

Support to Public Administration Project

Quarter One 2016 Progress Report



Opening ceremony of Civil Service support Officers' induction workshop, March 2016

Project Summary

Country: South Sudan
Project Duration: 2013 - 2018
Project Budget: US\$ 25,472,134
Annual Budget for 2015: US\$ 4,764,810
Expenditure for reporting period : US\$1,156,528

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Acronyms

AWP	Annual Work Plan
CSSO(s)	Civil Service Support Officer(s)
IGAD	Inter-Governmental Authority for Development
MoGCSW	Ministry of Gender, Child and Social Welfare
MoLPS & HRD	Ministry of Labour, Public Service and Human Resource Development
MoU	Memorandum of Understanding
MTCDS	Medium Term Capacity Development Strategy
PMU	Project Management Unit
PPR	Peste Des Petits Ruminant
RSS	Republic of South Sudan
SOP	Standard Operating Procedures
SPLM –iO	Sudan Peoples’ Liberation Movement - in Opposition
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children’s Fund
UNMISS	United Nations Mission in South Sudan
UNV	United Nations Volunteer

1. Executive Summary

The first Phase of the *Support to Public Administration Project* ("the Project") started in January 2012 with the aim of supporting public sector reform and capacity building for the civil service. This remains the Project's objective in the second phase which commenced in 2013. The largest component of the project involves regional cooperation through the deployment of qualified civil servants from neighboring Inter-Governmental Authority for Development (IGAD) countries¹, who spend two years in-post in the Republic of South Sudan (RSS) institutions working alongside national counterparts. These Civil Service Support Officers (CSSOs) provide day-to-day support through mentoring and coaching in areas of policy formulation as well as at the implementation level. The IGAD component is funded by the Government of Norway. Until the end of April 2013, the project supported public sector reforms through the deployment of state-based public sector reform advisors (International United Nations Volunteers (IUNVs)) in six states² as well as an organizational specialist at the national level³ funded by the UNDP's Bureau for Crisis Prevention and Recovery (now Bureau for Policy and Programme Support), the Swedish International Development Cooperation Agency (SIDA) and the United Nations Development Programme (UNDP). The key project partner is the national Ministry of Labour, Public Service and Human Resource Development (MoLPS & HRD).

This quarterly progress report reviews project progress from January - March 2016. It presents a description of the achievements, challenges, and progress towards the accomplishment of project results.

The project has one output: *Capacity of national and state level civil service institutions strengthened* with five key results:

1. Implementation of Medium-Term Capacity Development Strategy (MTCDS) supported
2. Civil Service Support Officers (CSSOs) from IGAD Member States with significant skills, experience and professionalism identified, deployed and managed, with gender distribution (70% males and 30% female)
3. South-south linkages between South Sudan and regional countries' public sector agencies and think tanks in IGAD Member States developed and strengthened
4. Diaspora desk strengthened and diaspora placed in South Sudan Civil Service Institution
5. Project management activities effectively carried out

As of March 2016, 102 CSSOs were in-post in South Sudan: 37 from Ethiopia (seven women), 36 from Uganda (nine women), and 29 from Kenya. Insecurity remained a challenge especially in Western Bahr-el-Ghazal and Western Equatoria where sporadic armed violence was experienced. UNDP worked with UNICEF, UNMISS, and other UN agencies to ensure the safety of CSSOs in these locations and elsewhere in the country. The October 2015 Presidential Decree on the creation of 28 states posed difficulties in the project's twinning arrangement because of the resultant movement of South Sudanese civil servants to new posts and/or locations.

The total project budget is US\$ 4,764,810, with a cumulative expenditure of US\$ 1,156,528 which represents a 24% delivery rate.

¹Ethiopia, Kenya, and Uganda.

²The six were separated from UNDP due to lack of financial resources. The project continues to fundraise to continue planned activities in this area.

³The Organizational Development Specialist also separated but is under replacement through IGAD.

2. Progress towards development results

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

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

Summary achievement based on CPD output targets

CPD output targets	Summary achievement to date	Status
Seventy percent of civil service institutions supported through the IGAD South-South cooperation arrangement report improved capacity of civil servants to perform their duties.	<ul style="list-style-type: none"> At least 73% of the target Civil Service Support Officer (CSSOs), from the three Inter-Governmental Authority on Development (IGAD) countries, to coach and mentor South Sudanese counterparts/twins, have been deployed. In partnership with respective Republic of South Sudan (RSS) institutions, the project identified and inducted 236 twins (61 women). A survey to establish improved performance among twins will be conducted in the fourth quarter of 2016. 	Ongoing
Five institutional gender-responsive policies and frameworks developed to enhance operation of government departments	<p>With UNDP's technical support:</p> <ul style="list-style-type: none"> Girl Child Education Bill 2016 drafted in Western Bahr-el-Ghazal State. The development of four gender-responsive policies initiated at the national (one) and state (three) levels; including a policy on the Protection and Care of Children without Appropriate Parental Care for the state Ministry of Gender, Child and Social Welfare (MoGCSW) in Western Bahr-el-Ghazal State. Two strategic plans drafted: Five-year Strategic Plan for the Torit State Hospital in Eastern Equatoria State; and three-year Strategic Plan for the State Ministry of Housing, Electricity and Water in Western Equatoria State. Six frameworks developed for the national Ministry of Ministry of Livestock and Fisheries; and five state institutions: Torit State Hospital in Eastern Equatoria State; state Ministries of Housing, Electricity and Water; and Commerce, Trade and Investment in Western Equatoria State; state Ministry of Commerce, Trade and Investment in Western Bahr-el-Ghazal; and Kuajok State Hospital in Warrap State. 	Ongoing
Overall status		Ongoing

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

Summary achievement against 2016 Annual Work Plan (AWP) targets

Annual Target (2016)	Summary achievement during the quarter	Status
Two institutional policies developed	<p>One Bill, and three polices developed:</p> <ul style="list-style-type: none"> a) Draft Girl Child Education Bill 2016 developed in Western Bahr-el-Ghazal State. b) Draft Vocational Training Policy for the national MoLPS & HRD reviewed; and c) Two policies drafted: <ul style="list-style-type: none"> • Policy on the Protection and Care of Children without Appropriate Parental Care for the state Ministry of Gender, Child and Social Welfare (MoGCSW) in Western Bahr-el-Ghazal State; • Policy Document on Investment in Eastern Equatoria State. 	Ongoing
Two strategic plans/frameworks developed	<p>Two strategic plans developed:</p> <ul style="list-style-type: none"> • Five-year strategic plan for the Torit State Hospital in Eastern Equatoria State; and • Three-year Strategic Plan for the State Ministry of Housing, Electricity and Water in Western Equatoria State. <p>A National Strategy for Control and Eradication of <i>Peste Des Petits Ruminant</i> (PPR) in South Sudan for the national Ministry of Livestock and Fisheries developed.</p> <p>Seven frameworks developed:</p> <ul style="list-style-type: none"> • Basic Paediatric Protocol, • Blood Transfusion, and • Newborn Care Guidelines in the Torit State Hospital, Eastern Equatoria State; • Pre-Operation Care Protocol for the Kuajok State Hospital in Warrap State; • Code of Conduct for Social Workers; and • Code of Conduct for Employers of Social Workers for the Ministry of Gender, Child and Social Welfare in Western Bahr- el-Ghazal State; and • Standard Operating Procedures (SOPs) for Inspection of Incoming Goods formulated in State Ministry of Commerce, Trade and Investment in Western Equatoria State. 	Ongoing
60% of targeted institutions reporting improved work-related performance by twins.	Assessment to measure this target to be conducted in the fourth quarter of 2016	Ongoing
60% of twins express satisfaction over the twinning arrangements.	Assessment to measure this target to be conducted in the fourth quarter of 2016	Ongoing
60% of targeted institutions report improved services.	Assessment to measure this target to be conducted in the fourth quarter of 2016	Ongoing
Overall status		Ongoing

UNDP deployed an additional 12 CSSOs (four women) from Ethiopia and Uganda during the quarter, bringing the total number CSSOs to 102 (22 women). Together with the initial teams deployed in the third and fourth quarter of 2015⁴, these CSSOs supported human and institutional capacity building through coaching and mentoring of South Sudanese civil servants/twins.

Two institutional policies developed

Through two CSSOs deployed to the state Ministry of Gender, Child and Social Welfare (MoGCSW) in Western Bahr-el-Ghazal State, UNDP supported the drafting of one bill on *Girl Child Education*; a draft policy on the *Protection and Care of Children without Appropriate Parental Care*; and *Codes of Conduct for Social Workers, and Employers of Social Workers*. These are in accordance with the institutions' priorities to promote girl child education, ensure proper care for all children, and establish common standards for the social service sector for effective operations. The draft bill and policies were under review by the State Legislative Assembly and relevant units within the state MoGCSW respectively.

Further, UNDP supported the; a) review of a draft Vocational Training Policy for the national MoLPS & HRD through a vocational training expert seconded to the Directorate of Labour; and b) development of a Policy Document on Investment for the state Ministry of Agriculture, Forestry, Cooperative and Rural Development in Eastern Equatoria State. The Vocational Training Policy aims to streamline vocational training across technical institutions in South Sudan and quality standards for beneficiaries while the Policy Document focuses on increased investments in Eastern Equatoria state for improved government revenue and citizens' income.

Two strategic plans/frameworks developed

Further, the Project provided support towards the formulation of six strategic plans and frameworks. Through the deployment of 20 CSSOs to the national Ministry of Livestock and Fisheries, and four state institutions, UNDP provided technical assistance for the development of a national strategy for Control and Eradication of *Peste Des Petits Ruminant*, and two institutional strategic plans (Torit State Hospital, Eastern Equatoria State, and state Ministry of Housing, Electricity and Water, Western Equatoria), Basic Paediatric Protocol, Blood Transfusion, and Newborn Care Guidelines in the Torit State Hospital; Pre-Operation Care Protocol for the Kuajok State Hospital, Warrap State; and SOPs for Inspection of Incoming Goods for the Ministry of Commerce, Trade and Investment, Western Equatoria State. These will enhance efforts to address organizational deficiencies for improved governance and public service delivery.

Sixty percent of targeted institutions reporting improved work-related performance by twins; sixty percent of twins express satisfaction over the twinning arrangements; and sixty percent of targeted institutions report improved services.

Activities towards the attainment of the last three targets are surveys which will be done in third quarter of 2016 to establish satisfaction levels as a result of the development policies and frameworks.

⁴ 35 Ugandans deployed in August 2015; 29 Kenyans deployed in October and November 2015; and 26 Ethiopians deployed in November 2015.

3. Gender Development Results

Gender results	Evidence
<p>Gender result 1: Twenty-two percent of the 102 deployed CSSOs are female, with the expectation that the targeted 30% female CSSOs will be attained when all the CSSOs are on board.</p> <p>Gender result 2: The 42 CSSOs deployed to nine health facilities in seven states are, through service delivery and training, addressing the differential health needs of men and women.</p> <p>Gender result 3: Eight CSSOs deployed to national and state MGCSW are supporting gender transformation through the development of legislation, policies, regulations and frameworks to change norms, cultural values, power structures, and the roots of gender inequalities and discrimination in South Sudan. For instance, CSSOs in Western Bahr-el-Ghazal State supported the drafting of a Girl Child Education Bill for consideration by the State Legislative Assembly.</p>	<p>Evidence 1: CSSO recruitment records, CSSOs quarterly reports and RSS national, and state institutional reports.</p> <p>Evidence 2: MoLPS&HRD reports, national and state Ministry of Health reports and records</p> <p>Evidence 3: Ministry of Gender, Child and Social Welfare reports, Hansards and legislations, policies, procedures and frameworks.</p>

4. Targeting, sustainability of results, strengthening national capacities and South-South and Triangular Cooperation

4.1: Targeting

Target groups	Needs addressed	Evidence
Patients	Health services – prevention and treatment	Hospital reports (two teaching and referral, six state , and one county), UNDP website and CSSOs reports
Farmers	Agricultural extension services	State Ministry of Agriculture, Forestry, Cooperative and Rural Development (Eastern Equatoria, Western Equatoria, and Western Bahr-el-Ghazal); and CSSOs reports

4.2: Sustainability

Results achieved	Sustainability
In partnership with respective RSS institutions identified and inducted 236 twins (61 women) as an initial stage of knowledge transfer to South Sudanese civil servants.	The potential of the South Sudanese civil servants benefitting from coaching and mentoring to transfer learned knowledge and skills to other civil servants/twins.

4.3 South to South and Triangular Cooperation

Country	Type of cooperation
Ethiopia, Kenya, Uganda with support from Norway	Secondment of 102 qualified civil servants to support capacity building in South Sudan for a two-year duration. These civil servants are deployed to national, state, and county level institutions in seven states of South Sudan; and serve as a form of rapid capacity surge to enhance policy formulation and public service delivery. In-country, the initiative is solely funded by the Government of Norway.

5. Partnerships

The national Ministry of Labour, Public Service and Human Resource Development is the leading RSS institution for the Project. The project also partners with 18 other RSS institutions (national, state, and county) participating through hosting the CSSOs. Other partners include the three IGAD countries (Ethiopia, Kenya, and Uganda) which second CSSOs to South Sudan. The IGAD Liaison Office in South Sudan; and the Government of the Royal Kingdom of Norway, who are also Project Executive Board (PEB) members, are active project partners.

6. Challenges/Issues

Insecurity: Political instability arising from the December 2013 conflict remained a challenge over the reporting period. At the national level, the delayed arrival of the Sudan Peoples' Liberation Movement - in Opposition (SPLM – iO) caused uncertainty within the MoLPS & HRD, resulting in the deferment of the first quarter Project Board meeting. Additionally, CSSOs at the sub-national level experienced sporadic incidents of insecurity, particularly in Yambio and Wau. UNDP maintained close contacts with UNMISS and UNICEF in these locations to ensure the CSSOs were safe during the conflict

Creation of 28 States: The October 2015 Presidential Decree increasing the number of states from 10 to 28 precipitated confusion in the states owing to ad hoc relocation/transfer of South Sudanese civil servants to the new states and departments. An internal rapid assessment revealed that the twinning process was likely to suffer due to the relocation of twins as part of resource distribution among the newly created states. UNDP is in consultation with Norway on the likely effects of the decree and possible mitigation measures.

7. Risks and Mitigation Measures

Risks	Mitigation Measures
Creation of the 28 states could affect coaching and mentoring of the government counterparts	The Ministry of Labour, Public Service and Human Resource Development together with the PMU are closely monitoring the implementation of the 28 States across South Sudan. Currently, it has been agreed that CSSOs shall remain in the former 10 state capitals as per RSS/IGAD Phase II Human Needs Capacity Assessment Report; and MOU provisions.
Inadequate project funding leaving some priority activities un-implemented	Continued engagement with potential donors.
Recurrence of armed conflict that could affect safe evacuation of the CSSOs.	Presented proposal to Norway for CSSO evacuation by air to ensure prompt removal from South Sudan in the event of a crisis. The Ministry of Labour, Public Service and Human Resource Development facilitated the deployment of a national Security Liaison Officer to the Project Management Unit to strengthen the management of CSSO security.

8. Financial Summary

Outputs/Activity Result		Annual Budget (US\$)	Quarter Expenditure ¹	% Expenditure
Output 1: National and state level civil service institutions strengthened				
Activity Result 1	Implementation of Medium-Term Capacity Development Strategy (MTCDS) supported	170,634	29,348	17%
Activity Result 2	Civil Service Support Officers (CSSOs) from IGAD Member States with significant skills, experience and professionalism identified, deployed and managed	3,255,968	934,592	29%
Activity Result 3	South-South linkages between South Sudan and regional countries' public sector agencies and think tanks in IGAD Member States developed and strengthened	66,340	0	0%
Activity Result 4	Diaspora desk strengthened and Diaspora placed in South Sudan Civil Service	0	0	0%
Activity Result 5	Project Management implemented effectively	1,271,867	192,588	15%
Grand Total		4,764,810	1,156,528	24%