

### Minutes of Project Board Meeting

**Project Title:** IGAD Regional Initiative for Capacity Enhancement

**Date and Time:** 14 September 2012: 10:00 – 14:00

**Venue:** Ministry of Labour, Public Service and Human Resource Development, Juba

**Attendance:**

| #   | Name                 | Organisation                         | Title   | E-mail Address                  | Telephone Number |
|-----|----------------------|--------------------------------------|---|---------------------------------|------------------|
| 1.  | Kwong Danhier        | MoLPS&HRD                            | Deputy Minister (Chair)                                   | kwongdanhier@yahoo.com          | 0955933111       |
| 2.  | John Itorong         | MoLPS&HRD                            | Advisor   | Lokwalangiro5@yahoo.com         | 0955438403       |
| 3.  | Hellen Achiro Lotara | MoLPS&HRD                            | Under Secretary for Labour                                | hellenlotara@yahoo.com          | 0955022409       |
| 4.  | Albino Aguer         | MoLPS&HRD                            | Under Secretary & DG for Human Resource Development (a.i) |                                 | 0956447116       |
| 5.  | Aden Ahmed Sugow     | MSPS, Kenya                          | Assistant Minister  | aden@dgm.go.ke                  | +254 721596726   |
| 6.  | Francis M. Mutisya   | Ministry of State for Public Service | RSS/GoK Desk Officer                                      | jgmutisya@yahoo.com             | +254 712346299   |
| 7.  | Maurice Nyamunga     | MSPS, Kenya                          | Coordinator Kenyan Technical Assistance Programme         | Mnyamunga811@gmail.com          | 0955107542       |
| 8.  | Major A. Atajok      | Kenyan Embassy                       | T&I   |                                 | 0955006622       |
| 9.  | J.O. Ashioyah        | Kenyan Embassy                       | Deputy Ambassador   | ashioyah@hotmail.com            | 0956237405       |
| 10. | Hanne-Marie Kharstad | Norwegian Embassy                    | Ambassador Designate                                      | hmka@mfa.no                     | 0959000252       |
| 11. | Juliana Baffoe       | Norwegian Embassy                    | Second Secretary  | juba@mfa.no                     | 0959000269       |
| 12. | Morten Heide         | Norwegian Embassy                    | Head of Cooperation                                       | mohe@mfa.no                     | 0955943310       |
| 13. | Negash Legesse       | Ethiopian Embassy                    | Deputy Head of Mission (Ethiopian Embassy)                | negashtesfay@yahoo.com          | 0957251437       |
| 14. | Fre Tesfa Michael    | Ethiopian Embassy                    | Ambassador  | fretmichael@gmail.com           | 0956397155       |
| 15. | Dr. Mesrak Mekonnen  | Ethiopian Civil Service              | State Minister  | mismek@gmail.com                | +251 911526297   |
| 16. | Joe Jolly Nanseera   | MOPS, Uganda                         | Commissioner HRM  | jj.nanseera@publicservice.go.ug | +256 772421349   |

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| 17. | Busho Ndinyenka      | Uganda Embassy | Head of Mission                  | <a href="mailto:bdinyenka@yahoo.co.uk">bdinyenka@yahoo.co.uk</a>                     | 0957103367 |
| 18. | Balazs Horvath       | UNDP           | Country Director                 | <a href="mailto:Balazs.horvath@undp.org">Balazs.horvath@undp.org</a>                 | 0954354830 |
| 19. | Lealem Berhanu       | UNDP           | Senior Programme Specialist      | <a href="mailto:lealem.berhanu@undp.org">lealem.berhanu@undp.org</a>                 | 0956245151 |
| 20. | Catherine Waliaula   | UNDP           | Project Manager, IGAD Initiative | <a href="mailto:catherine.waliaula@undp.org">catherine.waliaula@undp.org</a>         | 0956397124 |
| 21. | Henri van den Idsert | UNDP           | Communication Specialist         | <a href="mailto:Henri.vanden.idsert@hotmail.com">Henri.vanden.idsert@hotmail.com</a> | 0956240840 |
| 22. | Marcellina Akwir     | UNDP           | Admin. Associate                 | <a href="mailto:Marcellina.akwiv@undp.org">Marcellina.akwiv@undp.org</a>             | 0927688167 |

### **Absent with Apology**

| <b>Name</b>     | <b>Organization</b> | <b>Title</b>   |
|-----------------|---------------------|--|
| Amanda Serumaga | UNDP, South Sudan   | Team Leader Democratic Governance & Rule of Law Unit |
| George Conway   | UNDP, South Sudan   | Deputy Country Director (Programmes)                 |

### **Agenda:**

1. Communication from the Chair/Opening Remarks
2. Approval of Minutes Last Meeting/ Resolutions
3. Mid-term Assessment Report
4. Phase II Concept Note
5. CSSO Absence Analysis
6. A.O.B

**Minutes:**

| Minute    | Issue                                    | Summary   |
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| 09/12/015 | Communication from the Chair             | <ul style="list-style-type: none"> <li>• The Chair welcomed all members to the meeting. He outlined the agenda, which the members adopted, and invited all members to actively participate in the meeting.</li> <li>• He informed the members that he was scheduled to attend a Council of Ministers meeting, an hour into the Board meeting, and requested their understanding as he would leave for that meeting. He further requested that future Board meetings be slotted for other days besides Friday to allow him attend both Council and Board meetings.</li> </ul>  |
| 09/12/016 | Approval of Last Minutes (3 August 2012) | <ul style="list-style-type: none"> <li>• The Board reviewed and approved the minutes of the last meeting.</li> </ul>  |
| 09/12/017 | Mid-term Assessment Report               | <ul style="list-style-type: none"> <li>• The Project Manager made a presentation on the draft summary report for the mid-term performance assessment which was conducted by the Project Management Unit (PMU) from May to July 2012. The report had been circulated to the members before the meeting for comments.</li> <li>• Key points from the presentation and subsequent discussion:               <ul style="list-style-type: none"> <li>➤ The assessment showed that the objectives of coaching and mentoring were being achieved as reflected in the case studies.</li> <li>➤ <u>Main results:</u> Improved records management, strategic plans and work plans, skills improvement in the health sector, support for national pension's scheme as part of RSS process of public service reform.</li> <li>➤ Twinning was a viable process for transferring skills as it focused on long term than consultancies.</li> <li>➤ Attitude towards CSSOs had improved gradually over time as national staff noticed the skills of CSSOs.</li> <li>➤ Learning and motivation amongst civil service was a focus area for CSSOs, especially in the health sector.</li> <li>➤ <u>Challenges:</u> programmatic and operational as well as policy related for instance, the absence of strategic plans and work plans. There was need for a systematic demand driven training framework. In this regard, sustainability of transfer of knowledge through institutionalization would be one of the fundamental areas of focus for the last year of implementation (exit strategy for CSSOs).</li> <li>➤ High staff turn-over and low levels of qualified staff were also noted as a challenge. The former could, however, be seen as a positive result as staff were either promoted within RSS, moved to NGOs or the private sector in the country. The MoLPS &amp; HDR Advisor stated that staff turn-over was more of a benefit than</li> </ul> </li> </ul> |

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|           |                          | <p>loss to the Project – it showed how project was significantly contributing to RSS Public Reform Programme; and general human capacity building.</p> <ul style="list-style-type: none"> <li>➤ Austerity measures had affected operational budgets: the Government was unable to provide funds for training and other basic activities.</li> <li>➤ A comprehensive needs assessment was not conducted prior to the project implementation. This led to CSSOs filling a human resource gap by working as routine staff, rather than mentoring and coaching.</li> <li>➤ There was need for improved coordination between MoLPS &amp; HRD as the lead agency and line ministries; and between the project and other capacity building initiatives in the MoLPS &amp; HRD.</li> <li>➤ The exit strategy should be consistent with sustainability. This could be achieved through developing a training curriculum for staff within the ministry; and improved coordination and involvement of government counterparts in the project henceforth.</li> <li>➤ There was need for identifying options for financing specialized training, i.e. operational budgets and equipment for CSSOs. This would ensure that practical training complemented theoretical sessions.</li> </ul> <ul style="list-style-type: none"> <li>• A comprehensive report would be provided to the board upon completion; and a final evaluation conducted at the end of the first phase.</li> <li>• Norway noted that the report was encouraging. Notable achievements had been made and the challenges noted as they were expected. The open attitude to discuss improvement was appreciated. The fact that twins were being recruited for other jobs was a sign that the project was working. The challenges were learning points that should be addressed in the next phase especially the austerity issue, and how to adapt under these conditions.</li> </ul> |
| 09/12/018 | Phase II<br>Concept Note | <ul style="list-style-type: none"> <li>• Phase II was anchored on the ongoing phase as well the South Sudan Development Plan (SSDP) and its annexed Mid Term Capacity Development Strategy (MTCDS).</li> <li>• Phase II had been designed to respond to specific technical needs for specified skills (accountants, legal drafters, air traffic controllers). It would also allow the deployment of CSSOs at the county level where capacity building was most needed. This had also been agreed by the Board, in the first meeting, where amendment of the MOU recommended accommodating county deployment.</li> <li>• A pilot for Diaspora twins was also envisaged to address sustainability and to tap into the large pool of qualified South Sudanese outside the country. A needs assessment should be conducted to identify the right twins from the Diaspora.</li> <li>• Phase II will operate with less than half the current number of</li> </ul>   |

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|           |                       | <p>CSSOs (50 CSSOs and 50 Diaspora twins) for a budget of approximately US \$ 10.5m for two years.</p> <ul style="list-style-type: none"> <li>• Diaspora twin recruitment will be conducted within the existing RSS policy; and would ensure relevant CSSO and Diaspora skills correspond to specified requests by the Government. The twins would be recruited under RSS terms and management by the Project with the view of RSS absorbing them at the end of the year contract.</li> <li>• Norway was positive about inclusion of the Diaspora as it would address a number of issues: language and cultural barriers would be less.</li> <li>• The MoLPS &amp; HRD advisor noted that sustaining twins from the Diaspora, and CSSOs might be difficult if the terms of phase II are different from the rest of RSS. We must compare with the larger civil service, and choose what is sustainable in the long run so that the twins do not leave after two years in search of better jobs outside the civil service. Essentially. There should not be a big different between the IGAD package and that of the RSS.</li> <li>• The Ministry had a Diaspora desk that has developed a database which would be useful in Phase II. Packages could be made for the Diaspora, to ensure their commitment after the project period for sustainability i.e. absorbing them into the civil service.</li> <li>• The recruitment process for both the CSSOs and Diaspora should be rigorous to ensure qualified and skilled personnel for high performance.</li> </ul> |
| 09/12/018 | CSSO Absence Analysis | <ul style="list-style-type: none"> <li>• PMU analysis of CSSO (96) passports showed that there were many days of absence from work.</li> <li>• The second Board meeting (3 August 2012) had resolved that all CSSOs who were absent should be warned, and an equivalent number of days deducted from their annual leave entitlement. Where the absent days exceed annual leave provisions, recovery would be done monetarily.</li> <li>• The statistics of working days and absence were presented and discussion: <ul style="list-style-type: none"> <li>➤ Some Ethiopian CSSOs were given extra days of leave because of the ticket arrangements, and penalized with two days overdue, without keeping in mind the ticket times, which were over the days actually permitted. The PMU explained that the CSSOs applied for their leave days, and were aware when their days were over. The Ethiopian Ambassador reported that Ethiopians CSSOs would like to have a meeting with the PMU to discuss the travel days and the extra days due to the ticket dates, which the PMU accepted. –</li> <li>➤ The Kenyan Deputy Ambassador read to the members' comments from Kenyan CSSOs. Their departure point was that the first group of Kenyans was the pioneer and was asking for understanding because of the prevailing circumstances at the</li> </ul> </li> </ul>   |

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|           |     | <p>time. They had not even seen the MoU or Contract of Engagement before coming to Juba. PMU office was established in October 2011, before which they dealt directly with their supervisors. Hence, all leave arrangements were made directly with supervisors. The PMU began handling the leave in December 2011. They also noted of challenges they continued to face (transport, working equipment, office space, among others).</p> <ul style="list-style-type: none"> <li>• The MoU provided that CSSO would be governed by the regulations of the RSS. Since its signature, there have been changes to RSS Regulations. Travel days had been phased out because they were meant for South Sudanese who took many days to travel across the country by road, in poor conditions. The CSSOs had better means and could get home in less than two hours by flight. Further, the explanation of travel days was not acceptable to MoLPS &amp; HRD as a circular indicating the removal of these additional days had been sent to CSSOs before they went on leave.</li> <li>• Norway expressed concern saying it was improper to use tax payers' money on people who absconded work. It was not workable for CSSOs to be mentors when they did not show up for work. Norway appreciated the enormous support from the three IGAD countries and called upon them to take appropriate action to address absenteeism.</li> <li>• The Ugandan Ambassador called on RSS to strengthen its polices to curb absenteeism which depicted weakness in supervision and the system.</li> <li>• The PMU proposed ceiling of actions to be taken, because there were degrees of severity amongst the offenders so as not to affect the project adversely.</li> <li>• Going forward, Norway recommended strengthening of the PMU so that it is the main regulatory body for leave. Norway noted that it was willing to support this process and could fast track additional workforce for PMU through a Norwegian Agency, NORCAP.</li> <li>• Together with the Board's resolution of punitive measures to offenders, past in the previous meeting, the meeting passed that CSSOs would be punished according to RSS regulation; and the sending countries would determine what would happen to the CSSOs back home, with recommendation from RSS.</li> </ul> |
| 09/12/019 | AOB | <ul style="list-style-type: none"> <li>• PMU informed that members that Norway had accepted to provide <i>Bridge Funding</i> to enable continued project implementation pending discussions and approval of Phase II. The funds would cover the period of October 2012 to June 2013.</li> <li>• Members of the Board expressed gratitude for Norway's generosity and commitment to development in South Sudan.</li> </ul>   |

| <b>Proposed Resolutions</b> |  |
|-----------------------------|--|
| 1.                          | Final evaluation will be conducted at the end of the 1 <sup>st</sup> phase   |
| 2.                          | Comprehensive report of the internal mid-term assessment will be provided to the board shortly   |
| <b>Phase II</b>             |  |
| 3.                          | Phase II will focus on recruitment of 50 (IGAD) CSSOs and 50 Professionals from South Sudanese Diaspora (who have since returned and are within the country).  |
| 4.                          | A comprehensive needs' assessment will be conducted by UNDP in collaboration with the MoLPS & HRD, to ensure the right twins are identified on the one hand, and the right expertise are recruited on the other hand. Recruitment process will be demand driven rather than supply driven.   |
| 5.                          | Deployment will be concentrated at the State and County level.   |
| 6.                          | The employment package for CSSOs and Diaspora will be decided after consultations between UNDP and MoLPS & HRD.  |
| 7.                          | Diaspora will be recruited directly by the Government under RSS civil service regulations in order to stimulate sustainability and mitigate high turn-over after project period.   |
| 8.                          | Recruitment of Diaspora should be within the budget of RSS, to ensure Government take-over and employment after the project period.  |
| 9.                          | The Norwegian Government will provide Bridge Funding pending approval of Phase II (for the period October 2012 to June 2013) to finance ongoing activities.  |
| <b>CSSO Absenteeism</b>     |  |
| 10.                         | Resolutions from the previous Project Board meeting (3 August 2012) still stand. i.e. punitive measures will be taken against offenders:<br><br>1) Formal warnings issued to all CSSO who were absent without official permission;<br>2) Deduction of the absent days from CSSO annual leave entitlement; and<br>3) Where the days are more than annual leave provisions, recovery would be done monetarily. |
| 11.                         | Leave monitoring is to be centralized and managed by PMU together with MoLPS & HRD.  |
| 12.                         | PMU is to be strengthened with additional personnel; the Norwegian embassy will aid UNDP through NORCAP to fast track recruitment process.   |
| 13.                         | CSSOs will be punished according to RSS regulations, and the sending countries will determine what will happen to the CSSO back home, with recommendation from RSS.  |

**Next Meeting:**

Proposed date for next meeting December 2012.

There being no other business, the meeting ended at 2.00 p.m.



Chairperson: Signature: \_\_\_\_\_

Date: \_\_\_\_\_

30.04.2013

Secretary: Signature: \_\_\_\_\_

Date: \_\_\_\_\_

30 April 2013.