate:

The project expenditure for the third quarter was US\$1,229,663.84. Cumulative expenditure is US\$3,813,426.49 representing a delivery rate of 74.4 percent of the total project budget of US\$5,128,966.68.

2. Situation Analysis

The reporting period is marked by the National Dialogue process, the deployment of regional protection forces, and the effort to revitalise the ARCISS. In addition, localised fighting continued to pose insecurity in some locations. Furthermore, due to the ongoing economic crisis, civil service institutions lack sufficient resources to support service delivery at national and sub-national levels. The National Dialogue and the ARCISS revitalisation processes have the potential to bolster the need for public sector reform if done in an inclusive and transparent manner. However, in the short-term the economic crisis and overall insecurity remain key challenges for the deployment of CSSOs and the training of twins.

The project is aligned to the United Nations Country Team Interim Cooperation Framework and UNDP's Country Programme Document outcome 3: "*Peace and governance strengthened*". The deployment of 111 CSSOs to train 392 twins (67 female) in seven out of the former 10 states of South Sudan has helped national and state level civil service institutions to develop the policy frameworks necessary for laying down the foundation for long-term governance and security reforms.

The lack of a national development plan has made the ARCISS the only national framework that pursues peace and development in the country. As a result, the project contributes to rehabilitate and reform the civil service stipulations of the ARCISS. The strategic approach of the project remains the deployment of CSSOs through a South-South and triangular cooperation to transfer skills and knowledge by way of coaching and mentoring South Sudanese civil servants in targeted government institutions. There has not been any major change in the approach of the project during the reporting period.

3. Progress towards development results

3.1 Progress towards project outputs

Project 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.

Summary achievement against 2017 Annual Work Plan (AWP) target

Indicator	Indicator Target (2017)	Summary achievement during the quarter	Status
Ind. 1: Number of institutional policies developed to enhance operations	Five (Baseline: two)	<ul style="list-style-type: none"> Completed in quarter two. Additionally, previously developed policies are being processed while some are operationalized. 	Completed
Ind. 2: Number of strategic frameworks developed to implement established policies.	Six (Baseline: two)	<ul style="list-style-type: none"> Eleven strategic frameworks that were developed are in their draft/submitted stages of approval. 	Completed
Ind. 3: Proportion of targeted institutions reporting improved work-related performance by the twins.	80 percent	<ul style="list-style-type: none"> Completed in quarter two. 	Completed
Ind. 4: Proportion of twined civil servants expressing satisfaction over the twinning arrangements.	80 percent	<ul style="list-style-type: none"> Completed in quarter two. 	Completed
Ind. 5: Percentage of targeted institutions rated as offering improved services.	90 percent (Baseline: 86 percent)	<ul style="list-style-type: none"> All targeted government institutions expressed improved service delivery 	Completed
Overall status			Completed

Description of Results:

Ind. 1: Five institutional policies developed (Baseline: two)

The project had already achieved the development of three institutional policies in quarter two. However, twins continued to operationalise the already developed and drafted policies. Twins continued to gain practical knowledge and skills in the areas of water, HIV/AIDS, gender, audit, finance, agriculture, trade and commerce; and civil service sectors, as they strive to push for the implementation of these policies. The implementation of these policies has helped to improve service delivery in the targeted government institutions.

Ind. 2: Six strategic plans/frameworks developed (Baseline: two)

The project had already achieved the development of four strategic plans/frameworks in quarter two. However, CSSOs continued to train twins on the implementation of the already realized strategic

plans/frameworks, which instrumentally contributed to the furthering of improved organisational systems and procedures in the targeted institutions.

Ind. 3: 80 percent of targeted institutions reporting improved work-related performance by twins

Quarter three project progress reports from CSSOs indicated improved performance of targeted government institutions including the Ministry of Gender, Child and Social Welfare and Ministry of Labour, Public Service and Human Resource Development (MoLPS&HRD) where, for example, in Yambio, 68 GBV victims (20 adult female, 18 children) received psychosocial counselling, treatment and referrals by the Special Protection Unit (SPU), and the Directorate of Vocational Training twins carried out training needs assessment for TVET managers and instructors in Aweil.

“There was a case of girl who was raped where they were actually directed to my house. The victim and her family, they found me there. I was able to direct them back to the SPU at Yambio Hospital to get medical treatment and follow the procedures, and to document it as an SGBV case,” said Renson, a CSSO from Kenya in Yambio.

Ind.4: 80 percent of the twins express satisfaction over the twinning arrangements

The State Government in Imotong State (former EE) promoted 111 (27 female) twins from lower grade to super-scale⁶ grade due to the newly gained skills and knowledge from the twinning arrangement. Twins express satisfaction and they are now capable of sharing information, knowledge and skills with fellow civil servants, demonstrate ethical behaviour, complete tasks and proper documentation, manage time, file properly and keep records.

“Before being trained by my CSSO, I really was not prepared for the different needs of the people who would come seeking help at the SPU. I tended to fear, for example, if a lady came would she be comfortable talking to me, telling me what she needed or not? But now, I feel like I can handle any case that walks in the door.” Mr. Stephen Ramsey, a twin, in Yambio.

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

All targeted institutions (18 national, 27 sub-national and three county government institutions) expressed improved service delivery. CSSOs quarterly reports and letters of interest sent to the Project Management Unit (PMU) and the MoLPS&HRD show that all targeted institutions indicated continued interest in the project to increase service delivery.

⁶ Government of South Sudan grades of 1 to 3

3.2 Human Interest Story

Stumping gender-based violence and discrimination

Survivors of sexual and gender-based violence (SGBV) in Yambio no longer face the unfamiliarity or intimidation of going to a police station to report the crime because of the proactive work of the SPU, which is tucked behind the main building of the Yambio Hospital. "Before this SPU opened, whenever a survivor went to the police to report a crime, we detained both the victim and the perpetrator. Many times, they were kept in the same room together," said Corporal Eunice D. Enoka, a police officer with South Sudan National Police Service.



Left: Corporal Eunice D. Enoka, a police officer with South Sudan National Police Service. Centre: Mr. Steven, a twin; and two Kenyan CSSOs conduct a follow up training session in Yambio.

Each day Corporal Enoka uses her bike to go to work and leaves her police uniform at home, opting for regular clothes to present a more approachable image for the sensitive work required. Corporal Enoka is one of four Yambio police officers assigned to work in the SPU alongside the social workers and is trained in SGBV case management. "When both police officers and social workers are in the SPU, it is easy for them to consult one another and engage in case conferencing, it eliminates the need to travel," said Wycliffe Simwa Busaka, a Kenyan CSSO serving at the State Ministry of Education, Gender, Child and Social Welfare in Yambio. By locating the services for the survivor in one place, he says, "we can avoid losing hours before the window for medical intervention closes."

The establishment of the SPU was one step in the local effort to boost institutional capacity for victim-centered responses to instances of SGBV and other special protection cases. Survivors no longer endure the humiliation or risk to personal security found when facing their perpetrators during the reporting of a crime. Through support from the State Ministry of Education, Gender, Child and Social Welfare, the SPU also links directly with Yambio's unique Children Transit Centre, located nearby. In cases where the survivors need a safe place to stay, especially in instances of child abandonment, they are now transferred to the child-friendly space.

There is evidence that awareness is spreading amongst the community in Yambio, Gbudue State. "Instead of being only a medical issue, the community is starting to understand more that SGBV is a police case and where they need to go to get help," said CSSO Mr. Wycliffe Simwa Busaka.

One of their twins is Ramsey Steven, who serves at the Yambio Hospital SPU as a social worker. Mr. Steven is a young graduate who felt a calling to return to his hometown after completing university studies in Uganda. Having connected with Laura Poni, another twin and social worker serving at the SPU, Mr. Steven joined the unit as a volunteer. At the on-going local Rule of Law Forum and not settled by local leaders." The forum, supported by UNDP's Access to Justice and Rule of Law project, continues to provide regular space to talk about the protection of survivors, children, and methods of determent and prevention within the communities.

4. Cross cutting issues

4.1 Gender results

Gender results	Evidence
Integration of street families: Four teenage girls, two children and two adults were integrated into the community; some children went back to school after they were provided with psychosocial support by four twins in Yambio.	CSSOs Reports.
Female twins' training skills and knowledge enhanced: 74 teachers (18 female) gained knowledge and information on GBV and how to include GBV concepts in the routine classroom pedagogy.	CSSOs Reports.
Livelihood and economic empowerment promoted: Coaching and mentoring, as well as business entrepreneurial knowledge and skills of 28 adults (19 female) and 10 girls increased in Yambio. A US\$250 revolving fund was established with support from partners.	CSSOs Reports.
Female police officers' capacity to handle sexual and gender based violence cases developed: 16 police officers (6 female) gained knowledge and skills on how to handle gender motivated crimes and gender related conflicts. This was achieved with support from UNMISS and UNPOL.	CSSOs Reports.

Gender strategy

The project has an explicit gender mainstreaming focus, which seeks to achieve a target of 30 percent placement of female CSSOs and female twins. In this regard, 22 percent of the CSSOs and 28 percent of the twins were female in the reporting period. 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 addition, the project collects, analyses and reports in a gender disaggregated manner.

4.2 Partnerships

The main implementing partner of the project remains the Ministry of Labour, Public Service and Human Resource Development, who represents the government as the chair of the Project Executive Board on matters of policy and project implementation. The latter entailed overall management oversight on setting priorities, allocating project resources, reporting, and monitoring and evaluation of the project. The Project Management Unit remained hosted by and at the ministry, where it continued to regionally promote the enhancement of capacity of South Sudanese civil servants.

The three IGAD CSSO contributing countries of Ethiopia, Kenya and Uganda, continued to participate in project board meetings including the previous meeting on July 2017, in which they approved several project reports and recognised the work of 59 CSSOs from Kenya (27) and Uganda (32) who already exited having completed a two-year call of duty in South Sudan. The board commended the enhancement of capacity of over 392 twins (67 female) (and non-twin civil servants) and its technical committee continued to meet to provide the required technical oversight.

Internally, the project continued to collaborate with other UNDP projects or initiatives that work with government institutions, such as Access to Justice and Rule of Law, Peace and Community Cohesion, Recovery and Stabilisation (in Aweil and Yambio), Local Government Capacity Development of Service Delivery, Global Fund Programme, and Public Financial Management. 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.

Furthermore, the project continued to collaborate with UN agencies such as UNICEF, FAO, UN Women, UNESCO, and non-governmental organizations such as Vétérinaires Sans Frontières (Switzerland and Germany), Médecins Sans Frontières, African Development Bank, World Vision, Norwegian People’s Aid, and civil society organizations 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. 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

In this quarter, the project continued to work towards strengthening environmental governance through agricultural extension agents performing pest control. The twins collaborated with the Directorate of Public Health to dispose expired drugs, which previously littered the town. The twin civil servants from the State Ministry of Physical Infrastructure continued to effectively supervise community water sources to reduce waterborne diseases, which contributes to environmental sustainability. Furthermore, twins in Torit and Yambio continued to provide water management system awareness to community water committees based on the skills and knowledge they acquire through coaching and mentoring. This enable the committees to better manage the water points environmentally and facilitate good governance of the water points through operation and maintenance. This contributed to improved community hygiene and sanitation, decreased waterborne diseases, improved latrine usage and provision for hand wash tips in community health centres.

4.4 South to South and Triangular Cooperation

Country	Type of cooperation
South Sudan partnering with 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 servants	Overall 48 targeted government institutions (18 national, 27 states and 3 county)	392 (67 female) South Sudanese civil servants at both national and sub-national levels benefitted from 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.

5. Monitoring and Evaluation

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

Key M&E activity	Key outcomes/ observation	Recommendation	Action taken
<p>M&E Activity 1: Field monitoring visit – Terekeka State (25 July 2017)</p>	<ul style="list-style-type: none"> The CSSO completed two years of in-post coaching and mentoring, and exited, leaving behind five twins who still require more training and transfer of skills and knowledge. Twins entailed three community health worker nurses, one midwife traditional birth attendant, and one clinical officer. Majority of staff are largely semi-literate, traditional in beliefs, values, practices, and perceptions related to healthcare, disease prevention and cure including antennal care. Staff salaries delays, demotivated most twins and this has resulted to late reporting and absenteeism. Inadequate and erratic supply of test kits. Rigidity to change due to deeply seated traditional attitudes and cultural beliefs and practices. Low staff morale due to low pay and difficult working conditions. 	<ul style="list-style-type: none"> There is need for the training to continue in the hospital as the exited CSSOs spent over a year trying to identify and bond with twins, learn the work culture, and introduce the basics of nursing, midwifery and clinical practices. The five twins require further training to attain the recommended level of competence, skills and qualification in the practice of nursing, midwifery and clinical work. Continue to build the confidence and competence of the five twins to attain recommended levels of qualification in nursing, midwifery and clinical work. In the hospital, services should be extended or retained for some more time to complete the process. Government should ensure the timely payment of salaries to twins, which will result in high motivation and performance by twins. Avail resources to improve effective and efficient transfer of skills. 	<ul style="list-style-type: none"> Approval and operationalization of documents discussed thoroughly at national and state level with head of institutions and consensus is developed to prioritize the approval of the documents and mobilize funds to operationalized.
<p>M&E Activity 2: Field monitoring visit to Rumbek (3–5 August 2017)</p>	<ul style="list-style-type: none"> Several twins attached to exiting CSSOs have already abandoned their positions and started working at some other positions. 	<ul style="list-style-type: none"> Documents that need approval at Institutional level should be pushed by CSSOs after discussing with all the stakeholders and forward to senior management for approval with follow-up. 	<ul style="list-style-type: none"> Observations and Recommendations discussed with Senior Management and necessary actions will be taken in future.

	<ul style="list-style-type: none"> • Some draft documents pending approval were advancing due to lack of interest of the supervisors. • Delayed payment of salaries to twins had a negative impact, resulting in absenteeism or shifting job from government to non-governmental organizations. • Lack of resources at institutional level also hinders the coaching and mentoring process. 	<ul style="list-style-type: none"> • National MoLPS&HRD should discuss and consider the transfer of twins with concerned institution and prepare a plan, which will ensure the attachment of twins for two years irrespective of any political change to successfully complete coaching and mentoring process. 	
<p>M&E Activity 3: Field monitoring visit to Yambio (7 – 11 August 2017)</p>	<ul style="list-style-type: none"> • The creation of 32 states forced the state government to merge some ministries and commissions and directorates. This caused challenges in line management and administration of public affairs, which affected the supervisory roles of most senior officials some of who supervise CSSOs. • The division of the state led to transfer or relocation of twins who had been paired with CSSOs, which interrupted the otherwise smooth coaching and mentoring process. However, the recruitment of new twins salvaged the transfer of knowledge and skills. • Non-payment of salaries to twins by Government also negatively impact on twins’ motivation level, resulting in no-show at work place or shifting of job from Government institution to non-government organizations. • Lack of resources at institutional level also hinders the coaching and mentoring process. 	<ul style="list-style-type: none"> • National MoLPS&HRD should consult with state ministries and ensure that change in ministries status should now have any impact on coaching and mentoring process. • National MoLPS&HRD should discuss and consider the transfer of twins with concerned institution and prepare a plan, which will ensure the attachment of twins for two years irrespective of any political change to successfully complete coaching and mentoring process. 	<ul style="list-style-type: none"> • Observations and Recommendations discussed with Senior Management and necessary actions will be taken in future.

<p>M&E Activity 4: Field monitoring visit to Wau (21 – 25 August 2017)</p>	<ul style="list-style-type: none"> • Twins were transferred to the newly created state Lol, which hindered the smooth coaching and mentoring process, though new twins had to be identified and attached to the CSSOs. • Delayed payment of salaries has demotivated the twins, which in turn affected their attention and retention of new information for the gaining of relevant knowledge and skills, poor attendance to work, and led many twins to seek employment in NGOs. • Lack of resources at institutional level also hinders the coaching and mentoring process. 	<ul style="list-style-type: none"> • Government need to institutionalise capacity enhancement and ensure that twins complete the mandatory two-year period before they are transferred. • The current situation requires the government to fast-track the end to the ongoing conflict so that peace, security and stabilisation may prevail. • Government is encouraged ensure that the right conditions including peace and stability are all in place so that resources including salaries may be available for the well-functioning of the civil service. 	<ul style="list-style-type: none"> • Observations and recommendations discussed with Senior Management and necessary actions will be taken in future.
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6. Risk management

The project deploys 111 CSSOs (23 female) to coach and mentor 392 twins (67 female). The risks associated with the project in quarter two remained the same in quarter three:

Risks	Mitigation Measures
Lack of government budget to national and sub-national institutions undermines proper coaching and mentoring skills and knowledge transfer.	The project continued to consult 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 resulting in continued transfer of twins to newly created states, disrupts coaching and mentoring and the timely acquisition of skills and knowledge	The project continued to encourage 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 insecurity delay implementation of the planned IGAD project activities.	The project continued to work closely with United Nations Department of Security Services 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 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.</p> <p>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.</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

- **Delayed payment of salaries:** The ongoing economic hardship coupled with delayed payment of salaries continued to affect staff routine work due to absenteeism where civil servants spend time to fend for their families and look for other opportunities of gainful employment. The project encouraged CSSOs to urge twins and their supervisors to dedicate at least two hours to be coached and mentored.
- **Creation of 32 states:** Continued transfer of twins due to the creation of new states led some CSSOs to remain without twins, some of whom had already covered over 18 months of the programme. The Project Executive Board meeting of 12 July 2017 urged government to ensure that twins who are on course be allowed to complete the entire two-year period of training, which is necessary for gaining the required level of capacity enhancement.
- **Lack of operational budget:** Continued lack of electric power and internet connectivity in most government institutions hinders both twins and institutions from effective and regular application of computers, online information, and sharing experiences and lessons learnt. The project encouraged CSSOs to build good working rapport with partner agencies to get access to internet facility and charge their laptops.
- **Insecurity:** The continued insecurity in some states limit mobility of CSSOs and twins to conduct field based coaching and mentoring, which affected the practical skills and knowledge transfer.

8. Lessons Learned

- **The need for flexibility and context-relevance:** An innovative project like the RSS/IGAD initiative, under the current political dispensation where the government is striving to operationalise a National Dialogue, implementing key milestones of ARCISS, it is important for the project to remain flexible and strategic to accommodate emerging capacity needs in existing civil service institutions and new mechanisms from the peace agreement.
- **The need to continuously focus on skills transfer than skill 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.

9. Financial Summary (Provisional)

Support to Public Administration - IGAD Regional Initiative for Capacity Enhancement in South Sudan								
2017 Quarter Three Expenditure								
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 September 2017			
Activity Results	Associated Actions/Results	Budget Account & Description	Jan - Dec 2017 (NOK)	Jan - Dec 2017 (USD)	Expenditures Jan - June 2017	Expenditures July- Sept 2017	Cumulative expenditures	Balance
Activity Result 2: Civil Service Support Officers (CSSOs) from IGAD Member States with significant skills, experience and professionalism identified, deployed and managed, with gender distribution as (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	27,994,681.27	3,421,078.00	1,960,069.27	865,440.12	2,825,509.39	595,568.61
		72700 Hospitality /Catering	0.00	0.00	-		-	-
		72800 Information Technology Equipment	0.00	0.00	-	(1,760.00)	(1,760.00)	1,760.00
		75700 Training Workshops & Confer.	334,439.23	40,870.00	30,780.00	-	30,780.00	10,090.00
		71600 Travel	2,620,605.75	320,250.00	156,459.23	62,860.72	219,319.95	100,930.05
		Realized Gains & Losses	0.00	0.00	(1.23)	(0.61)	(1.84)	1.84
	Sub-Total		30,949,726.25	3,782,198.00	2,147,307.27	926,540.23	3,073,847.50	708,350.50
	Facilities and Administration 7% (GMS)	75100 - Facilities & Administration	2,166,480.84	264,753.86	149,268.84	64,916.41	214,185.25	50,568.61
Activity Result 2 Total			33,116,207.09	4,046,951.86	2,296,576.11	991,456.64	3,288,032.75	758,919.11
Activity Result 5: Project Management activities effectively carried out	Staff salaries: Project Manager (P4) (100%); Finance Specialist (P3) (33%);	Salary & Post Adj Cst-IP Staff	2,668,705.52	326,128.01	33,825.20	85,989.39	119,814.59	206,313.42
	UNVs: Monitoring and Reporting Specialist (IUNV)	71500 International UNVs	736,470.00	90,000.00	47,405.85	15,657.09	63,062.94	26,937.06
	Conduct quarterly field visits	71600 Travel	249,581.50	30,500.00	26,965.01	-	26,965.01	3,534.99

Service contract holders: Project Management Specialist (SB5/3); Project Officer (SB4/3); Finance Associate (SB 3/5); Admin. Associate (SB 3/5); Travel Associate (SB 3/4); Drivers (SB1/5) (2)	71400 Contractual Services	2,337,693.25	285,676.80	127,148.46	61,562.61	188,711.07	96,965.73
Staff learning	75700 Training and workshops	0.00	0.00	-	-	-	-
Technical Committee and meetings	72500 Supplies	49,098.00	6,000.00	3,963.35	1,968.00	5,931.35	68.65
Vehicle fuel and maintenance	73400 Rental & Maint-Other Equip	98,196.00	12,000.00	5,259.80	922.57	6,182.37	5,817.63
Conduct and disseminate Project Audit and Evaluation report		777,385.00	95,000.00	-		-	95,000.00
Direct Project Cost, Communication and M&E	DPC, 74100 - Communications, 74500 - M&E	1,357,756	165,923.96	21,702.05	52,164.61	73,866.66	92,057.30
	76100 Realised Gain/Losses	0.00	0.00	1,230.84	4,707.65	5,938.49	(5,938.49) *
Sub-total		8,274,885.03	1,011,228.77	267,500.56	222,971.92	490,472.48	520,756.29
Facilities and Administration 7% (GMS)	75100 - Facilities & Administration	579,241.95	70,786.01	19,685.98	15,235.28	34,921.26	35,864.75
Activity Result 5 Total		8,854,126.98	1,082,014.78	287,186.54	238,207.20	525,393.74	556,621.04
PROJECT TOTAL		41,970,334.07	5,128,966.64	2,583,762.65	1,229,663.84	3,813,426.49	1,315,540.15

* Resulted from exchange rate loss

Annex 1: Distribution of CSSOs⁷ by Ministry, state and nationality – as of 30 September 2017

S/N	Names	Title	Location	Institution	Nationality
1	Bizuneh Debebe Mulatu	Vocational Training Advisor	Juba	National MoLPS&HRD	Ethiopian
2	Berhanu Hirpa Woldie	M &E and Statistician	Juba	National MoLPS&HRD	Ethiopian
3	John Mutegi Muriungi	Management Analyst	Juba	National MoLPS&HRD	Kenyan
4	James Erastus Seda	Director, ANS	Juba	National Ministry of Transport, SSSCAA, Juba (JIA)	Kenyan
5	Leonard Kipkoech Maritim	Database Officer	Juba	South Sudan Peace & Reconciliation Commission	Kenyan
6	Getachew Metaferia Gebremariam	HRM Officer	Juba	South Sudan Urban Corporation, Juba	Ethiopian
7	Aklilu Woldemariam	Invest. Promotion Officer	Juba	South Sudan Investment Authority, Juba	Ethiopian
8	Hanna Tujuba Atomssa	Paediatrician	Juba	Al Sabah Children Hospital, Juba	Ethiopian
9	Mekonnen Greselassie Gidey	Public Financial Mgt Officer	Juba	State Ministry of Finance & Economic Planning	Ethiopian
10	Abera Girum Getahun	Medical Lab Technologist	Torit	State Ministry of Health, Imatong State	Ethiopian
11	Natnael Assefa Mekonen	Anaesthetist	Torit	State Ministry of Health, Imatong State	Ethiopian
12	Dagim Leykun Berhanu	Surgeon	Torit	State Ministry of Health, Imatong State	Ethiopian
13	Abyot Meaza Dasho	Medical Lab Technologist	Aweil	State Ministry of Health, Aweil State	Ethiopian
14	Ayelech Mengesha Woldegebriel	Registered Nurse	Aweil	State Ministry of Health, Aweil State	Ethiopian
15	Negi Desalegn Fanta	Anaesthetist	Aweil	State Ministry of Health, Aweil State	Ethiopian
16	Addisu Animaw Techane	Surgeon	Aweil	State Ministry of Health, Aweil State	Ethiopian
17	Allan Mutegi Bururia	Establishment Officer	Aweil	State Ministry of physical Infrastructure	Kenyan
18	Shewki Moga Siraj	Microbiologist	Aweil	University of Bahr el Ghazal/Wau Teaching Hospital	Ethiopian
19	Selamwit Shiferaw Jimma	Anaesthetist	Yei/Juba	Yei Civil Hospital / Juba Teaching Hospital	Ethiopian
20	Adam Lemma Kibret	Surgeon	Yei/Juba	Yei Civil Hospital / Juba Teaching Hospital	Ethiopian
21	Dagnachew Ayele Belachew	HRM Officer	Yambio	State MoLPS&HRD, Gbudue	Ethiopian
22	Dagnachew Kebede Zeleke	Registered Midwife	Yambio	State Ministry of Health, Gbudue State	Ethiopian

⁷ The number of CSSOs that were supposed to remain by this reporting time was 52. However, for various reasons (e.g. resignations due to insecurity or family crisis), and 12 have either resigned or separated from the programme. As a result, as of 30 September 2017, there are 40 CSSOs in-post in South Sudan.

23	Teferi Amensisa Ali	Registered Nurse	Yambio	State Ministry of Health, Gbudue State	Ethiopian
24	Zerihun Gezahegne Belachew	Labour Officer	Yambio	State MoLPS&HRD, Gbudue	Ethiopian
25	Lakech Teshome Shiferaw	Registered Midwife	Yambio	State Ministry of Health, Gbudue State	Ethiopian
26	Abera Teklemariam Haile	Plant Protection Officer	Yambio	State Ministry of Agriculture, Gbudue State	Ethiopian
27	Achamyelah Mulugeta Yismaw	Medical Lab Technologist	Yambio	State Ministry of Health, Gbudue State	Ethiopian
28	Zerihun Geresu Bedasho	Radiologist	Yambio	State Ministry of Health, Gbudue State	Ethiopian
29	Zerihun Geresu Bedasho	Radiologist	Yambio	State Ministry of Health, Gbudue State	Ethiopian
30	Yimam Hassen Ahmed	Anaesthetist	Rumbek	State Ministry of Health, Western Lakes State	Ethiopian
31	Tegegn Demissie Ayele	Anaesthetist	Rumbek	State Ministry of Health, Western Lakes State	Ethiopian
32	Dimiru Abebe Alemu	Radiologist	Rumbek	State Ministry of Health, Western Lakes State	Ethiopian
33	Semagn Mokennen Abeta	Anaesthetist	Rumbek	State Ministry of Health, Western Lakes State	Ethiopian
34	Zewdu Chere Fetene	Medical Lab Technologist	Rumbek	State Ministry of Health, Western Lakes State	Ethiopian
35	Candia stephen	Public Fin Mgt. Officer	Rumbek	State MoLPS&HRD, WLS	Ugandan
36	Christine akinyi opile	Establishment Officer	Rumbek	State MoLPS&HRD, WLS	Kenyan
37	Kumsa balcha buse	Extension Officer	Wau	State Ministry of Agriculture	Ethiopian
38	Asfaw seyoum biratu	ICT Training Officer	Wau	State Ministry of Interior, Wau State	Ethiopian
39	Twesigane maureen	Child protection officer	Wau	State Ministry of Gender and Social Welfare	Ugandan
40	Jamel Abdela Said	Anaesthetist	Kuajok	State Hospital Kuajok	Ethiopian

Annex 2: Summary of achievements – CSSOs' Reports, Quarter Three 2017

1. Ministry of Gender, Child and Social Welfare

National:

Four twins (one female) in Juba administered psychosocial support to eight gender-based violence cases; as a result, two adults, four teenage girls, and two children were reintegrated into society and returned to school. During the reporting period, local community's awareness on how to handle GBV incidents and issues including how to avail support to and what the role of Ministry of Gender, Child and Social Welfare is in relation to GBV, was increased through outreach actions of four twins. 24 GBV victims, 14 disability cases from different parts of South Sudan were admitted and processed at the Physical Rehabilitation and Relief Centre in Juba. Most of the disability cases were from the ongoing conflict or because of the July 2016 crisis.

State:

Yambio

68 GBV victims (20 adult females and 18 children) benefited from the counselling, treatment and referral support that six twins (three female) offered them through the SPU. Thirty-two 32 (18 female) key state ministry's officials gained relevantly basic skills and knowledge about SGBV survivors and how to sensitise the public against stereotypes, discrimination and stigmatisation through a twin's organised and IOM/CMMB funded workshop during the reporting period. Furthermore, 46 local teachers gained knowledge and information on how to deal with GBV student victims and administer psychosocial support, as well as on how sensitise student bodies about GBV. The trained six twins utilised their skills and knowledge to organise a conference where they developed a project proposal for capacity building and on repairing the CTC; key stakeholders entailed UNICEF, International Confederation of the Red Cross, Catholic Medical Mission Board, World Vision, and UNMISS. As a result, UNICEF committed 2.5 million SSP for the renovation and repairing of the CTC.

36 GBV women survivors received psychosocial support from the six twins, and were re-integrated in the community. Twins collaborated with Community Voice for Peace and Young Women Christian Association and enabled 28 adults (19 female) and 10 girls to gain basic business skills for small scale businesses and self-sufficiency. A revolving fund of US\$250 was established for small business start-ups. Aided by UNMISS and organized by UNPOL, knowledge and skills of 16 (six female) police officers was enhanced after they gained new information on South Sudan-specific gender and gender crimes; they were enabled to handle gender related issues.

Torit

Over 100 street families – 82 children (25 female) and 25 adults (10 female) – received free medical camp treatment organised by six twins (two female) in collaboration with UNMISS and CP-Working Group, which fostered community awareness and respect of their equal rights to health. Public awareness on the Child Act 2008 was raised among the wider community when six twins along with 12 (five female) non-twin civil servants conducted the outreach activities during the reporting period. A uniform reporting format was set up for the directorate of gender, child and social welfare with inputs from 17 (seven female) twin-trained social workers during a partners' forum supported by Caritas, Save the Children, Plan International, and Global Aim, to address the plight and needs of children as a team. Knowledge and skills of conducting rapid needs assessment of six twins and 10 non-twin civil servants was enhanced. With funding support from Handicapped international-Torit office, the twins and non-twin staff assessed needs of people and children living with challenges and disabilities in Torit.

Gender and Social Development Directorate - WAU

Weekly visits to the juvenile centre increased during the reporting period after the knowledge and information of 16 (nine female) social workers and four twins were trained on the principles of working with orphans and other vulnerable children (OVC) was enhanced. The 23 social workers reported to have gained new information and knowledge on core support programme areas of intervention for OVC, analysis of common needs of armed conflict-affected OVC, reducing impact of conflict, FTR, PSS, ways of maintaining positive mind set (attitude change), and imparting core life skills for adolescents. The increased weekly visits to the juvenile centre verified the ages of detained children in relation to their criminal liabilities. Because of the visit to the centre, the social workers processed the release of four detained children (aged 9 to 11) who were reunited with their families and re-integrated into the community.

After gaining new knowledge and information and having received technical support from four twins, two Probation Officers based at the Juvenile Centre processed the release from detention of 71 children (all boys) who had been detained at the juvenile centre. They were reintegrated into the community.

2. Labour, Public Service and Human Resource Development

National:

MoLPS&HRD – Technical Vocational Education and Training, Juba

Four twins (two female) developed draft Guideline for Registration of Vocational Training programmes modules (with assessment checklists). VT unified their registers and checklists, intended to ensure quality and record keeping. Assessment of VT centre in Aweil was carried out by the Ministry with support of UNDP recovery and stabilization project, which will benefit community and victims of crises at large in Aweil and surrounding states. Training need assessment is carried out by support of JICA in Juba to assess the capacity of managers and instructors of TVET and need for the training by public (report is forwarded to IGAD project – PMU).

State:

Yambio

Knowledge and skills of two twins (one female) and one non-twin staff was enhanced having been trained on-the-job on labour administration, labour inspection and labour relation, and are now able to conduct work place inspections, handling and settling industrial disputes. CSSOs reported minimised work place conflicts, increased expression of work place satisfaction and motivation to work.

Two operational manuals on labour relation and labour inspection are prepared and put in implementation along with checklists for data collection and streamlining labour administration services. Workable information management system established and information are ready to utilization of different purposes but due to austerity conditions, the realization of the system cannot be put in place.

Aweil

CSSOs reported improved work ethics of staff including time management, timely response to public queries, and delivery service by 11 civil servants (four twins, seven non-twins). Staff used reference points, materials, recorded evidence of activities including taking meeting minutes, increased efficiency and effectiveness in work performance and results.

Rumbek – Western Lakes state

CSSOs reported improved skills and increased knowledge of four twins (two female) at the Directorate of Gender, Child and Social Welfare as conducted human resource and other activities in accordance to the laid down rules and legal procedures (by public and private institutions). As a result, all NGO job advertisements and recruitments are approved by the Directorate, who has been represented during shortlisting and interviewing time. Copies of lists of successful candidates are kept in the Directorate for future reference. Delivery of services improved because twins and the supervisors responded timely to queries, and reported to work on time, as interest for and motivation to work improved.

Torit

Performance management and appraisal system in Torit was revamped by the efforts of four twins and 91 non-twin staff, which led to the assessment of civil servant performance, elimination of ghost employees from the payroll or system, recommendations for promotion (as a result 111 Super Scale staff (27 female, 84 male) were promoted to the next grades, developed terms of reference /Job Descriptions in conformity to civil service requirement, and created a better understanding of roles and duties.

Wau

CSSOs reported that three twins enhanced the capacity of 15 other non-twin civil servants; who gained skills and knowledge on how to roll out and handle the performance management system in the state. Twins helped to develop and draft job descriptions, which were non-existent. They were used as guides for staff performance.

3. Agriculture and Forestry

State:

Yambio

In Yambio, CSSOs reported improved food utilization, selling surplus, and income generation after 80 farmers from two farmer cooperatives were trained with support from FAO on good practices of agronomy, food utilization and marketing.

Torit

Knowledge and skills on various agronomic practices like production of maize, sorghum, and groundnuts, post-harvest management of 28 community extension workers (19 male, nine female) were enhanced after four twins successfully planned and carried out training workshops for community extension workers in collaboration with NGOs (War Child Canada-WCC, NIRAS). Farmers reported to have gained relevant information and skills for crop husbandry, which has increased their farm yields and income. Twins helped to establish five demonstration plots and 334 farmers (150 male, 184 female) trained on result based demonstration activities. A joined field visit to conduct demonstration at Palataka Food Security Farm in Ayachi County was undertaken from 11-15 August 2017, where four twins and four (three female) extension workers participated in. These activities led to improved yields of vegetables, onions, and tomatoes, and it helped in undertaking proper cereals monitoring, better practical farming performance, and sharing of experiences, success stories and advice. 4,000 Farmers (1,000 female) gained substantial knowledge and skills on good farming techniques; they were given seeds and various farming tools by FAO, which improved production.

4. Health

State:

Aweil

Eight twins (three female) gained basic skills, information and knowledge on different laboratory techniques like sampling, data collection, and test conducting. Three twins (one female) gained knowledge and skills on conducting sample preparations, staining and microscope workstation tasks. As a result, twins examined and identified parasites and urine sediments using microscope. In every week a total of 250 malaria slides, 60 urine analysis, 10 stool samples, 15 Widal Weil Felix tests, 20 syphilis cases, 30 pregnancy tests, and 25 blood group examinations were conducted during the reporting period. Under supervision of CSSOs, twins undertook tests on falciparum and vivax malaria parasites, urine sediment, stool parasites and serology agglutinations.

Awareness and knowledge of three new laboratory personnel increased on laboratory acquired infections and laboratory safety. Twins gained more knowledge and information on infections and safety mechanisms acquired in the laboratory including bacteria, viruses (HIV, HBV), and on good laboratory practices, including

the professional use of safety equipment (gloves, masks, gowns) as measures of reducing cases of infections and improving safety of laboratory staff.

Yambio

Six twins (five female) and 16 non-twin staff of the hospital performed partograph at the maternity wards, which prevented prolonged labour and reduced maternal and neonatal mortality rate at hospital. Twins were instrumental in the reduction of neonatal mortality cases during the reporting period when six (five female) twins and seven (five female) non-twins applied the new knowledge, information and skills gained on the management of cord prolapse and cord presentation. An additional five female twins and 11 non-twin staff (five female) contributed to the prevention of maternal, neonatal morbidity and mortality having been trained on Antepartum Haemorrhage.

Twins are provided with following mentoring and coaching techniques through on job-training:

S/N	Type of training	Male	Female	Remark
1.	Post-partum Haemorrhage	15	23	Yambio health science college student nurses, midwife & clinical officer
2.	History taking, documentation & recording system	16	38	"
3.	Advantage of breast feeding	10	13	"
4.	Immediate new born care	20	24	Showed by demonstration & re demonstration
5.	Infection prevention	15	24	Nurse, Midwife & Clinical Officer
6.	Health education for postnatal mother	15	19	Showed by practical
7.	Advantage of immunization for mother & new born	13	20	Yambio health science college students
8.	Partograph & management of labour	20	22	Yambio health science college students

Torit

Four twins are now operating and following preventive measures on Haematology process on the machine provided by CORDAID, it resulted in efficient results generating. The Mentees are now able to work haematological clinical chemistry analysis using automated machines. The Mentees are trained on the new florescent microscopy and alternative traditional Neil Nelson method. Due to breakdown of microscope, the twins are practicing and conducting lab-tests on traditional mechanisms. They are performing tests for Hepatitis B and C, Syphilis, Typhoid, Brucellosis, ASO and RF using taught methods.

Twins now record results and maintain log books according to SOP produced. Twins developed a proposal and acquired fund through that proposal from CORDAID, which provided a fridge, lab equipment and instruments. These implements improved the hospital's efficiency and effectiveness in producing results. Twins now disinfecting and cleaning lab instruments and equipment in line with lab safety and security protocols. Wastes now segregated into infectious and non-infectious; and sharp wastes separated in sharp containers all the time.

5. General Education

National:**Ministry of General Education and Instruction**

Four twins and 21 non-twin staff developed the TVET guidelines for schools; thirty copies were printed and distributed with funded by UNICEF, UNESCO through the Global Partnership in Education fund. Workplan developed by twins in consultation with CSSOs is shared and agreed with partners for support in training 100 TVET Instructors / Teachers for uniform skills training to be carried out across country in July, whereas Chinese Government also agreed on providing funds for training of another 100 TVET instructors across South Sudan. These activities will result in developing knowledge and skills of 200 TVET instructors on National TVET guidelines and manuals along with better transferring skills to the target beneficiary of over 400 TVET students.

State:**Wau**

Three twins (one female) developed the strategic plan 2017-2018 for the Ministry under supervision of CSSO. Twins have participated and facilitated installation of Solar Panels and Internet service at Ministry funded by UNICEF resulting in uninterrupted power supply and better communication and coordination to the ministry. The outcome of this activity will enhance the national and international communication of the Ministry. Twins have prepared concept notes and proposal for further enhancement of skills of other government officials on different ICT Tools and how to utilize them. Proposal is forwarded to UNICEF, which is under consideration.

6. Quality Assurance and Standards in Education Sector

Four twins (two female) participated and facilitated in training of Inspectors on data collection methods during assessment funded by UNICEF and GOSS. This will result provision of authentic and reliable information on areas to be emphasised in terms of school leadership, curriculum implementation and teachers' capacity levels including the details on learners in an all-inclusive manner to National Ministry and help in streamlining most of the interventions and activities.

7. State Directorate of Commerce, Trade, Industry and Investment, Ministry of Finance & Public Service (State Commission of Commerce, Trade, Industry and Investment)

Four twins participated in inspection of two factories. One of them is an SME processor of palm oil. A sample of the product was drawn and has been sent to Kenya for analysis against the applicable standards. Resulting in the understanding of the local production processes and factors that affect quality and safety identified. Twins facilitated in sensitization of factory personnel on quality and safety measures. Results of the samples are being awaited.

8. Civil Service Commission

27 Under-Secretaries and 22 Executive Directors for Commissions trained in public service code of conduct, resulting in transferring knowledge to the officials/staff of the related institutions and improvement in service delivery and performance.

9. Finance and Public Service**Yambio**

Three twins were involved in coordination and preparation of the 2017/18 Financial Year Budget for the Gbudue State, which was later presented and Approved at Council of Ministers meeting with slight amendments, which will result in Prudent Financial Management. Twins were involved in Coordination and preparation of the Bank and Cash Reconciliations resulting in Updated records on all expenditures by the Ministry and spending agencies and reducing errors and double entry of the record, hence minimizing the corruption and in placing accountability. Twins supported The State Ministry of Finance and Public service, State Revenue Authority and

State Department for Commerce and Trade for conducting and compiling Training Needs Assessment report 2017, which will result in training of staff on new finance and accountability mechanisms put in place. Twins under supervision of CSSOs also developed procurement forms for the upcoming procurements at State Level.

Yambio

Four twins and four non-twined (two female) are preparing payroll system for Gbudue state along with preparing list of separation of staff from Gbudue state due to division of state. The payroll system will help in eliminating Ghost employees from payroll system and result in reduction of bad-practices of receiving salary without work. Twins are now updating the adjustments section records on income and expenditures of financial statements which will minimize the chances of corruption through double entries of purchases and payments made to vendors. Twins also introduced the method of vetting of vouchers from the concerned signatory to promote accountability.

10. Interior Ministry /SSPS – Prisons Department

Two twins participated in graduation of second batch of inmates (142 students) acquiring difference skills and knowledge through vocational trainings. Twins assisted in launching an ICT lab at Prisons, which helped the institution in developing skills of inmates on latest IC technologies. Twins facilitated a drivers' technical training, mechanics for the efficient control and management of motor vehicles in the directorate. Students under supervision of twins and CSSOs are involved in Regular maintenance and repair of generator and of motor vehicles/cycles with other machinery. Twins have prepared motor vehicle inspection tools/sheets for pre-and post-trips inspections and trained students on the utilization and maintenance of the sheet and record.