

# Support to Public Administration Project

## IGAD Regional Initiative for Capacity Enhancement in South Sudan

### Progress Report 2018 Quarter Three



Twin Dr Ambelia Amabile from Wau Teaching Hospital gained skills from CSSO, Dr Mubarak to treat a sick child with hypoglycaemia. 6 August 2018. © UNDP.



## Project Summary

Country: South Sudan

Project Duration: 01 October 2013 – 31 December 2018

Project Budget: US\$25,472,134

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

Expenditure (January – September 2018): US\$1,241,053.43

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

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## Acronyms

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ARCSS	Agreement on the Resolution of Conflict in the Republic of South Sudan
CivCap	Civilian Capacity
CPD	Country Programme Document
CSSO	Civil Service Support Officer
HPF	Health Pool Fund
ICF	Interim Corporation Framework
IGAD	Inter-Governmental Authority on Development
MoLPS&HRD	Ministry of Labour, Public Service and Human Resource Development
PMU	Project Management Unit
RSS	Republic of South Sudan
R-ARCSS	Revitalized ARCSS
SOPs	Standard Operating Procedures
SP	Strategic Plan
SSCAA	South Sudan Civil Aviation Authority
UN	United Nations
UNDP	United Nations Development Programme
UNCT	United Nations Country Team
UNMISS	United Nations Mission in South Sudan
WHO	World Health Organisation

## 1. Executive Summary

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The political context during the reporting period was characterized by a heightened sense of uncertainty over the outcome of the High-Level Revitalisation Forum (HLRF) in Addis Ababa, Khartoum and Kampala. However, the signing of the protocols on security and governance provided some relief, with the assumption that an anticipated political settlement by the parties to the agreement would result into full implementation of the Revitalised Agreement on the Resolution of Conflict in the Republic of South Sudan (R-ARCSS). The test of a comprehensive political settlement will depend on an implementation programme that entails meaningful trust and confidence building between principals to the agreement. The R-ARCSS could also help restrain the frequent changes in government and increase the citizen's confidence in public service in South Sudan.

In this regard, the focus of the RSS/IGAD Initiative continued to strengthen civil service capacities and support delivery of services in targeted government institutions. Funded by the Government of Norway, the RSS/IGAD initiative remains the most viable support to public administration through its strategy for coaching and mentoring of civil servants. The deployment of qualified Civil Service Support Officers (CSSOs) from IGAD member states of Ethiopia, Kenya and Uganda to South Sudan, continued to transfer skills and knowledge among civil servants through twinning arrangements. During this reporting period, the project had 17 CSSOs in post (four Ethiopian, 10 Kenyan, and three Ugandan<sup>1</sup>), coaching and mentoring 54 South Sudanese civil servants (nine female) in six of the former 10 states of South Sudan and in three national government institutions.

The project is aligned to the United Nations Country Team (UNCT) Interim Cooperation Framework (ICF) 2016-2018 and the United Nations Development Programme (UNDP) Country Programme Document (CPD) 2016-2018 Outcome 3: "Peace and Governance Strengthened".

### Key project achievements during the reporting period<sup>2</sup>:

- **Improved surgical service at Torit state hospital:** 42 staff (20 female) from Torit hospital comprised of doctors, clinical officers and nurses improved their skills through training on Continuing Medical Education and Pre-operative and Post-Operative Care of Surgical Patients in collaboration with partner agency Cordaid.
- **Enhanced evidence-based care and quality of services at Wau Teaching Hospital:** Three twins (all female medical officers) in Wau Teaching Hospital concluded morbidity and mortality unit audits to establish the leading causes of illness and death. Twins at Wau Teaching Hospital also improved their skills in the management of patients with special medical conditions such as sickle cell, children with diabetic ketoacidosis, seizures, meningitis, and wheezing children including asthma due to continue medical education and use of nebulizers for House Officers (medical officer students doing internships).
- **Paediatric medical care and treatment improved:** Eight non-twin house officers (four female) and four clinical officers (three female) coached and mentored in identifying emergency and priority signs in children and how to manage the cases.
- **Transparent HR policies in place at Aweil State Ministry of Finance and Human Resource:** Formal criteria for recruitment, appointments, promotions and disciplinary measures have been developed by twins and institutionalised at Aweil State Ministry of Finance and Human Resource.

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<sup>1</sup> For details see Annex 1

<sup>2</sup> For detailed achievements see CSSO/Twins Reports in Annex 2

### Challenges:

- English proficiency among civil servants in Greater Bahr el Ghazal areas where Arabic is the predominant medium of education and instruction poses a challenge in the transfer of skills and development of knowledge among the twinned civil servants, since English is the official language used during coaching and mentoring. The project continues to consult with the government to offer English courses to their employees built on the experiences of Wau Municipality, where the Ministry of Education requested an English Teacher CSSO (from Kenya) to help train all ministry staff and school English teachers at the Municipality.
- The rate of qualified female civil servants in the targeted government institutions make it difficult to realise the planned 30 percent threshold of female civil servants in the project. While female participation reached 26 percent<sup>3</sup>, the project continued to call upon targeted government institutions to double efforts in ensuring female civil servants increase.

### Lessons learned:

- The project learned that the need for flexibility and conflict sensitivity is key in responding to emerging critical capacity gaps in a post-conflict context. This is informing the conceptualisation of the new phase of the support to public administration project in line with the signed R-ARCSS.
- The project has been recruiting CSSOs based on “agreed” ratios (40, 30, 30 for Kenya, Ethiopia and Uganda respectively). However, this arrangement has made it difficult for the project to flexibly recruit and deploy CSSOs in a timely manner. Hence, there is a need to eliminate the quota system and transfer the mandate to Project Management Unit (PMU) and the Ministry of Labour, Public Service and Human Resource Development (MoLPS&HRD) to decide recruitment and deployment in a context-sensitive manner.

### Budget and delivery rate:

The total project expenditure for the quarter is US\$377,309.21, while the commitments and assets are US\$179,446.33. Thus, bringing the cumulative expenditure to US\$1,241,053.43 representing a delivery rate of 55.8% of the US\$2,224,515.03 available resources.

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<sup>3</sup> In phase II, a total of 665 twins have undergone coaching and mentoring of which 176 are female.

## 2. Situation Analysis

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The reporting period was marked by the IGAD-led peace revitalization process, which resulted in the signing of the R-ARCSS on 12 September 2018. The signed agreement ushers in a new political dispensation that foreshadows good prospects for change because of the indicated commitment from conflict parties to implement the accord. IGAD member states have also shown determination to support the search for a lasting solution to South Sudan's ongoing war, which has so far forced over 2.47 million<sup>4</sup> South Sudanese to seek refuge in neighbouring countries, of which 85 percent are women and children<sup>5</sup>, and another 4 million are internally displaced. The conflict has also devastated South Sudan's nascent economy, exposing its population to harsh economic hardships, soaring commodity prices, and loss of livelihoods. With regards to the public service, the R-ARCSS calls for "radical reform and rehabilitation of the civil service" in addition to various institutional reforms. The project has developed a strategy note on how to move forward in responding to the new political context and dispensation in support of accountable and responsive public service institutions.

The prevalence of pockets of hostilities and violence between different armed groups and communities in parts of the country continued to undermine implementation of well-thought initiatives that were aimed at creating desired socio-political and economic environments to foster stability, security, return of refugees and IDPs, respect of the rule of law and basic freedoms, and the promotion of peace and peaceful co-existence for an all-inclusive R-ARCSS. During the reporting period, several incidents of insecurity were reported in parts of the country, including direct violation of the cessation of hostility agreement<sup>6</sup>. Despite this difficult operating context, the project currently has 17 CSSOs from Ethiopia, Kenya and Uganda, deployed to six of the former 10 states of South Sudan working with 54 South Sudanese civil servants (known as twins) in 17 targeted government institutions.

The RSS/IGAD strategy of training civil servants through a twinning arrangement continued to enhance capacity of civil servants to improve service delivery by targeted institutions. The project's approach to skills transfer and knowledge development oscillates around the need to meet set targets, which are informed by the United Nations (UN) system-wide and aimed at delivering stronger support to institutional building of South Sudan, as it emerges from decades of conflicts that has weakened civilian capacities. The twinning concept underscores the strengthening of national institutions, and fosters local ownership of achievements, promotes south-south cooperation, and strengthens and integrates UN assistance to support public administration.

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<sup>4</sup> OCHA: [South Sudan Humanitarian Bulletin July 2018](#)

<sup>5</sup> UNHCR: [South Sudan Situation - Responding to the needs of displaced South Sudanese and refugees, Supplementary Appeal January - December 2018](#)

<sup>6</sup> Sudan Tribune: [South Sudan monitoring body probes attacks on SPLM-IO in Yei River](#)

### 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 2018 Annual Work Plan target

Indicator	Indicator Target (2018)	Summary achievement	Status
<b>Indicator 1:</b> Number of institutional policies developed to enhance operations	Seven	In the quarter under review seven policies were being developed; two policies under review.	Ongoing
<b>Indicator 2:</b> Number of strategic plans/standard operating procedures (SPs/SOPs) developed to implement established policies.	10	A total of 18 strategic plans/standard operating procedures have been developed even as the project continued supporting the previously developed strategic plans/standard operating procedures.	Completed
<b>Indicator 3:</b> Proportion of targeted institutions reporting improved work-related performance by the twins.	85%	94 percent of targeted institutions reported improved work-related performance by the twins.	Completed
<b>Indicator 4:</b> Proportion of twinned civil servants expressing satisfaction over the twinning arrangements.	90%	85.3 percent of twinned civil servants expressing satisfaction over their twinning arrangements.	Ongoing
<b>Indicator 5:</b> Percentage of targeted institutions rated as offering improved services.	90%	The project began to survey users of the services proved by targeted institutions in quarter three, but efforts to scale up the number of respondents will continue in quarter one of 2019.	Ongoing
<b>Overall status</b>			<b>Ongoing</b>

#### Description of Results:

##### Indicator 1: Seven institutional policies developed (Baseline: Two)

During quarter three an internal assessment was carried out with 17 CSSOs (two female) to determine the number of policies developed under their respective twinning arrangements. The result of the assessment indicated that between April and September 2018, seven institutional policies were being developed and two were under review. CSSOs also indicated that host institutions continued to use previously developed/approved policies that were previously reported in 2017 and first quarter of 2018.

##### Indicator 2: 10 strategic plans/standard operating procedures developed to implement established policies (Baseline: Two)

The same internal assessment previously mentioned also indicated that cumulatively 18 strategic plans/standard operating procedures (SOPs) were developed with some having been started in 2017 and continued to early 2018, while the project continued supporting the previously



developed, approved and reported strategic plans/standard operating procedures. A detailed table highlighting some of the key developed SPs/SOPs can be found in Annex 3.

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

Out of 17 supervisors (one female) who responded to the internal assessment field monitoring questionnaire on the level of improved work-related performance by twins, 12 of them (70.5 percent) reported that there was “very much improvement” on work-related performance by twins, and four supervisors (23.5 percent) reported “much improvement”. Collectively, 94 percent of surveyed supervisors reported improved work-related performance by twins.

**Indicator 4: 90 percent of twined civil servants expressing satisfaction over the twinning arrangements (Baseline: 80 percent)**

The results of the internal assessment indicate that 85.3 percent of twined civil servants expressed satisfaction over the twinning arrangements against a baseline of 80 percent. With the 85.3 percent achievement at this stage, the project is poised to realise the remaining portion of the envisaged target. The assessment was undertaken by 34 twin respondents (seven female) who graded the level of satisfaction on the twinning arrangement on a scale of 1 to 3, where 1=*Not recommendable*; 2=*Recommendable*; and 3=*Highly Recommendable*. Out of the 34 twins who responded, 25 of them (representing 85.3 percent) graded the twinning arrangement as “highly recommendable”, thus replicable. Out of the 34 twins, four of them graded the twinning arrangement as “Recommendable”; two twins did not recommend the twinning arrangement; and three twins did not answer the question.

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

The project began to survey users of the services proved by targeted institutions in quarter three, but efforts to scale up the number of respondents will continue in quarter one of 2019 in order to have a higher number of respondents that can attest to improved service delivery in those institutions that have benefitted from the project.

## 3.2 Human Interest Story

### “Building capacity is not an easy thing”

Dr Mubarak Nasur, 37, is a paediatrician and CSSO from Uganda. He started his new function in March 2018 at the Wau Teaching Hospital, one of the only two functioning teaching hospitals in South Sudan and the referral centre for many primary health care centres in the Greater Bahr el Ghazal region.

The hospital faces compounding challenges, for example the lab is not functioning and there is no food for patients in the hospital, due to lack of financial resources. Despite solar panels, the hospital only has one generator, which is not always running due to cost of fuel.



Dr Mubarak Nasur in Wau Teaching Hospital

“Although we constantly face power issues in the hospital, staff still work by following protocols even administering medical procedures under such harsh conditions because Dr Mubarak has introduced new ideas and encouraged the staff on how to serve under inadequacy,” says Dr Rose Ajak Costa, fellow paediatrician and Dr. Mubarak’s supervisor.”

“He has shown us how you need to put needles in the back during lumber punctures, how to take samples from patients, to check if children contracted meningitis, how to use the Nebulizer for asthmatic children, and how to do medicine dose calculations,” says Dr. Ambelia Amabile, a house officer and one of the three twins assigned to work with Dr. Mubarak. She says she has witnessed many positive changes at the hospital over the past two months, and hospital data shows progress as well. Consultations increased from 1,870 in April 2018 to 2,452 in July 2018 (up from 1,301 in July 2017). The death rate in the hospital decreased to 1.5 percent in July 2018 down from 6.6% in July 2017.

“Being a paediatrician, it is not an eight-hour a day type of job,” says Dr. Mubarak, who serves in the hospital every day on call during the night and over weekend. He still manages time to advise the State Ministry of Health and helps teach medical students at the nearby University of Bahr el Ghazal.

“Local students need to be able to join the workforce, since we are missing a lot of doctors here at the hospital,” explained Dr. Rose.

In addition to coaching and mentoring twins, Dr. Mubarak also plays an official role in the university. This role entails overseeing how the medical students interact directly with patients, giving class lectures to medical students on selected topics, correcting presentations, and advising on research topics.

Dr. Mubarak has had a tremendous impact in less than five months,” states the straightforward Vice Chancellor of the University, Professor Dr. Samson Samuel Wassara. “We need quality teachers, lecturers, and when Dr. Mubarak leaves, I am very confident students will be able to take over and implement the knowledge they have gained.”

## 4. Cross cutting issues

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### 4.1 Gender results

Gender results	Evidence
Three female medical officers at Wau Teaching Hospital gained skills and knowledge in management of patients with special condition such as sickle cell; diabetic ketoacidosis; Medical Education in Neonatal seizures, meningitis, management of wheezing children including asthma and use of nebulizers.	CSSOs Reports.
Two female twins, a registrar in surgery and a house officer, at Juba Teaching Hospital acquired skills, practical knowledge and confidence to perform selected surgical procedures alone without the involvement of the CSSO.	CSSOs Reports.
Four female medical and clinical officers) at Al-Sabah Children's Hospital learned to administer nasogastric tube, intravenous and intraosseous line insertions.	CSSOs Reports.

### Gender strategy

The project remained committed to the principle of gender equality in recruitment of CSSOs and the attachment of civil servants for twinning. Thus, the project continues to implore the CSSO recruiting/deploying countries and the targeted government institutions to ensure gender parity is realised for the twinning arrangement. While two of the current 17 CSSOs are female, nine out of the currently 54 twins are female, as the project continued to report in a gender disaggregated manner.

### 4.2 Partnerships

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

Nevertheless, the project continued to collaborate with other UNDP projects that work with government institutions, which include availing CSSOs' expertise needed in specialised training workshops and in coaching and mentoring capacities targeted by these projects. The UNDP projects entail Access to Justice and Rule of Law, Peace and Community Cohesion, Recovery and Stabilisation, Local Governance Capacity Development of Service Delivery, Global Fund, and Public Financial Management.

As a norm, the project continued to collaborate with UN agencies like the United Nations Population Fund (UNFPA) on gender-based violence and the United Nations Children's Fund (UNICEF) and World Health Organisation (WHO) on surveillance activities including investigating for vaccine preventable diseases like meningitis, measles in children with rashes, children who present with weakness of any part of the body to rule out polio and nutritional support to malnourished children. The project also collaborated with the International Committee of the Red Cross on trauma management, surgical medical supplies and surgery, as well as with the Health Pool Fund (HPF) and Cordaid by supplementing staff salaries and providing medical supplies. All these partnerships are based on the comparative and competitive advantages of the partner and resulted in the 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 relevance of the IGAD regional initiative.

### 4.3 Environmental Considerations

The need for environmental conservation in South Sudan remains a concern given the rising rates of environmental degradation, deforestation, and pollution. As such, CSSOs continued to mainstream the basic ideas, concepts and universal practices of environmental conservation and protection during coaching and mentoring of twins. This way, CSSOs contribute to the strengthening of environmental governance as they share knowledge and information on such matters, which increases public awareness and advocacy on some of the best practices of disposing medical waste including expired drugs and litter; farming devoid of deforestation activities including logging; livestock grazing; sanitation and proper management community water sources. They further inculcate information on how to keep homesteads clear of mosquito breeding grounds, washing hands and fruits or vegetables, and boiling water to reduce waterborne diseases and improve health in general.

### 4.4 South to South and Triangular Cooperation

Country	Type of cooperation
South Sudan is 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 54 twins (nine female)	Overall 17 targeted government institutions (8 national and 9 subnational)	17 CSSOs (two female) enhancing capacity of 54 twins (nine female) at both national and sub-national levels benefitted from on-the-job coaching and mentoring.
Policies and guidelines developed for improved performance in civil service institutions		The operationalization of the developed internal policies, frameworks, standard operating procedures, 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

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During the reporting period, the project conducted an internal assessment to determine and report about the project achievements/results and impact of the coaching and mentoring process. While the outcome of the internal assessment largely informed the content of this report, the project continued to receive regular progress quarterly reports from CSSOs on the transfer of skills and knowledge development. The project, in consultation with the MoLPS&HRD encouraged the CSSOs to ensure that supervisors consent to the content of their progress reports to enable PMU to authenticate the same.

## 6. Risk management

The risks associated with the project during Quarter three of 2018 have not changed from the ones encountered and reported about during the first two quarters of 2018:

Risks	Mitigation Measures
Lack of government budget to national and sub-national institutions continued to undermine 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, and the outcome of the Independent Boundaries Commission 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, which increased the number of states to 32. PMU also proposed that targeted institutions consider group or departmental twinning to mitigate effects of transfers of civil servants.
Trained civil servants lack conducive working environment to apply the newly gained knowledge and skills in their respective institutions.	The project continued to engage the respective institutions to reward learning through grade and functional promotions. In addition, the project encouraged the building of linkages with non-governmental partners to support in the provision of training materials, learning and work aids and implements, printing works, internet and communication media, and work transport.
Re-organization of government institutions at the national and subnational level (merger or further split) resulting in disruption of coaching and mentoring. For example, number of ministries reduced from 35 to 30, and select ministries like the MoLPS&HRD will split into two – public service and Labour.	As this is a newly identified risk associated with the R-ARCSS, the project will conduct a rapid internal assessment to identify the impact of the re-organization on the coaching and mentoring arrangement and will develop a risk mitigation strategy.
Funds are not utilised for the intended purposes or do not achieve value for money; and/or are not properly accounted for due to lack of capacity, competency bureaucratic inefficiency; and/or active corruption.	The project continued to be managed under UNDP's Direct Implementation Modality. In this modality, all fiduciary activities, including procurement are implemented as per UNDP policies and procedures. If there is a need to transfer fund to implementing partners, UNDP conducts comprehensive capacity assessment as per the Harmonized Approach for Cash Transfer policy and procedure to gauge the level of fiduciary risks. Based on the outcome of the assessment, UNDP develops and implements measures to fill the identified gaps. UNDP also complies with key corporate policies and instruments to combat fraud and corruption, including UNDP's Anti-Fraud Policy, and Policy for Protection against Retaliation.

## 7. Challenges

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- **Language:** English proficiency among civil servants in Greater Bahr el Ghazal where Arabic is the predominant medium of education, instruction, commerce and conversational communication poses a big challenge in the transfer of skills and development of knowledge among the twinned civil servants, who are more familiar with Arabic than English, which is the official language used by CSSOs when coaching and mentoring. The project continues to consult with the government to offer English courses to their employees in line with the experiences at Wau Municipality, where the Ministry of Education requested for the deployment of an English Teacher CSSO (from Kenya) to help train all ministry staff and school English teachers at the Municipality.
- **Gender inequality:** The rate of qualified female civil servants in the targeted government institutions make it difficult to realise the planned 30 percent threshold of female civil servants in the project. While female participation reached 26 percent<sup>7</sup>, the project continued to call upon targeted government institutions to double efforts in ensuring female civil servants increase.
- **Economic hardship:** Delayed payment of civil servants' salaries continued to affect the stabilisation of routine work due to staff absenteeism, as most civil servants spend work time to fend for their families and look for other opportunities of gainful employment. In addressing this challenge, the project encouraged CSSOs to urge twins and their supervisors to dedicate at least two hours for coaching and mentoring.

## 8. Lessons Learned

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- The project learned that the need for flexibility and conflict sensitivity is key in responding to emerging critical capacity gaps in a post-conflict context. This is informing the conceptualisation of the new phase of the support to public administration project in line with the signed R-ARCSS.
- The project has been recruiting CSSOs based on "agreed" ratios (40, 30, 30 for Kenya, Ethiopia and Uganda respectively). However, this arrangement has made it difficult for the project to flexibly recruit and deploy CSSOs in a timely manner. Hence, there is a need to eliminate the quota system and transfer the mandate to Project Management Unit (PMU) and the Ministry of Labour, Public Service and Human Resource Development (MoLPS&HRD) to decide recruitment and deployment in a context-sensitive manner and expand the recruitment scope beyond the IGAD countries to avoid delays witnessed in Phase II.
- In South Sudan, civil service skills are inadequate, job descriptions are rare or absent, and the need for expertise abounds, as such, some CSSOs often get requested to perform routine tasks. The project continued to implore government authorities to ensure that CSSOs remain strategically deployed to coach and mentor their counterparts.
- The project consulted with the Embassy of Norway and the MoLPS&HRD to deploy strategically as a way of being flexible and sensitive in responding to emerging critical capacity gaps in the public service.

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<sup>7</sup> In phase II, a total of 665 twins have undergone coaching and mentoring of which 176 are female.

## 9. Financial Summary (Provisional)

Support to Public Administration - IGAD Regional Initiative for Capacity Enhancement in South Sudan									
2018 Quarter Three Expenditures									
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 2018				
<i>List Activity Results</i>	<i>Associated Actions/Results</i>	Budget Account & Description	Jan - Dec 2018 (NOK)	Jan - Dec 2018 (USD)	Expenditures Jan - June 2018	Expenditures July - September 2018	Commitment & Un-depreciated assets	Cumulative expenditures	Balance
<b>Activity Result 2:</b> 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	7,164,052.84	875,480.00	332,697.57	172,840.55	129,600.00	635,138.12	240,341.88
		72800 Information Technology Equipment	143,202.50	17,500.00		7,730.25	-	7,730.25	9,769.75
		75700 Training Workshops & Confer.	690,514.27	84,384.00	8,977.00	3,552.00	575.00	13,104.00	71,280.00
		71600 Travel	373,553.95	45,650.00	8,473.29	22,750.53	-	31,223.82	14,426.18
		<b>Sub-Total</b>		<b>8,371,323.56</b>	<b>1,023,014.00</b>	<b>350,147.86</b>	<b>206,873.33</b>	<b>130,175.00</b>	<b>687,196.19</b>
	Facilities and Administration 7% (GMS)	75100 - Facilities & Administration	585,992.65	71,610.98	24,510.35	14,481.13	-	38,991.48	32,619.50
<b>Activity Result 2 Total</b>			<b>8,957,316.21</b>	<b>1,094,624.98</b>	<b>374,658.21</b>	<b>221,354.46</b>	<b>130,175.00</b>	<b>726,187.67</b>	<b>368,437.31</b>
<b>Activity Result 5:</b> Project Management activities effectively carried out	<b>Staff salaries:</b> Project Manager (P4) (100%); Finance Specialist (P3) (33%);	Salary & Post Adj Cst-IP Staff	2,067,511.87	252,659.40	113,246.57	64,221.86	-	177,468.43	75,190.97
	Conduct quarterly field visits	71600 Travel	393,802.75	48,124.50	17,512.00	1,271.00	-	18,783.00	29,341.50
	Offices supplies	72500 Office Supplies	687,372.00	84,000.00	-	(162.00)		(162.00)	84,162.00

	<b>Service contract holders:</b> 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	1,995,480.19	243,856.80	111,636.06	55,722.94	-	167,359.00	76,497.80
	Communication equipment	72400 Communication & Audio Visual Equip	278,222.00	34,000.00	21,278.57	8,370.73	-	29,649.30	4,350.70
	Conduct quarterly Project Board Meetings	75700 Training and workshops	106,379.00	13,000.00	816.25		1,240.00	2,056.25	10,943.75
	Vehicle fuel and maintenance	73400 Rental & Maint-Other Equip	392,784.00	48,000.00	(294.15)	341.81		47.66	47,952.34
	Improve Security at PMU premises through minor renovations	72300 Materials & Goods	286,405.00	35,000.00	-	14,586.10		14,586.10	20,413.90
	Bank charges and miscellaneous Expenses	74500 Miscellaneous Expenses	40,915.00	5,000.00	124.61	54.51	-	179.12	4,820.88
	Conduct and disseminate Project Audit and Evaluation report	71300 National consultants	736,470.00	90,000.00	7,350.00	-		7,350.00	82,650.00
	Common Services	DPC, Com. M&E	1,216,876.87	148,707.92	13,466.00	-	-	13,466.00	135,241.92
	Assets and depreciation	Assets	438,800.28	53,623.40	4,246.96	1,345.11	48,031.33	53,623.40	-
	<b>Sub-total</b>		<b>8,641,018.97</b>	<b>1,055,972.01</b>	<b>289,382.87</b>	<b>145,752.06</b>	<b>49,271.33</b>	<b>484,406.26</b>	<b>571,565.75</b>
	Facilities and Administration 7% (GMS)	75100 - Facilities & Administration	604,871.33	73,918.04	20,256.81	10,202.69	-	30,459.50	43,458.54
<b>Activity Result 5 Total</b>			<b>9,245,890.30</b>	<b>1,129,890.05</b>	<b>309,639.68</b>	<b>155,954.75</b>	<b>49,271.33</b>	<b>514,865.76</b>	<b>615,024.29</b>
<b>PROJECT TOTAL</b>		<b>NOK</b>	<b>18,203,206.51</b>	<b>2,224,515.03</b>	<b>684,297.89</b>	<b>377,309.21</b>	<b>179,446.33</b>	<b>1,241,053.43</b>	<b>983,461.60</b>



## Annex 1: 2018 Q3 CSSO Distribution<sup>8</sup> by institution and nationality

#	Names	Title	Location	Institution	Nationality
1	John Mwakoli Mwandoto	Records Management Officer	Juba	MoLPS&HRD	Kenyan
2	Anne Wanjiru Njoroge	Records Management Officer	Juba	MoLPS&HRD	Kenyan
3	Kennedy Oluoch Okoth	Financial Officer	Juba	South Sudan AIDS Commission	Kenyan
4	Benjamin Kipkorir Kirongo	Civil Engineer	Yambio	State Ministry of Infrastructure and Public Utility	Kenyan
5	John Mutegi Muriungi	Management Analyst	Juba	National MoLPS&HRD	Kenyan
6	James Erastus Seda	Director, ANS	Juba	South Sudan Civil Aviation Authority, Juba	Kenyan
7	Leonard Kipkoech Maritim	Database Officer	Juba	South Sudan Peace and Reconciliation Commission	Kenyan
8	Allan Mutegi Bururia	Establishment Officer	Aweil	State Ministry of Finance, PS&HRD	Kenyan
9	Christine Akinyi Opile	Establishment Officer	Rumbek	State MoLPS&HRD, WLS	Kenyan
10	Josephat Gichuki	Establishment Officer	Kuajok	State Ministry of Finance, PS&HRD	Kenyan
11	Mubarak Nasur	Paediatrician	Wau	Wau Teaching Hospital	Ugandan
12	Oyang William	Paediatrician	Rumbek	Rumbek State Hospital	Ugandan
13	Openy Wilfred	PFM Officer	Wau	State Ministry of Finance & Public Service	Ugandan
14	Ashenafi Kefeni Bori	Surgeon	Torit	Torit State Hospital	Ethiopian
15	Gelan Gebremichael Woldegiorgis	Surgeon	Juba	Juba Teaching Hospital	Ethiopian
16	Samson Nadew Woldeyesus	Paediatrician	Juba	Al Sabaah Children's Hospital	Ethiopian
17	Mesfin Hailu Mijena	Obstetrician/ Gynaecologist	Yambio	Yambio State Hospital	Ethiopian

<sup>8</sup> During the reporting period, 17 CSSOs remained in post – 10 Kenyans, four Ethiopians, and three Ugandans with at least 54 official twins. The CSSOs' twinning also spills over to more than 30 non-twinning civil servants including medical school students and nurses.

## Annex 2: Summary of Achievements for Q3 (CSSOs' Reports)

### Torit state hospital:

- Morning session meetings have been introduced; the team now reviews previous day's work; twins/CSSOs present some cases with instructions on how patients were diagnosed, treated and managed. Thus, clinical practice of clinical officers improved.
- Twins gained skills on checking surgical patients, investigating, diagnosing and deciding on management of cases or how to operate on surgical patients and give postoperative care. Twins also decide on revising medications and discharge patients.
- Twins gained skills on how to arrange and professionally maintain operation theatre;
- Two twins (Dr. Yuhana Beda Alisandro and Dr. Emmanuel Zacharia Pons, both medical officers) gained skills on doing appendectomies, hernias, haemorrhoids, and chest tube insertions for haemopneumothorax with minimal assistance by CSSOs.
- Twins gained skills on how to reduce and apply plaster cast for fracture of limbs.
- Morning session meetings and feedback bridged the communication problem between doctors and clinical officers and thus, improve nursing care in the ward, operation theatre safety.
- CSSO delivered training workshop financed by a partner Cordaid on Continuing Medical Education and Preoperative and Post-Operative Care of Surgical Patients 42 Torit hospital staff composed of doctors, clinical officers and nurses (22 males and 20 female),
- Improvement in surgical service at outpatient, surgical ward and in the operation theatre at Torit state hospital,

### Wau Teaching Hospital and state Ministry of Finance and Public Service

- CSSO and twins (Dr. Mawada Mahmoud, Dr. Akuch Thomas, and Dr. Ambelia Amabile, all female medical officers) conducted weekly morbidity and mortality units audits to establish leading causes of ill health and causes of death, thus resulting in evidence-based care and improvement in the quality of services offered at the Hospital.
- Twins improved in management of patient with special condition including sickle cell; children with diabetic ketoacidosis; Medical Education in Neonatal seizures, meningitis, and management of wheezing children including asthma and use of nebulizers for House officers.
- Eight non-twins house officers (4 female) and clinical officers (3 female, 1 male) coached and mentored in identifying emergency signs and priority signs in children and managing them.
- During the reporting period, CSSO coached and mentored 65 Fifth year and 34 Sixth students from the College of Medicine of the University of Bahr el Ghazel. Students also benefited from the clinical sessions, lectures and tutorial in asthma, Diabetes, DKA, Epilepsy, status epilepticus, and thyroid disorders among others.
- Proper accountability of public funds instituted at the ministry of finance and public service; satisfactory service delivery to enhanced. This is attained through exercising value for money policy by effectively acknowledging receipt on the payment voucher, payment sheet, attachment of receipt, GRN, delivery note, etc. Whereby initially it was not considered as important.
- Three twins all male and newly appointed are appreciating internal control especially in the areas of segregation of duties, safety and security of assets, control of office keys. Initially they were not considering above as important mainly segregation of duties because an officer can do the role of two or three officers and they think it does not any effect.

### Aweil State Ministry of Finance and Public Service

- Formulation of at least three institutional policies ongoing under the CSSOs (Mr. Allan Mutegi Bururia, Kenya);
- Trained Establishment Officers, both at the Ministry and Counties especially on management systems, grading, record management and report writing;

- Trained establishment officers on electronic payroll system;
- Development of a criteria for recruitment, appointment, promotions and discipline started during the period.
- Assisting in the development of salary structure.

#### **Rumbek State Hospital and state Ministry of Finance and Public Service**

- The twin in Out-Patient Department (OPD) now correctly assesses the children with diarrhoea and dehydration problems using the standard rehydration plan A and B. Before the mentorship the twins did not do rehydration children in OPD using Plan A and B, resulting in OPD treating 8 children (4males and 4 females) with dehydration using rehydration plan A & B per day, from where there was no ORT corner and no rehydration being done a tall in OPD. The children with dehydration are now rehydrated using ORS with participation of the mothers/caretaker. The ORT corner is set up in OPD.
- The twin in the ART clinic can initiate HIV positive children on treatment with antiretroviral drugs (ARVs) correctly using the dosing charts and paediatrics guidelines. 10(6 females and 4 males) have been initiated on ARVs by twin since he was mentored, and he made correct prescription. All the Job Aid were picked from the store and are now available for use, posted on the different point in the clinic where reference/ consultation can be made by twin and his counterparts.
- Establishment officers increased level of sensitivity and ability to make valuable contribution to the employment draft policy that incorporates how to address gender concerns in recruitment and selection.
- The draft policy on employment that addresses recruitment and selection was drafted and is anchored on Civil Service Act of 2011 was submitted to the Director General for input and onward submission to the Council of Ministers.

#### **Yambio State Hospital**

- Twins (Dr. Elias Juma Batal, Medical Officer and Mr. Sabeko Bates Erineo, Associate Clinician) conducted 29 major obstetricians and gynaecological procedures supervised by the CSSO; 22 cases were emergency and 7 were electives that included:
  - caesarean deliveries, extra uterine pregnancy,
  - emergency laparotomy,
  - symptomatic fibroid where either total abdominal hysterectomy or myomectomy,
  - acute Pelvic inflammatory disease complicated with tuba ovarian abscess unresponsive to medical treatment,
  - Laparotomy, total abdominal hysterectomy with bilateral adnexectomy, and
  - salpingectomy with abscess drainage among others;
  - twins under supervision of CSSOs conducted 16 of 29 surgical procedures.

#### **Kuajok state Ministry of Finance and Public Service**

- The payroll unit has improved in querying and running of the monthly payroll, thus, resulting in improved service delivery in the directorate.

#### **Juba Teaching Hospital**

- Number of twins doubled from six in Quarter two to 12 in Quarter three.
- Twins initially were having theoretical knowledge, which have been augmented with practical knowledge due to twinning arrangements. The twins have developed confidence in performing selected surgical procedures without the CSSO.
- Overall, 88 elective surgeries and 25 emergency surgeries were conducted.

#### **Al-Sabah Children's Hospital**

- Nine twins (4 female) gained new skills on medical procedures and can do nasogastric tube, intraosseous and intravenous lines insertion.

## MOLPS&HRD

- Four twins (one female) were able to facilitate the revision of the organization structure and staffing of the ministry of labour public service and human development, this is continuation of activities reported in Q2.
- 11 Director Generals (two female) undertook functional analysis of directorates and eliminated inherent duplication and overlaps. This was a continuation of the training on the process and procedures undertaken in the previous quarter.

## Peace Commission

- Complementarity and coordination enhanced between and among diverse actors engaged in early warning system.

## Challenges

Challenge	Recommendation	Responsible party
Unavailability of some important drugs (emergency) used for paediatrics	Liaise with the relevant partner agencies (HPF, GF, WHO, MSF, World Vision, Cordaid, etc) to avail essential drugs, laboratory supplies, and provide procedure rooms and blood bank.	State ministries of health and the Director Generals, and the national Ministry of Health.
Insufficient laboratory investigations		
Poor set-up to coach twins on some of the important procedures (no procedure room)		
State health facilities have no blood banks for Obstetrics. Blood transfusion is made in the facility after taking it direct from family donors.		
The hospital lacks a lot of supplies like US jell, stitch materials for operations, power problem, water supply still continuous to be a challenge for twinning.		
Staff turnover; inadequate office space; lack of basic office tools and equipment; lack of adequate exposure of twins to practice.	Engage government to consider prioritizing more regular salary payment for frontline staff delivery; provide minimum operating budgetary resources.	

### Annex 3: Summary list of SPs/SOPs developed

Institution/ Sector	Details of SOP	Status	Location
Health	<ul style="list-style-type: none"> <li>• Diagnosis of surgical patients-2018;</li> <li>• Pre-operative preparation-2018;</li> <li>• Care of trauma patients-2018;</li> <li>• Infection prevention/control and patient safety (2018);</li> <li>• Safe surgical practice;</li> <li>• Surgical antibiotic use;</li> </ul>	Operationalized	Torit
	<b>Guidelines:</b> Blood transfusion, Infection control and patient safety;	Operationalized	Yambio
Peace Commission	<ul style="list-style-type: none"> <li>• Conflict Early Warning Early Response Operational Guidelines-2017;</li> <li>• Conflict Early Warning Early Response system;</li> </ul>	Pending approval	Juba (national)
Public service and Labour	<ul style="list-style-type: none"> <li>• Development of strategic issues and objectives for the 2nd strategic plan for the ministry – Aug 2018;</li> <li>• Procedures for undertaking workload analysis;</li> </ul>	Operationalized	Juba (National)
	<ul style="list-style-type: none"> <li>• Revised job descriptions and specifications for all cadres in the ministry;</li> </ul>	Approved	Juba (National)
	<ul style="list-style-type: none"> <li>• Procedures for developing optimal staffing levels;</li> <li>• Procedures for developing appropriate structures;</li> <li>• Establishment of staff compliment for all public Institutions;</li> <li>• Procedures for developing appropriate structures – July 2018;</li> <li>• Administrative Procedures for Labour and Industrial Relations – 2018;</li> <li>• Ministry general operating procedures;</li> </ul>	Pending approval	Juba (National)
Aviation	<ul style="list-style-type: none"> <li>• SSCAA Structure-2017;</li> <li>• SSCAA Training plan-2017.</li> </ul>	Pending (training approved)	Juba (national)
	<b>Guidelines:</b> <ul style="list-style-type: none"> <li>• Reorganize the SSCAA-2017.</li> </ul>	Operationalised	Juba (national)
Physical infrastructure	<ul style="list-style-type: none"> <li>• Code of Conduct to operationalize the Civil Service Act of 2011 and Draft Code of Conduct;</li> </ul>	Operationalized	Yambio
	<b>Guidelines:</b> <ul style="list-style-type: none"> <li>• Interim 2018-2021 strategic development plan;</li> <li>• Board of Directors roles and duties;</li> <li>• Civil Engineers' Committees' roles and duties;</li> <li>• Service quality enhancement plan;</li> </ul>	Operationalized	Yambio
State Ministry of Finance and Public Service	<ul style="list-style-type: none"> <li>• The training policy manual;</li> <li>• Internal financial control payment order document;</li> <li>• Payment order processing procedures;</li> <li>• Registry manual 2011; File plan;</li> </ul>	Operationalized	Wau
	<ul style="list-style-type: none"> <li>• Administrative Procedures for Labour and Industrial Relations to operationalize Labour Act;</li> </ul>	Operationalized	Rumbek/Wau Aweil
	<ul style="list-style-type: none"> <li>• Financial monthly reporting template;</li> </ul>	Under review	Wau