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Support to Public Administration Project

IGAD Regional Initiative for Capacity Enhancement in South Sudan

2017 Annual Report



Alice Matole (Kenyan Civil Service Support Officer) supervises Nicholas Malesh (twin South Sudanese civil servant) as he tests samples to determine levels of contagious bovine pleuropneumonia antibodies in livestock. ©UNDP June 2017.

Project Summary

Country: South Sudan
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Contact Persons:

Andrew Shuruma

Team Leader, Democratic Governance & Stabilisation Unit

Tel. +211 955 428 580

Email: andrew.shuruma@undp.org

Basil Buga Nyama

Project Management Specialist, RSS/IGAD Initiative

Tel. +211 955 043 709

Email: basil.nyama@undp.org

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



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Acronyms

AfDB	Africa Development Bank
ARCSS	Agreement on the Resolution of Conflict in the Republic of South Sudan
CivCap	Civilian Capacities
CPD	Country Programme Document
CSSO(s)	Civil Service Support Officer(s)
GBV	Gender-based violence
HRM	Human Resource Management
ICF	Interim Cooperation Framework
ICT	Information and Communication Technology
IGAD	Inter-Governmental Authority on Development
M&E	Monitoring and Evaluation
MoLPS&HRD	Ministry of Labour, Public Service and Human Resource Development
MoU	Memorandum of Understanding
MTCDS	Medium-Term Capacity Development Strategy
NAC	National Audit Chamber
NDS	National Development Strategy
PFM	Public Financial Management
PMU	Project Management Unit
PSS	Psycho Social Support
RSS	Republic of South Sudan
SGBV	Sexual and Gender-Based Violence
SOP	Standard Operating Procedures
SSNPS	South Sudan National Police Service
TGoNU	Transitional Government of National Unity
TVET	Technical and Vocational Education Training
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNICEF	United Nations Children's Fund
UNMISS	United Nations Mission in South Sudan

Executive Summary

In 2017, the Republic of South Sudan continued to face a worsening spiral of humanitarian, development, economic and security crises of unprecedented proportions. Approximately 7 million people, comprising nearly 60 percent of the total population, are estimated to be in need of humanitarian assistance.¹ The continued conflict aggravated the country's macro-economic crisis and exacerbated displacement. Nearly 4 million people – about one in three South Sudanese - have been displaced, including more than 1.9 million internally displaced and over 2 million refugees in neighbouring Uganda, Kenya, Ethiopia, Sudan and the Democratic Republic of Congo.²

With regards to the civil service sector, the continued conflict has undermined and impeded effective delivery of core services. The systemic capacity deprivation brought about by years of conflict and ineffective governance has undermined the establishment of capable, legitimate and trusted national and sub-national governments, and promoted corruption. In the absence of strong and coordinated efforts in capacity development for civil servants, the efficacy of reform initiatives would remain elusive. Therefore, there is an urgent need for trained human resources at all levels and all sectors of the public sector in South Sudan.

To effectively respond to civil service capacity gaps, UNDP continued to implement the Support to Public Administration, Republic of South Sudan/Inter-governmental Authority on Development (RSS/IGAD) Regional Initiative for Capacity Enhancement in South Sudan project. This initiative is centred on institutional capacity strengthening through coaching and mentoring of South Sudan civil servants by qualified Civil Service Support Officers (CSSOs) from the IGAD member states of Ethiopia, Kenya and Uganda with the overarching goal of enhancing service delivery for the people of South Sudan. In this respect, 111 CSSOs were deployed in strategic functions within 18 national and 30 sub-national government ministries, commissions and local governments in seven of the 10 former states of South Sudan.

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

Key project achievements

- South Sudan civil servants (632 twins) working in 18 national and 30 sub-national targeted government institutions gained knowledge and skills in various fields through a series of coaching and mentoring sessions delivered by CSSOs.
- Ninety-three percent of twins expressed satisfaction over the twinning arrangements.
- Ninety percent of targeted government institutions expressed improved service delivery.
- Ninety-six percent of institutions hosting CSSOs reported improved work-related performance by twins following the coaching and mentoring exercise. For example, working under the guidance of CSSOs, twins in the following institutions:
 - Various national and state level institutions developed key institutional documents comprising six policies, 11 strategic frameworks, seven standard operating procedures (SOPs), and two manuals with the participation of twins.

¹ [Humanitarian Needs Overview, OCHA, South Sudan 2017](#)

² [OCHA Humanitarian Bulletin South Sudan January 2018](#)

- Ministry of Labour, Public Service and Human Resource Development (MoLPS&HRD) developed draft Guidelines for Registration of Vocational Training (VT) programme modules (with assessment checklists). They also developed a Database in MS-Access (2013) for record keeping and data management of South Sudan Public Service. The database will help in efficient retrieval of information and authentication of data for all public officials.
- Ministry of Livestock and Fisheries can now professionally handle veterinary related field and laboratory activities entailing disease control and surveillance, research and quality assurance.
- Ministry of General Education developed Technical and Vocational Education Training (TVET) guidelines for schools, which were printed and disseminated to schools the Global Partnership in Education (GPE) fund.
- Ministry of Gender, Child and Social Welfare provided psychosocial support services in eight gender-based violence (GBV) cases. In addition, twins processed 14 disability-related cases at the Physical Rehabilitation and Relief Centre in Juba.
- National Audit Chamber (NAC) finalised audit management letters after discussions with concerned line ministries/departments/institutions. As part of the process, meetings were also held with concerned institutions and record of minutes shared with Auditor General of South Sudan Audit Chamber.

Challenges/Issues

- **Transfer of some twins** to other locations, institutions and government departments interrupted the coaching and mentoring process in the affected institutions. The project successfully advocated for the replacement of transferred twins and requested the national MoLPS&HRD to develop guidelines on the transfer or promotion of twins before they complete the mandatory coaching and mentoring period.
- **Lack of operational budget** to provide essential office and operational equipment affected the coaching and mentoring process and provision of basic services. In most cases, CSSOs resorted to sharing laptops with twins and relying on partner agencies for documents printing and photocopying.
- **Low capacity of South Sudan civil servants** hindered the identification of qualified twins. The project urged targeted institutions to ensure that they had trainable staff to realise maximum benefits from the coaching and mentoring process.

Lessons learned and way forward

- **Need to ensure that CSSOs focus on skills transfer instead of skills replacement.** Due to low civil service skills and literacy rates, and vaguely defined job descriptions, some CSSOs had to perform routine and administrative tasks. UNDP and the government need to ensure that CSSOs remain strategically deployed for capacity enhancement as opposed to capacity replacement.
- **Need for flexibility and context-relevance.** In the current political dispensation where the government is striving to operationalise a National Dialogue, revitalize the peace agreement and develop a national development strategy, the project will respond to the emerging needs of the country through the deployment of 39 CSSOs (to be recruited in 2018) in strategic institutions.
- **Need for long-term perspective.** Post conflict capacity building, including in South Sudan, is a process that is at times exploratory in nature. It is thus, unrealistic to expect tangible results, impact and higher-level outputs to be realised in the short or medium-term. UNDP,

in close consultation with Norway, contributing IGAD countries and national counterparts will initiate development of the post 2018 project. The new project will benefit from lessons learned from the current project, reviews conducted by UNDP and Norway and outcomes of the High-Level Revitalization Forum (HLRF) and the National Dialogue processes

Budget:

The cumulative project expenditure for the year 2017 was US\$4,634,273.66, representing a delivery of 87.5 percent against the annual budget US\$5,296,817.66.

1. Situational background

In 2017, the Republic of South Sudan continued to face a worsening spiral of humanitarian, development, economic and security crises of unprecedented proportions. Approximately 7 million people, comprising nearly 60 percent of the total population, were estimated to be in need of humanitarian assistance. The continued conflict aggravated the country's macro-economic crisis and exacerbated displacements. Nearly 4 million people - about one in three South Sudanese - have been displaced, including more than 1.9 million internally displaced and over 2 million refugees in neighbouring Uganda, Kenya, Ethiopia, Sudan and the Democratic Republic of Congo. The development impacts of the conflict are multifaceted and included spill-over on ethnic lines of the conflict and impact on erosion of social cohesion; erosion of credibility of the Transitional Government of National Unity (TGoNU); a further slowdown in the completion of the transitional milestones, including reform and reconstitution of institutions, constitution-making; elections and potential pivoting of development funds towards humanitarian assistance. Further, the conflicts exacerbated the grave macro-economic crisis, imparted negative shocks to livelihoods and micro-businesses, disruption of the functioning of markets and escalating inflationary pressure and renewed adverse stress on the exchange value of the South Sudanese Pound.

With regards to the civil service, the pervasive and systemic capacity deprivation brought about by years of conflict and poor governance undermined the establishment of capable, credible, legitimate and trusted governance and impedes delivery of core and promotes corruption. In the absence of strong and coordinated efforts in capacity development, the efficacy of reform initiatives would remain elusive. Hence, there is a huge need for trained human resources at all levels and all sectors in South Sudan. The Peace Agreement acknowledges this and provides the Transitional Government of National Unity (TGoNU) the mandate to *"rehabilitate and reform the civil service."*³

In 2017, South Sudan started developing its National Development Strategy (NDS 2018-2021) to *"consolidate peace and stabilize the economy"* as provided for in the peace agreement. While the NDS is fully aligned with the Sustainable Development Goals (SDGs), consultations in South Sudan have consistently pointed to SDG 16 (Peace, Justice and Institutions), SDG 4 (Education), and SDG 1 (Poverty) as the critical ones that would put the nation on a path to sustainable development and help achieve the rest of the SDGs.⁴ The RSS/IGAD project fits into South Sudan's SDG 16 and NDS's "Governance Cluster". Further, the project is aligned to the UNCT ICF and the UNDP Country Programme Document (CPD) (2016-2018) Outcome 3: *"peace and governance strengthened"*.

The project focuses on a "twinning arrangement", whereby South Sudan civil servants (twins) are mentored and coached by CSSOs deployed from IGAD member countries; Ethiopia, Kenya and Uganda. The twinning approach is built around jointly agreed capacity building targets between the CSSOs and the twins and is informed by the UN system-wide effort to deliver stronger support to institution-building in countries emerging from conflicts through Civilian Capacities (CivCap) initiatives. CivCap initiatives underscore the need for strong national institutions, south-south cooperation, and support to institution-building through strengthening and integrating UN assistance, among others, to public administration.

³ARCSS Chapter I, Section 2.1.9

⁴ Background paper on SDG prioritization in South Sudan.

The notable results of the project during the reporting period are:

- Prior to the deployment of CSSOs, most hospitals in the states used to refer patients with surgery needs to Juba Teaching Hospital. By the end of the reporting period, 124 (89 male, 35 female) patients received elective and emergency surgical services conducted by three twins in Torit Hospital (former Eastern Equatoria State); 46 patients (37 male; 9 female) received major surgical operations in the last three months of the year, while 71 patients received minor surgical operations.
- Before the coaching and mentoring arrangements, it was observed that most farmers experienced low crop production due to lack of knowledge on how to control and manage pests. However, by the end of the year, 40 farmers (22 female) who were trained by twinned extension workers reported increased crop production after reducing crop losses due to pests in Basukangbi, Nzara and Sakure Payams of Nzara (former Western Equatoria State).

There was no major change⁵ in the project as the outcome and the outputs of the project remained the same. However, the project conducted an independent mid-term evaluation that suggested improvements for the remaining project period and a continuation to phase III. In addition, the following challenges were observed during the reporting period:

- The project fell short of recruiting and deploying all the planned 139 CSSOs in time due to conflict in South Sudan, elections in Kenya, and shortage of qualified candidates to meet the recruitment conditions set by the government of South Sudan. Nonetheless, 111 CSSOs (80 percent of the target) were recruited and deployed. The inability to deploy the remaining 28 CSSOs undermined the enhancement of capacity for at least 112 twins who could have improved the institutional performance of the targeted government institutions.
- The loss of US\$5 million due to exchange rate fluctuation from 2014 to 2016 limited the project's scope and key project activities. As a result, the 2017 Annual Work Plan dropped the implementation of CSSO innovative grants, exit workshops, CSSOs mid-term review and reduced field monitoring activities.

⁵ UNDP took some measures to strengthen the project management and implementation by seconding the senior programme advisor from its Democratic Governance and Stabilization Unit to provide management oversight and technical advice.

2. Progress towards development results

2.1 Contribution to longer term results

a) **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 2017 CPD output targets

CPD output target	Summary achievement to date	Status
70 percent of civil service institutions supported through the IGAD South-South cooperation arrangement reporting improved capacity of civil servants to perform their duties.	92 percent of host institutions reported improved capacity of civil servants	Achieved
Five institutional gender-responsive policies and frameworks developed to enhance operation of government departments	19 gender-responsive institutional policies, manuals, SOPs were developed. Three policies were approved and in use whilst 16 are at different stages of completion.	Achieved
Overall		Achieved

2.2 Progress towards project outputs

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

Summary achievement against 2017 Annual Work Plan target

Indicator	Indicator Target (2017)	Summary achievement during the year	Status
1.1: Number of institutional policies developed to enhance operations.	Five	<ul style="list-style-type: none"> Six institutional policies were developed. 	Completed
1.2: Number of strategic frameworks developed to implement established policies.	Six	<ul style="list-style-type: none"> 11 strategic frameworks were developed and submitted for approval. 	Completed
1.3: Proportion of targeted institutions reporting improved work-related performance by the twins.	80 percent	<ul style="list-style-type: none"> 96 percent reported improved work performance by twins. 	Completed
1.4: Proportion of twined civil servants expressing satisfaction over the twinning arrangements.	80 percent	<ul style="list-style-type: none"> 93 percent expressed satisfaction over the twinning arrangements. 	Completed
1.5: Percentage of targeted institutions rated as offering improved services.	80 percent	<ul style="list-style-type: none"> 90 percent of targeted government institutions expressed improved service delivery. 	Completed
Overall status			Completed

Indicator 1.1: Five institutional policies developed to enhance operations. (Baseline: Two)

The project developed six institutional policies (against the target of five), most of which were realised by the second quarter of the year. For example, twins and CSSOs in Wau developed a Monitoring and Evaluation policy and an Orphans and Vulnerable Children Care policy at the State Ministry of Education, Gender and Social Development. The trend in twins' improvement in skills and knowledge through coaching and mentoring are also evidenced in Torit at the State Ministry of Agriculture, Forestry and Animal Resources where twins have developed policies on animal health, slaughter houses and agribusiness. Subsequently, twins continued to work on operationalising these policies, with twins and supervisors further reported increased technical knowledge and skills. Twins and CSSOs also 'lobbied' for the implementation of these policies to enhance service delivery.

"We are glad to report that the coaching and mentoring training enabled us to acquire very important skills on records management systems such as filing procedures and orderly custody of personal files," said Mr. Christopher Kuac Pior, the Director of Labour, Kuajok (former Warrap State)

Indicator 1.2: Six strategic plans/frameworks developed to implement established policies. (Baseline: Two)

By the end of 2017, the project developed 11 strategic plans/frameworks against an annual target of six strategic plans/frameworks. For instance, twins and a CSSO at Ministry of General Education and Instruction developed 1) Technical Vocational Education Training (TVET) Action Plan (2018-2022), and twins and a CSSO at National AIDS Commission developed 2) Annual Work Plan (2017-2018). Twins gained skills and knowledge and are working on implementing the developed strategic plans/frameworks to improve institutional/organisational systems and procedures.

Indicator 1.3: 80 percent of targeted institutions reporting improved work-related performance by twins

In 2017, the project conducted an internal assessment of the targeted institutions, and 96 percent of the targeted institutions reported improved work-related performance by twins. Against an annual target of 70 percent, this reported improvement was observed at the Ministry of Gender, Child and Social Welfare with regards to improved child protection and handling of sexual and gender-based violence (SGBV) issues. Similarly, the Ministry of Labour reported improvement in twins' ability to conduct technical and vocational training education needs assessments for managers and instructors at national and state-level. The trend in twins' improvement are also reported in Aweil state (former Northern Bahr Ghazal) where twins are professionally handled labour relations and resolved labour disputes.

"There is great improvement in the performance of the twins and non-twins," says Ann Daniel Ali, Director General, Ministry of Gender, Child and Social Welfare, Wau. She says "social workers no longer get stuck with cases, and their improved performance has won the confidence of partner agencies such as IOM, which engaged the twins in the Ministry to carry out an assessment of mental health and psychosocial support in the community. UNICEF has also recognized the enhanced capacity of twins and involved them in registration of all children under five years to give them birth certificates."

Indicator 1.4: 80 percent of the twins express satisfaction over the twinning arrangements

From the internal assessment conducted by the project, 93 percent of twins interviewed expressed satisfaction on the twinning arrangements. The twins expressed gaining very useful knowledge and skills, which was noticed by their supervisors and in some cases helped earn them promotions. For

example, in Torit (former Eastern Equatoria State) during the reporting period 111 twins (27 female) were promoted from lower job grades to upper job grades; some to super-scale⁶ grades after having been coached and mentored. Twins expressed satisfaction that they now know how to share information, knowledge and skills with fellow civil servants, complete tasks in time, carry out proper documentation, manage time efficiently, file documents properly, and keep records adequately.

Indicator 1.5: 80 percent of targeted government institutions rated as offering improved services. (Baseline: 96 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 to the MoLPS&HRD show that all targeted institutions indicated continued interest in the project to increase service delivery.

2.3 Human Interest Story⁷

ICT-enhanced service delivery and career development

At the state Ministry of Finance, Public Service and Human Resource Development in Kuajok, Mr Josphat Gicheha Gichuki, a Kenyan CSSO, was deployed to Kuajok to coach and mentor Mr. Kuol Achuil Lual (Director, HRM) and Mr. Christopher Kuac Pior (Director of Labour), along with two other twins.

At Mr Gichuki's arrival, the only civil servant at the state ministry with some basic computer application skills was Mr Kuol Achuil. Given the massive need for information and communication technology (ICT) at the state ministry, it became critical to raise capacity in ICT. Mr. Kuol Achuil and Mr. Christopher Kuac Pior, both twins at the State Ministry in Kuajok have been properly trained and now confidently apply their newly acquired ICT knowledge and skills in undertaking public finance and human resource management tasks. Furthermore, they have moved from a manual data filing system to an electronic one. Messes Achuil and Pior are excited about their achievements, and on prospects of career advancement. *"We are glad to report that the coaching and mentoring training enabled us to acquire important skills on records management systems such as filing procedures and orderly custody of personal files,"* said Mr. Pior.

Mr. Achuil and Mr. Pior aver that *"our interest to serve our people has since increased since receiving the training as we now find it a normal thing to regularly and punctually attend to our work because we do not struggle like before."* The testimony of change in them refer to their ability to write official letters, reports and take minutes.

The impartation of computer application skills and knowledge did not only contribute towards an improved institutional performance but also helped to create in-house capacity to train others in ICT. For twins like Mr. Lual and Mr. Pior, it is their enhanced ability to cleanse and update the human resource database for the other state ministries that makes them proud of their work. Mr Gichuki further explained that *"as an ongoing process, my twins have adopted some of my initiatives like querying and alignment of staff records to form their work practice."* When asked if they valued the coaching and mentoring arrangement, Mr Pior said *"That is why my colleague Mr. Lual and I have enrolled for a Diploma in Human Resource Management course at the Juba University College here in Kuajok on a part time basis."*

⁶ Government of South Sudan grades of 1 to 3

⁷ For additional human-interest stories, please refer to annexes I, II, and III.

3. Cross Cutting Issues

3.1 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 (six 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 recruits CSSOs and twins based on a 30 percent placement of females – for both CSSOs and twins. To this end, 22 percent of the CSSOs and 28 percent of twins (out of the 396 official twins⁸) were female. This number excludes the 396 non-twinning twins who benefited from the coaching and mentoring training. The project continued to engage and encourage the participating IGAD member country governments and the Government of South Sudan to strive to include more women in the recruitment of CSSOs and twins. However, meeting the gender deployment target has been a challenge, in both the sending and receiving countries. Gender mainstreaming was the guiding principle throughout the implementation period including collection, analyses and reporting on a gender desegregated manner. To enhance gender result visibility, the project quarterly reports for 2017 highlighted key achievements by female twins.

3.2 Partnerships

The main implementing partner for the project is the national MoLPS&HRD, which represents the RSS government. The Ministry co-chairs the Project Executive Board, which provides overall policy guidance in the implementation of the project while the Technical Committee provides technical inputs regarding CSSOs and project implementation issues. The Ministry hosts the Project Management Unit (PMU), which facilitates the day-to-day management of the project and coordination with key stakeholders. During the year, the project worked closely with other UNDP projects including Access to Justice and Rule of Law, Peace and Community Cohesion; Local Government Capacity Development of Service Delivery, and Public Financial Management projects. Furthermore, the project collaborated with UNICEF, UNMISS, UNESCO, FAO, World Vision, and Medicines San Frontier. The internal and external collaborations helped the CSSOs and twins in

⁸ While the total number of beneficiary civil servants is 632, the number of officially twinned civil servants is 396.

accessing critical information related to SGBV, health, education, child protection, food security, gender, human rights, peace and reconciliation and local government capacity insights.

3.3 Environmental Considerations

During the period, the project encouraged CSSOs, supervisors and twins to ensure that public awareness is increased on environmental protection and care. CSSOs working in sectors like health, agriculture, rural development and cooperatives, livestock and fisheries, among others, mainstreamed environmental care into the coaching and mentoring process. In this regard, twins were practically introduced to proper waste disposal and/or management such as how to dispose medical waste and drugs; how to wash hands and use pit latrines; and how to rid homesteads of mosquito breeding conditions or grounds. Twins in the agricultural and livestock sectors increased public awareness among community members on the risks of deforestation, and on how to promote the “cut one, plant two trees” method of clearing vegetation for farming especially among farming communities; and why people should plant fruit trees to improve their food security especially in the greenbelt zone of South Sudan including Yambio and Torit.

CSSO-trained agricultural extension workers advised farmers on the benefits of proper pest control and management, as well as observing proper farming methods. Children at the Child Transit Centre in Yambio, for example, were thought the benefits of keeping the environment clean, which sets a good example to inculcate environmental awareness among the young people. Twins who are engaged in community water source management continued to educate the beneficiaries on the importance of reducing waterborne diseases by ensuring they keep water sources clean. Twins and CSSOs who work in the livestock and fisheries sector promoted the need for pastoralists to observe proper or recommended grazing trends to mitigate soil erosion, which usually takes place in areas that witness over grazing of livestock herds. Pastoralists were also taught about the benefits of environmental protection and care, as well as periodic animal vaccination.

3.4 Human Rights

During the reporting period, the project built the capacity of twinned social workers and police at gender-desks in Wau, Yambio, and Torit by coaching and mentoring them on addressing children’s rights, handling child protection, mitigating violations of human rights of women and girls, gender, and SGBV. Further, the twins’ enhanced knowledge enabled them to professionally manage the Child Transit Centre in Yambio. In addition, twins collaborated with social workers and police at the Special Protection Units in Wau, Yambio and Torit in partnership with UNMISS and other UN agencies. The collaboration strengthened synergy among UN agencies, and enabled twins to make use of the Juvenile Courts in Wau to address cases of delinquency, which contributed to child protection and respect of human rights of women and girls.

3.5 Anti-Corruption

The project is managed under UNDP’s Direct Implementation Modality where UNDP takes the responsibility to implement the project including the procurement of goods and services as per UNDP policies and procedures. No funds have been transferred to national counterparts. The deployment and placement of CSSOs in the Ministry of Finance and the NAC, coupled with UNDP’s Public Financial Management project, contributed to strengthening national capacity to promote accountable and transparent public financial management. In this regard, twins conducted public financial management training for key government officials, prepared audit management letters, and developed and implemented the institutional policies and SOPs.

3.6 Sustainability

Results achieved	Sustainability
National capacities, national ownership and partnerships strengthened	The project works with existing government institutions that continues to exist at the end of the coaching and mentoring programme. As such, the project did not have to create new structures for coaching and mentoring twins. In addition, twins are government employees, which did not require the project to remunerate them. Furthermore, CSSOs are deployed within the very government institutions, in which the project was not required to cover their operational costs (e.g. rent, local travel, electricity, water, and communication). Given that service delivery is the core business of government, most of the achieved results will be employed in participating targeted institutions at all levels.
Increased national skills and knowledge portfolio through coaching and mentoring of the expanded 632 twins at 18 national and 30 sub-national levels	CSSOs coach and mentor South Sudanese civil servants on specialised technical aspects of their work to provide the required capacity and improve performance in the very strategic government institutions in which the CSSOs will leave them to carry on with the work after gaining knowledge and skills.

3.7 South to South and Triangular Cooperation

Country	Type of cooperation
The Government of the Republic of South Sudan partners with the Governments of 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.

3.8 Strengthening national capacity

Results achieved	Institution	National capacity strengthened
Increased knowledge and skills of South Sudanese civil servants	Eighteen targeted national government institutions, and 30 sub-national targeted government institutions	632 twins at both national and sub-national levels benefitted from the practical and technical coaching and mentoring training.
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.

4. Monitoring and Evaluation

The key monitoring and evaluation (M&E) activities conducted throughout 2017 entail the following⁹:

Key M&E activity	Key outcomes/ observation	Recommendation	Action taken
M&E Activity – Quarter 1: Monitoring visit to Yambio	<ul style="list-style-type: none"> • Twinning arrangements improved knowledge and skills enhancement in Western Equatoria (Gbudue) State the Commission for Trade, Commerce and Investment, used to check expired date of goods manually, now they have developed a computerised incoming goods inspection form, which captures in details quantities, origin of goods. Check standards marks on goods, conditions, ingredient, and quality documents. • Twins gained knowledge and skills are reporting improved service delivery and are able now to transfer knowledge to other civil servants. 	<ul style="list-style-type: none"> • Supervisors and twinned civil servants to take advantage by accessing knowledge transfer from their CSSO before the end of CSSOs contract or end of duty. • Government institutions receiving the CSSOS should provide basic tools and equipment, for instance computer for effective and efficient of skills knowledge transfer. 	<ul style="list-style-type: none"> • Supervisors and twinned civils servants were fully informed of the roles and responsibilities of the CSSOs in the project. • Institutions are engaging other partner agencies to secure funding apart from the ongoing support for implementation of the activities and for sustainability of the project.
M&E Activity – Quarter 2: Internal Assessment (Torit, Juba, Yambio, Rumbek, Wau, Aweil)	<ul style="list-style-type: none"> • Project achieved its desired targeted indicators of 1, 2, 3 & 4. • 96 percent supervisors show satisfaction with work related improvement, whereas, 93 percent twins showed satisfaction with coaching and mentoring arrangement. • Some policy documents and frameworks are still pending approval. • Division of states have negative impact on project activities. Many twins have 	<ul style="list-style-type: none"> • Coaching and mentoring is a long-term process, Exiting CSSOs services should be extended or retained for some more time to complete the process successfully. • Policies that need approval at Institutional level should be pushed by CSSOs after discussing with all the stakeholders, forwarded to senior management for approval and followed-up. 	<ul style="list-style-type: none"> • Issue of extension of the CSSOs on a needs basis was discussed at Project Board Meeting with recommendation of analysis be conducted by project and extension be accordingly provided. • Approval and operationalization of documents was

⁹ More detailed M&E activities can be found in the project's quarterly reports.

	<p>been transferred to new states, which resulted in hindering coaching and mentoring process, until the attachment of new twin with CSSO.</p> <ul style="list-style-type: none"> • Non-payment of salaries to twins by Government also negatively impacted 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 discuss and consider the transfer of twins with concerned institution, prepare a plan to ensure the attachment of twins for 2 years irrespective of any political change to successfully complete coaching and mentoring process. • Government to ensure timely payment of salaries to twins, which will aid high motivation and performance by twins. • Resources should be made available to Twins and CSSOs to effectively and efficiently transfer skills and knowledge. 	<p>discussed thoroughly at National and State level with Head of Institutions. Consensus is being developed to prioritize the approval of the documents and mobilize funds for their operationalization.</p>
<p>M&E Activity – Quarter 2: Joint Field Monitoring Visit – Yambio</p>	<ul style="list-style-type: none"> • Representative from the Norway Embassy appreciated the work of CSSOs/twins and PMU-UNDP and suggested to bring synergy at activity level. • More Programmatic approach needs to be adopted to achieve SDGs in the long term. 	<ul style="list-style-type: none"> • Synergy in activities can be managed through mobilizing other UN Agencies or INGOs working in similar field at each level. • More Programmatic approach can be adopted by engaging donors on a needs basis and linking them to communities e.g. in the case of Yambio, Donors can be mobilized to fund an Access to Market project to overcome the food shortage in South Sudan and revitalize the local economy. 	<ul style="list-style-type: none"> • Observations and Recommendations discussed with Senior Management and necessary actions will be taken in the future

5. Risk management

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 needs to be done. The government institutions and their partner agencies have facilitated CSSOs twinning arrangements.
The creation of 32 states resulting in continued transfer of some 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 the 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 Safety and Security to mitigate 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.	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. 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.

6. Challenges

- **Transfer of twins:** Due to the establishment of the 32 states and frequent reshuffling of government officials, some twins were reassigned different functions and responsibilities and transferred to other locations, institutions and departments. This interrupted the smooth coaching and mentoring of twins. The project engaged the MoLPS&HRD and advocated for the retention of the twins for the whole period of coaching and mentoring. In addition, the project also encouraged the CSSOs to consult with their supervisor for the replacement of transferred twins, which was positively accepted and implemented.
- **Lack of operational budget:** Targeted government institutions faced serious budget shortage to provide essential and basic office equipment necessary for the smooth transfer of skills and effective provision of services. This led CSSOs to share their laptops with twins, and requested printing and photocopying support from other partners.
- **Low capacity of twins:** Given the level of education and the mass transfer of demobilised combatants to the civil service, it is often difficult to find the right match of capacity for twinning with the CSSOs. The project urged targeted institutions to try to find the right match of capacity to minimise time loss and increase knowledge and skills transfer during the coaching and mentoring period.
- **Absenteeism of twins:** 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 and twins to identify flexible schedules dedicated for coaching and mentoring.
- **Extension requests from targeted institutions:** Throughout the year, the project received several requests for continuation of CSSOs after the expiration of their contracts of engagement to compensate time lost during coaching and mentoring due to sporadic conflicts, reorganisation and transfers of twins. This has affected the smooth finalisation of some of the developed institutional policies and procedures. However, the project engaged with the concerned institutions and clarified the modality of CSSO engagement and envisioned to address some of the critical gaps through the 2018 CSSO deployment.

7. Lessons Learned

- **Ensure focus on transfer of skills and knowledge instead of skills replacement:** In South Sudan where civil service skills and literacy rates are low, and job descriptions are vaguely defined, some CSSOs were tasked with performing routine and administrative tasks. The project needs to carry out continued oversight of government authorities to ensure that CSSOs remain strategically deployed to coach and mentor their counterparts.
- **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, revitalize the Agreement on the Resolution of the Conflict in the Republic of South Sudan, and develop a national development strategy, it is important for the project to adapt to the evolving context of South Sudan to respond swiftly to changing circumstances on the ground.
- **Need for a robust coordination and collaboration:** Effective knowledge and skills transfer at national and sub-national level requires strong horizontal and vertical coordination between the MoLPS&HRD and targeted institutions, CSSOs, twins, and relevant stakeholders for maximum synergy and complementarity.
- **Need for development perspective:** Even when the immediate focus is driven by complex humanitarian needs, a development perspective needs to be upheld to safeguard investments in service delivery capacity development results, and to maintain anchors for post-conflict recovery and stabilization efforts.

8. Conclusions and Ways Forward

As described in this report, the project achieved notable results despite facing many challenges that could have hampered project performance. The project's field monitoring exercise and the mid-term evaluation report revealed that the project made tremendous efforts in delivering the targets set in the 2017 annual work plan. Throughout 2017, the project had 111 active CSSOs (27 female) and enhanced the capacity of 632 South Sudanese civil servants in seven of the former 10 states of South Sudan. However, the experience of the project and the requests received from government institutions show that the demand for capacity building exceeds the supply. The National Dialogue and the IGAD-led High-Level Revitalisation Forum brings new hopes to the country, but also a large need for civil service capacity development, thus creating new opportunities for the project in 2018.

Programmatically, the project will respond to the emerging needs of the country through the deployment of the remaining 39 CSSOs in strategic transitional national institutions. The 11 strategic institutions are those mandated to work in the following areas: gender, vocational education and training, agriculture and food security, environment, parliamentary affairs, legislation, justice, anti-corruption commission, audit chambers, and the human rights commission. In addition, there is a need to develop and implement RSS/IGAD project phase III to maintain and replicate the capacities created so far, as well as to respond to the emerging needs as recommended in by the mid-term evaluation. In addition, the project will strengthen its communication strategy to broaden the project's visibility and popularise its scope, opportunities and results.

Operationally, there is a need for the government of South Sudan and the CSSO contributing countries to review the CSSOs individual contracts of engagement in view of the changing political and economic contexts of South Sudan. In addition, there is a need for the MoLPS&HRD and the project executive board to work-out a provision with clear guidelines and modalities on the transfer or promotion of twins during the twinning period. The project also needs to continuously strive to maximize value-for-money through streamlining processes and diversifying and strengthening partnerships, resource mobilisation, and collaboration.

Based on the challenges, risks, lessons learned, the recommendations from the Project Executive Board, the MTE report, and the emerging issues from on-going peace processes, the project envisions deployment of CSSOs to strategic national government institutions. In this regard, consultations between the key stakeholders have identified some of the strategic national institutions¹⁰ for the deployment of the new 11 CSSOs. The project aims to reduce the induction duration from two weeks to seven days only, with a special focus on inducting the twins and supervisors to promote an effective transfer of knowledge and skills.

¹⁰ The strategic institutions entail ministries of gender, labour (vocational training), agriculture (food security), environment (protection/care), parliamentary affairs (constitutionalism), justice (drafting/reviewing of laws), federal affairs (governance), national audit chambers/anti-corruption commission (fight against corruption, fostering accountability and transparency), and human rights commission (rule of law and human rights).

9. Financial Report

Support to Public Administration - IGAD Regional Initiative for Capacity Enhancement in South Sudan									
2017 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 December 2017				
List Activity Results	Associated Actions/Results	Budget Account & Description	Jan - Dec 2017 (NOK)	Jan - Dec 2017 (USD)	Expenditures Jan - Sep 2017	Expenditures October - December 2017	Commitment & Un-depreciated assets	Cumulative expenditures	Balance
Country Programme Document Output: 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									
Project Output: Capacity of national and state level civil service institutions strengthened									
Indicators			Baseline:	Annual Targets					
1. Number of institutional policies developed to enhance operations.			2	5					
2. Number of strategic plans/standard operating procedures developed to implement established policies.			2	6					
3. Proportion of targeted institutions reporting improved work-related performance by the twins.			0	80%					
4. Proportion of twins expressing satisfaction over the twinning arrangements.			0	80%					
5. Percentage of targeted institutions rated as offering improved services			86%	90%					
Activity Result									
Activity Result 2: Civil Service Support Officers from IGAD Member States with significant skills, experience and professionalism	Identify critical areas of human resource needs and deploy Civil Service Support Officers) at	71200 International Consultants	28,662,002.60	3,502,627.72	2,825,532.75	241,657.74	119,686.66	3,186,877.15	315,750.57
		72800 Information Technology Equipmt	-	-	(1,760.00)	-	-	(1,760.00)	1,760.00

identified, deployed and managed, with gender distribution as (70% males and 30% females CSSOs)	national and state levels	75700 Training Workshops & Confer.	431,035.45	52,674.50	30,780.00	482.00	12,984.50	44,246.50	8,428.00
		71600 Travel	2,620,605.75	320,250.00	220,964.87	54,484.69	-	275,449.56	44,800.44
		Realized Gains & Losses	-	-	-	-	-	-	-
		Sub-Total	31,713,643.80	3,875,552.22	3,075,517.62	296,624.43	132,671.16	3,504,813.21	370,739.01
	Facilities and Administration 7% (GMS)	75100- Facilities & Administration	2,219,955.07	271,288.66	212,515.13	20,770.97	-	233,286.10	38,002.56
Activity Result 2 Total			33,933,598.87	4,146,840.87	3,288,032.75	317,395.40	132,671.16	3,738,099.31	408,741.56
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	119,988.41	110,901.68	-	230,890.09	95,237.92
	UNVs: Monitoring and Reporting Specialist (IUNV)	71500 International UNVs	736,470.00	90,000.00	63,062.94	12,770.24	-	75,833.18	14,166.82
	Conduct quarterly field visits	71600 Travel	249,581.50	30,500.00	25,320.18	5,055.93	-	30,376.11	123.89
	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	188,711.07	55,564.02	-	244,275.09	41,401.71
	Technical Committee and meetings	72500 Supplies	49,098.00	6,000.00	5,931.35	42.40	-	5,973.75	26.25
	Vehicle fuel and maintenance	73400 Rental & Maint-Other Equip	98,196.00	12,000.00	6,201.94	4,802.23	110.00	11,114.17	885.83

	Conduct and disseminate Project Audit and Evaluation report		777,385.00	95,000.00	-	26,808.38	7,350.00	34,158.38	60,841.62
		DPC, Com. M&E	1,357,756	165,923.96	73,867.18	70,038.52	-	143,905.70	22,018.26
		76100 Realised Gain/Losses	-	-	(3,264.24)	1,822.41	-	(1,441.83)	1,441.83
		77600 Dep. Assets Owned	519,750.53	63,515.89	8,428.09	1,464.40	53,623.40	63,515.89	-
	Sub-total		8,794,635.56	1,074,744.66	488,246.92	289,270.21	61,083.40	838,600.53	236,144.13
	Facilities and Administration 7% (GMS)	75100 - Facilities & Administration	615,624.49	75,232.13	37,324.52	20,249.30	-	57,573.82	17,658.31
Activity Result 5 Total			9,410,260.05	1,149,976.79	525,571.44	309,519.51	61,083.40	896,174.35	253,802.44
PROJECT TOTAL			43,343,858.91	5,296,817.66	3,813,604.19	626,914.91	193,754.56	4,634,273.66	662,544.00

Financial Summary:

Description	Amount in USD
Overheads expenses	489,930.66
Project expenses	4,144,343.00
Total	4,634,273.66

Annex I: Human Interest Story: Fingerprint Records

Establishing a system for Fingerprint Records



Practical skills training: Warrant Officer, Malesh Saleh, of the Forensics Department, Directorate of Criminal Investigation, SSPS, being coached on how to determine fingerprint patterns using a magnifying glass. Photo Courtesy of SSPS, Juba. © June 2017

Since 2013, several attempts were made to establish a national fingerprinting and records system at the Forensics Department, Directorate of Criminal Investigation of the South Sudan Police Service (SSPS). The deployment of Mr Eric Owino, a CSSO from Kenya, at the Forensics Department was instrumental in the putting together of a work plan to establish a manual criminal records database. When it was time to implement the work plan, Mr Owino and his twins realised that there was no fingerprinting of suspects and criminals from the police. To move forward, the CSSO and twins decided to start by taking fingerprints of inmates from the Juba Prison. This followed a lengthy consultation between the Criminal Investigation Department, the SSNPS and UNDP. After the logistical arrangements were completed, the fingerprinting exercise began well but with lots of resistance from the prisoners, who became violent, refusing to be fingerprinted. However, the exercise continued only with the incoming inmates. Fingerprinting is a skill that is perfected over time. After the 30 police officers with theoretical knowledge on fingerprinting gained practical fingerprinting skills, the directorate was committed to ensure that keeping fingerprints becomes an essential aspect of undertaking biometric information on suspects and criminals. This indicates a change in praxis on how, for example, police abstracts, certificates

of good conduct are now being issued against verified fingerprinting criminal records. Twins are now able to determine fingerprint patterns and classify fingerprints, and their connection to criminal investigations, which has not been there in this country and that is being established through this project.

Improved access to clean, safe water

Access to clean and safe water is one of the greatest challenges that the people of South Sudan face. As part of promoting community health and easy access to clean and safe water, Mr. Michael Muikiria, a Kenyan CSSO mentored nine twins at the State Ministry of Physical Infrastructure and Urban Utility, Western Equatoria. The twins gained skills on how to basically build a functional water supply system that sustains supply of sufficient safe and clean water. The trained twins established a water supply system in Yambio, which now supplies water to over 13,000 households within 20 metres of their homesteads. This has reduced the distance that women used to trek in search of water. Gbudue Governor, Daniel Badagbu, avers that the upgraded water testing procedures that twins conducted on the supplied water continued to improve the public health and hygiene in Yambio. Local community water management committee member, Mr. Joseph Abraham, said households agreed to pay monthly maintenance fee of 25 South Sudanese Pounds. The committee has banked about 9,000 SSP in the water account.



Mr. Bosco Ojja of the Royal Embassy of Norway receiving a report from the Governor of Gbudue State, Daniel Badagbu in which he commended as positive the impact of the project on the reduction of maternal and infant mortality rates in Yambio, Western Equatoria

Annex II: Human Interest Story: SGBV

Stumping Gender-Based Violence and Discrimination

Survivors of 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, engage in case conferencing and 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.

Annex III: Human Interest Story: Famine

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

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



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

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



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

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

UNDP, in line with its mandate in South Sudan, is helping state and national institutions to develop and strengthen civil service capacity to reinvigorate local economies. Through the IGAD regional initiative project funded by the Government of Norway, eight CSSOs are working with their twins in state and national ministries of agriculture in the towns of Yambio, Torit, Juba, and Wau. Michael Ariebe, Agronomist from Uganda, and Dr. Abera Teklemariam Haile, Plant Protectionist from Ethiopia, are based in Yambio, Western Equatoria (Gbudue) state, and together with their twins have developed a **proposal for hybrid maize production to end food insecurity in South Sudan.**

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

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

Annex IV: CSSOs Distribution Matrix

1	ABELE Emmanuel Moro	HRD Officer	Yambio	State MoLPS&HRD	Ugandan	Jul-17
2	ADERO Grace Ebila	Registered Nurse	Kuajok	State MoH	Ugandan	Jul-17
3	ARIEBI Michael	Agronomist	Yambio	Sate MoAC&E	Ugandan	Jul-17
4	BABALANDA Joan (Dr.)	Surgeon	Wau	State MoH	Ugandan	Jul-17
5	BONGOMIN Bodo (Dr.)	Paediatrician	Torit	State MoH	Ugandan	Jul-17
6	BUWEMBU-KAKANDE Badru (Dr.)	Surgeon	Wau	State MoH	Ugandan	Jul-17
7	BYABAGAMBI Tadeo	Biomedical Engineer	Juba	JTH-MoH	Ugandan	Jul-17
8	HABIB Abubaker	Social Protection Officer	Wau	State MoGC&SW	Ugandan	Jul-17
9	KAIGO Johnson	PFM Officer	Torit	State MoFC&EP	Ugandan	Jul-17
10	KAIJABWANGO Anne Mary	Trauma Nurse	Rumbek	State MoH	Ugandan	Jul-17
11	KINTU Lawrence Ronald (Dr)	Surgeon	Kuajok	State MoH	Ugandan	Jul-17
12	Kyogabiirwe Mildred Tusasiirwe	Registered Nurse	Kuajok	State MoH	Ugandan	Jul-17
13	LUBAMBULA Irene	Midwife	Yambio	State MoH	Ugandan	Jul-17
14	LUKAKAMWA Daniel (Dr.)	Obstetrics and Gynaecologist	Kapoeta	State MoH	Ugandan	Jul-17
15	MUTABAZI Censton	Weights & Measures Officer	Yambio	State MoCT&I	Ugandan	Jul-17
16	NYOKATRE Primo	Establishment Officer	Torit	State MoLPS&HRD	Ugandan	Jul-17
17	OKELLO Tom Richard	Labour Officer	Aweil	State MoLPS&HRD	Ugandan	Jul-17
18	OMARA Abong Winifred	Registered Nurse	Kapoeta	State MoH	Ugandan	Jul-17
19	RUTAFAX Alex	PFM Officer	Aweil	State MoFC&EP	Ugandan	Jul-17
20	SHABAN Abdullah Wani (Dr.)	General Physician/Surgeon	Rumbek	State MoH	Ugandan	Jul-17
21	SSENFUKA James (Dr.)	Obstetrics and Gynaecologist	Kuajok	State MoH	Ugandan	Jul-17
22	TUMWESIGYE Alex	Water and Sanitation Engineer	Yambio	State MoPI	Ugandan	Jul-17
23	VUCIRI Andrew Malaga	Finance Officer	Juba	CSC ¹¹	Ugandan	Jul-17
24	Elungat Charles Keju	PFM Officer	Kuajok	State MoF	Ugandan	Jul-17

¹¹ Civil Service Commission

25	Teresia Chepkosgei Kenduiywo	Veterinary Laboratory Technologist	Juba	National MoLF&I	Kenyan	Sep-17
26	Moses Onyango Muga	Finance Management Officer	Juba	Mol-SSPS	Kenyan	Sep-17
27	Pius Mugambi Murugu	SSP&R Coord	Juba	SSP&RC	Kenyan	Sep-17
28	Eric Onyango Owino	Forensic Officer in Finger Printing	Juba	Mol-SSPS	Kenyan	Sep-17
29	Gabriel Gaeb Ashiono Khalwale	Civil Aviation Adviser (OPAS)	Juba	National MoT&B	Kenyan	Sep-17
30	Kundu Lukes Shiroya	Quality Assurance and Standards	Juba	National MoES&T	Kenyan	Sep-17
31	Renson Isutsa Shiraho	Safety and Quality Assurance Officer	Yambio	State MoCT&I	Kenyan	Sep-17
32	Moses Kimani	Child Protection & Social Welfare Officer	Yambio	State MoGC&SW	Kenyan	Sep-17
33	Daniel Ndiang'ui Gitahi	Food Value Addition Officer	Yambio	State MoA&C	Kenyan	Sep-17
34	Joseph Macharia Kinyanjui	Projects Design and Value Chain Officer	Torit	State MoA	Kenyan	Sep-17
35	Silvanus Omongor Odukis	Registered Nurse	Terekeka	State MoH	Kenyan	Sep-17
36	Wycliffe Simwa Busaka	Gender Officer	Yambio	State MoGC&SW	Kenyan	Sep-17
37	Daniel Okwiri Ouma	HRD Officer	Torit	State MoLPS&HRD	Kenyan	Sep-17
38	Michael Muikiria	Surveyor	Yambio	State MoPI	Kenyan	Sep-17
39	Joseph Njoroge Mburu	Gender Officer	Juba	MoGC&SW	Kenyan	Sep-17
40	Philip Onyango Were	Disability Officer	Juba	MoGC&SW	Kenyan	Sep-17
41	Jared Muyonga Atsiaya	Child Protection and Social Welfare Officer	Torit	State MoGC&SW	Kenyan	Sep-17
42	Francis Kisia Otiato	Cooperative and Rural Dev. Officer	Torit	State MoA	Kenyan	Sep-17
43	Benta Atieno Ndenga	Records Management Officer	Yambio	State SG	Kenyan	Sep-17
44	John Maina King'ori	Standards Officer	Yambio	State MoCT&I	Kenyan	Sep-17
45	Sera Ndunge Githuku	Registered Nurse	Yambio	State MoH	Kenyan	Sep-17
46	Matole Alice Alego Manyola	Veterinary Laboratory Technologist	Juba	National MoLF&I	Kenyan	Sep-17
47	Maurice Khalumi Misigo Bruno	HRDO	Wau	State MoLPS&HRD	Kenyan	Sep-17
48	Cheruiyot Richard Sigilai	HRDO	Rumbek	State MoLPS&HRD	Kenyan	Sep-17
49	Nelson Kanja Mithamo	PFM Officer	Yambio	State MoF&EP	Kenyan	Sep-17
50	Shadrack Wasike Kalio	Extension and Research Officer	Torit	State MoA	Kenyan	Sep-17
51	Lucy Lilian Akelo Okakah	English Language Tutor	Wau	State MoES&T	Kenyan	Sep-17
52	Spens Dave Obondi	Co-operative Officer	Juba	MoA, FC&RD	Kenyan	Sep-17
53	Angela Helen Wangai	Registered Midwife	Torit	State MoH	Kenyan	Sep-17

54	BALINDA David	Policy and Planning Officer	Juba	National MoA	Ugandan	Sep-17
55	CANDIRU Josphine	Gender Officer	Torit	State MoGC&SW	Ugandan	Sep-17
56	KEREZYA Leonard	AFROSAI-E	Juba	NAC	Ugandan	Sep-17
57	LEKU Samuel	Financial Audit Officer	Juba	NAC	Ugandan	Sep-17
58	MATATA Jimmy Avutia	Policy and Planning Officer	Juba	AIDS Commission	Ugandan	Sep-17
59	MAYANJA Franklin	Veterinary Lab. Technologist	Juba	National MoL&F	Ugandan	Sep-17
60	MOKILI Frankson Lomoro	Auditor	Juba	NAC	Ugandan	Sep-17
61	NASSALI Juliet	TVET Curriculum Developer	Juba	National MoES&T	Ugandan	Sep-17
62	NINISIIMA Emmanuel	ICT Officer	Juba	Mol-SSPS	Ugandan	Sep-17
63	OKIROR Robert Emmanuel	Mechanical and Automotive Engineer	Juba	Mol-SSPS	Ugandan	Sep-17
64	OMODO Michael	Veterinary Lab. Technologist	Juba	National MoL&F	Ugandan	Sep-17
65	WAGABAZA Henry	Performance Audit Officer	Juba	NAC	Ugandan	Sep-17
66	Ssekitoleko Richard	General Physician	Torit	State MoH	Ugandan	
67	Abera Girum	Medical Laboratory Technology	Torit	State MoH	Ethiopian	Nov-17
68	Abyot Meaza Dasho	Medical Laboratory Technology	Aweil	State MoH	Ethiopian	Nov-17
69	Achamyelah Mulugeta Yismaw	Medical Laboratory Technology	Yambio	State MoH	Ethiopian	Nov-17
70	Aklilu Woldemariam Habte	Investment Promotion Officer	Juba	SSIA	Ethiopian	Nov-17
71	Anissa Redi Aman	Anaesthetist	Kuajok	State MoH	Ethiopian	Nov-17
72	Asfaw Seyoum Biratu	ICT Officer	Wau	State MoES&T	Ethiopian	Nov-17
73	Ayelech Mengesha Woldegebriel	Registered Nurse Officer	Aweil	State MoH	Ethiopian	Nov-17
74	Bizuneh Debebe Mulatu	Vocational Training Advisor	Juba	MoLPS&HRD	Ethiopian	Nov-17
75	Dagnachew Kebede Zeleke	Registered Midwife Officer	Yambio	State MoH	Ethiopian	Nov-17
76	Dagnachew Ayele Belachew	HRM Officer	Yambio	State MoLPS&HRD	Ethiopian	Nov-17
77	Dr. Getnet Amberber Degefu	Internist (Internal Medicine Physician)	Rumbek	State MoH	Ethiopian	Nov-17
78	Dimiru Abebe Alemu	Radiologist	Rumbek	State MoH	Ethiopian	Nov-17
79	Getachew Metaferia Gebremariam	HRM Officer	Juba	SSUWC	Ethiopian	Nov-17
80	Jemal Abdela	Anaesthetist	Kuajok	State MoH	Ethiopian	Nov-17
81	Kumsa Balcha Buse	Extension Officer	Wau	State MoA	Ethiopian	Nov-17
82	Lakech Teshome Shiferaw	Registered Midwife Officer	Yambio	State MoH	Ethiopian	Nov-17

83	Natnael Assefa Mekonen	Anaesthetist	Torit	Torit Hospital	Ethiopian	Nov-17
84	Semagn Mokennen Abeta	Anaesthetist	Rumbek	Sabah Hospital	Ethiopian	Nov-17
85	Shewki Moga Siraj	Microbiologist	Wau	Wau T. Hosp.	Ethiopian	Nov-17
86	Teferi Amensisa Ali	Registered Nurse Officer	Yambio	State MoH	Ethiopian	Nov-17
87	Tegegn Demissie Ayele	Anaesthetist	Rumbek	Kiir Mayardit Hosp	Ethiopian	Nov-17
88	Tinsae Kidanemariam Hailu	Medical Laboratory Technology	Wau	State MoH	Ethiopian	Nov-17
89	Yimam Hassan Ahmed	Anaesthetist	Rumbek	State MoH	Ethiopian	Nov-17
90	Zerihun Geresu Bedaso	Radiologist	Yambio	State MoH	Ethiopian	Nov-17
91	Zerihun Gezahegne Belachew	Labour Officer	Yambio	State MoLPS&HRD	Ethiopian	Nov-17
92	Zewdu Chere Fetene	Medical Laboratory Technology	Rumbek	State MoH	Ethiopian	Nov-17
93	Mekonnen Gebreselassie Gidey	PFM Officer	Juba	MoF	Ethiopian	Feb-18
94	Abrham Ewnetie Tizazu	Civil Engineer	Torit	State MoIPU	Ethiopian	Feb-18
95	Abera Teklemariam Haile	Plant Protection Officer	Yambio	State MoA	Ethiopian	Feb-18
96	Berhanu Hirpa Woldie	M & E and Statistics Officer	Juba	MoLPS&HRD	Ethiopian	Feb-18
97	Selamawit Shiferaw Jimma	Anaesthetist	Yei	Yei Hospital	Ethiopian	Feb-18
98	Nega Desalegn Fanta	Anaesthetist	Aweil	Aweil Hosp.	Ethiopian	Feb-18
99	Adam Lemma Kibret	Surgeon	Yei	Yei Hospital	Ethiopian	Feb-18
100	Dagim Leykun Berhanu	Surgeon	Torit	State MoH	Ethiopian	Feb-18
101	Hanna Tujuba Atomssa	Paediatrician	Juba	Al-Sabaah Hosp.	Ethiopian	Feb-18
102	Betelhem Tekola Woldekidan	Paediatrician	Juba	Al-Sabaah Hosp.	Ethiopian	Feb-18
103	Addisu Animaw Techane	Surgeon	Aweil	State MoH	Ethiopian	Feb-18
104	TWESIGANE Maureen	Child Protection Officer	Wau	State MoGC&SW	Ugandan	Feb-18
105	Candia Stephen	PFM Officer	Rumbek	State MoF	Ugandan	
106	Leonard Maritim	CEWREM	Juba	SSP&RC	Kenyan	
107	Josphat G. Gichuki	Establishment/ HRM Officer	Kuajok	State MoLPS&HRD	Kenyan	
108	Allan M. Bururia	Establishment/ HRM Officer	Aweil	State MoLPS&HRD	Kenyan	
109	James E. Seda	Director of Air Aviation Services (OPAS)	Juba	SSCAA	Kenyan	
110	Opile Christine	Establishment/ HRM Officer	Rumbek	State MoLPS&HRD	Kenyan	
111	John Mutegi Muriungi	Management Analyst	Juba	MoLPS&HRD	Kenyan	

Annex V: Summary of Achievements – based on CSSOs' Progress Report

National-Level

Ministry of Labour Public Service & Human Resource Development

- Two twins (1 female) under CSSO supervision at the MoLPS&HRD undertook functional analysis, developed and reviewed organizational structures for public institutions;
- The twins reviewed Career Design which encompasses formulation of job descriptions and specifications, developing schemes of service and career progression guidelines and undertook job analysis and workforce analysis;
- The twins Determining optimal staffing levels through workload analysis techniques;
- Business process re-engineering and modern management practices;
- Establishment of third party deduction codes and designation codes.
- Twins improved in report writing skills and competencies. Twins can communicate ideas, facts and decisions through reports, concept papers, minutes and memos.
- Further, there are changes in twins' attitude towards work as evidenced by their improved attendance despite the prevailing economic hardships and late payment of salaries.
- Officers working in different directorates regularly consult on work related issues such clarification on job description and specifications, preparation of strategic plans, report writing.

Results of Changes on the Institution

- The ministry used to recruit staff based on ad-hoc decisions, thus, because of twinning, the ministry recruited staff in the Directorate of management Services based on personal integrity, competence and suitability. This was achieved through establishment of elaborate recruitment guidelines.
- Two twins trained in MS Access 2013 and created a training human resource database of 15 National Ministries/Commissions and one state. CSSO and twins drafted monitoring and evaluation manual and submitted to supervisor for review.

Peace Commission

- Twin together with the mentor designed Peace Commission website.
- Drew up Standard guidelines and terms of reference for Conflict Early Warning and Early Response System.
- Developed of ICT Strategy Framework 2.0.

State-Level: Central Equatoria (Jubek)

- Five (4 female) civil servants twinned with Mr. Mekonnen Gebreselassie, Public Finance Management officer (what about them?) at the State Ministry of Finance carried out needs analysis of the employees, and mentees gained functional skills and knowledge on Cash Management and Auditing.
- Changes were observed on public money utilisation, financial and human resource management in the Ministry.

Al Sabah Children's Hospital – Juba

- Eight interns (2 females), three doctors and five clinical officers coached and mentored; twins now perform lifesaving procedures such as inserting intravenous cannula and nasogastric feeding tube placement.
- Twins can now confidently take full medical history, perform proper physical examination and order required laboratory examination to aid in diagnosis and prescription of the right medication for patients.
- Twins can now perform night duties on their own, and are put on the monthly roster of activities and night shifts.

- The hospital has also improved in the documentation or record keeping practice.
- Number of patients attended to by twins and CSSO now stands at 200-250 patients per day. Twins can handle and resuscitate sick children; emergency conditions like severe dehydration, shock and convulsion are handled professionally properly.
- CSSO and hospital management dedicated a resuscitation room for children who need urgent treatment are admitted and stabilized before being sent to the wards, hence enhancing a quick and effective response from the medical team and reducing the death tolls.

Imatong

- At Torit Hospital, three twins and CSSO conducted both elective and emergency Surgical service to 124 (35 female) patients on regular surgical consultations 3 times per week.
- 46 (9 female) and 71 patients received major and minor surgical operations during the reporting period.
- Twins can examine surgical patients and diagnose common surgical and emergency surgical conditions by applying standard patient interview techniques.
- CSSO reported that three twins have improved in patient history taking and apply basic steps of physical examination methods. Moreover, they can evaluate the significance of important physical findings and interpret lab results to diagnose and treat common surgical conditions.
- Twins also apply a general approach and treatment priorities of a trauma victim and specific managements of gunshot wounds. They can identify clinical presentations of bone and joint fractures and dislocations, and provide general step and various modalities of fracture treatment and their complications.

Gogrial

- Four twins at Gogrial State Ministry of Finance and Public Service have shown interests in mentoring and coaching, this is evidenced by their improved attendance and punctuality at work. They have gained skills in letter writing, report writing and minutes taking, for example, Mr. Athiim now can drafts letters on his own for the Director's signature. Before deployment of the CSSOs, it was only Mr. Kuol Achuil who was computer literate. Now all the 4 twins can perform basic computer applications.
- Twins have learned doing human resource establishment database cleanse and regularly update States Ministry's human resource data and aligned staff records in the database. This resulted in improved service delivery in the Directorate of Public Service & HRD.
- Twins have improved in records management, filing procedures and orderly custody of personal files, resulting in improvement in accountability of custody of personal files emanating from other State Ministries.
- Non-twins doing day to day activities in the ministry, do frequently consult CSSO on human resource related issues.
- Further, mentoring and coaching have motivated 2 twins: Mr. Kuol Achuil and Mr. Christopher Kuac Pior to enrol for Diploma Programme in Human Resource Management at University of Juba, Kuajok Branch on part time basis.

Rumbek

- Four (1 female) twins were sensitized on classification and indexing of records, thus, acquiring theoretical and practical skills to ease filing, logical arrangement and retrieval of records. Moreover, Establishment officers can develop file scheme and managing establishment records.
- Twins were trained in basic computer skills (Word and Excel package) and as a result they can capture data, format documents in Excel sheets and record keeping.
- In addition, twins were sensitized and trained on values, principles of public service, legal and regulations provisions.

- The ministry's code of conduct policy was reviewed and circulated among twins and non-twins for their input and final draft was forwarded to the DG.
- Twins together with the CSSOs presented to DG a brief on the state of records management in establishment department with recommendation and request for approval of implementation of standards of work procedures with specific reference to closed file register and incoming mail register.
- Twins and CSSO are working on the employment policy document mostly a review of provisions in existing laws and regulations such as Civil Service Act of 2011, Code of Conduct of 2007 among other documents.
- Twin, Mr. James Lual and Mr. Laat Marial of the Directorate of Taxation can produce timely and accurate financial and management reports due to relative proficiency in computer spread sheet. The reports generated have improved in terms of duration and content; that is from annual reports to standardized semi-annual, quarterly and monthly reports.
- Mentoring and coaching at Rumbek State Ministry of Finance has impacted non- twins positively, for instance, DG and the Directors forum is able to table and discuss periodic financial and management reports resulting from timely and meaningful periodic reports from the Controller of Accounts/Taxation office. Moreover, twins mentoring resulted in domestic revenue enhancement and accountability, producing and managing office correspondences like minutes and memos are also improved.
- Twins and non-twins are enlightened on RSS Financial Management ACT, 2011 and are aware of their roles and responsibilities and working to improve on existing internal controls and reporting. This led to public gaining confidence and goodwill in Rumbek State Ministry of Finance.
- Twins and non-twins staff (Directors and DG) received sensitization on ethics and corruption in government service especially in dealing with the business community in Rumbek town.
- Four (4) twins received coaching on cross cutting issues HIV/AIDS at work place and are now responsive to ethical issues on HIV/AIDS at work place.
- Twins improved in time management and this has influenced the institution to be time conscious.

Aweil

- Five twins (1 female) have adopted proper records management, filling of documents and have records for various undertaking/dealing for future use and reference reducing hours staff used to spend retrieving files in the department.
- Twins are now able to confidently hold, actively participate, conduct and take minutes of a meeting in the Department. One can either be the Chair, Secretary or an active member and taking minutes of the proceedings. Evidence of official written records of meetings/ undertakings and/or dealings in the Department is now available in form of minutes, which helps staff authoritatively be informed of the dealings, activities and undertakings in the Departments.
- In the department twins have learned to draft official letters with correct content and use proper official channels of communications in the State Ministry. Resulting to seamless flow of information in the Department both top-bottom and bottom-up reducing ambiguities and suspicions.
- Twins received basic Computer Skills and can draft, store/save and retrieve documents in a computer. Resulting to efficiency and effectiveness in operations at the Department which has led in enhancement of service delivery to the public/clients.
- Punctuality and time management. They come to the office early unlike before where the unofficial reporting time was late morning hours
- Citizens are now served early in the morning and important man hours (time) saved for other important economic activities.
- Twins are improving in time management as they report early to the office and issue of time management have been institutionalized the department which have emulated by non-

twins reporting to the office in time. Therefore, waiting time for service delivery has significantly been reduced.

Aweil State Hospital

- Twins attended mentoring and coaching regularly and there is improvement in their attitude towards twinning and work ethics in their daily activity.
- Twins have understood the basic operation theatre protocols and have shown better adherence to the basic OT protocols during surgical activities.
- Twins have familiarized themselves with some of basic surgical instrument, further,
- Surgical staffs in the OT and ward have shown some improvement in practice of infection prevention.
- CSSOs and twins have performed 43 major surgical operations during the report period.
- Twins, Dr Aleu Pioth Alkot and Dr Piol Manko can now perform some minor surgical procedures alone without direct supervision of the CSSO. Twins on the other hand, are performing some major operations under direct supervision of the CSSO.
- Non-twin OT staffs have developed confidence and basic skills to be able to work in the OT with other surgeons. They have also demonstrated improved performance when they are transferred to other departments in the hospital.
- Service delivery in Aweil State hospital has improved, as numbers of successfully treated (surgical treatment) patients increased, resulting to increase in the numbers of service seeking clients.
- The public is developing more trust in the hospital; resulting in reducing in number of patients travelling to Wau and Juba in search for treatment.
- CSSO developed Operation Note writing form and OT Supply Requisition form
- Mr. Garang Diang Tong twinned with Ngea (anaesthesia) has learned basic physiology and Anatomy of (respiratory, cardiovascular, renal, GIT, CNS) and anaesthesia equipment and their use. He can do preoperative patients preparation and selection of IV line and securing for surgical patients.
- He can check anaesthesia work station (oxygen source, assembly of anaesthesia equipment's), select patients for spinal, sedation, general anaesthesia with intubation.
- The twin under close supervision, can perform spinal anaesthesia and provide sedation anaesthesia for dressing change and do monitored patients under anaesthesia independently.

Wau State

- Eight (five female) twins at Wau State Ministry of Education, Gender and Social Welfare, Directorate of Child Protection has greatly improved in their performance compared to the previous years. Twins can now make reports with disaggregated data. For example, twin **Celestina Jugu** based at the juvenile centre one can write monthly reports using the ministry approved formats. She can also make daily/ weekly records of the juveniles at the centre.
- **Celestina** has gained skills in Psycho Social Support (PSS), and whenever she is at the centre she ensures that she provides counselling to the juveniles and can now confidently attend the juvenile court that is held every Wednesday.
- The second twin that has benefited from the coaching is **Julia Luka**. She is a Social Worker based at Wau Government Prison at the women's wing. She can now ably identify and assess women experiencing trauma. Those with simple needs she can advise and counsel them and those that need specialized services she can refer them to relevant service providers using the referral system.
- Twin, Mr. **Livio Dominic's** performance has greatly improved especially in report writing, data collection, analysis and presentation. His public speaking has also improved.
- Twin, Regina Jacobs is the fourth twin, whose performance has also improved due to mentoring and coaching. Her case management skills and understanding of English have improved compared to the previous years. The coaching has also triggered her to enrol for

an English course to master the English language. She has even been promoted to Deputy Director of Gender because of her work performance.

- Non- twinned, Abraham Remigio, Cecilia Anthony, Levio Emilio Wago have also greatly benefited from mentoring and coaching as improvement in their performance can be observed.
- The Director General, **Ann Daniel Ali**, testifies on great improvement in the performance of the twins and non-twins. Revealing that, Social workers no longer get stuck with cases.
- Twins' improvement in performance has won confidence of partners' agencies such as IOM which involved twins in carrying out assessment of mental health and PSS in the community. UNICEF has also recognized worthiness twins and involved them in registration of all children under five years to give them birth certificates.
- Moreover, International Medical Corps selected some Social Workers to train women in empowerment skills and to provide Psychosocial support at the Women and Girls friendly space that was set up to benefit the women and girls in Markas Jeran.

Yambio

- Three (1 female) and CSSO trained 40 (22 female) farmers in increasing crop production by reducing crop losses due to pests in Basukangbi, Nzara and Sakure Payams of Nzara.
- 13 (4 female) non- twinned staff supported in project preparation.

Challenges

- The economic crisis of the country affected the day to day activities of the Ministry of Agriculture.
- Employees did not receive the three months' salary. In general lack of motivation clearly lowered employees' morale.
- Lack of attention of mentees to the program encouraged absentees of mentees.
- Language barrier where Arabic is the lingua franca.
- Resource constrain in terms of office equipment, network challenges.
- Limited commitment by twins, staff and management in development of policy document and coaching and mentoring initiatives.
- Small number of twins.
- The number of participating twins decreased gradually.
- Twins are not motivated to be involved in the practice regularly.
- Lack of power to take corrective measures on some of the members of the surgical team.
- Non-uniform salary payment among surgical staffs discourages some members of the team.
- Lack of adequate operation table for elective surgeries.
- Very small number of OT working staffs.
- Very high turnover of OT working staffs.
- Inadequate OT supply.
- Lack of willing nurses in the ward who could follow up and give care to postoperative patients after surgery is done.
- Substandard and inadequate care given for postoperative patients after surgery is done.
- Lack of transport for field technical support
- Insecurity and lack of finance for conducting training
- Lack of twins' motivations due to unpaid salary
- Working under such conditions of inadequate means of transport, unissued visas and other permits calls for one to take the bull by the horns.
- Power interruption
- Getting human resource data from national Ministry is a challenge let alone from the States.
- No budget and adequate place for training
- Number of twins reduced to two after July 2017 due to study leave and leave without pay.

- Lack of information and communication technology equipment such as computers for the twins inhibited the smooth skills transfer and delivery of service. The project management unit engaged with CSSOs to avail their laptops to the twins during coaching and mentoring.
- Shortage of qualified staff to serve as twins following the expansion of states from 10 to 32
- Low capacity of twins continued to stifle effective skills transfer as training and learning often takes longer time than planned. The CSSOs continued to provide intensive on-the-job training, follow-up and reference materials to increase understanding and knowledge absorption.
- Frequent changes in senior leadership of the Ministry of Labour, Public Service and Human Resource Development adversely affected coordination of capacity enhancement including the timely organisation of the project executive board meetings. The project management unit worked closely with relevant ministry officials to address key project issues
- Low capacity of national counterparts continues to stifle effective skills transfer. The CSSOs provide intensive on-the-job training, follow-up and reference materials to enhance knowledge absorption.
- Creation of 32 states resulted in division of assets and transfer of twins to the newly created states. This disrupted the mentoring and coaching process.
- Frequent changes in senior leadership of the partner ministry/agency affected coordination of capacity enhancement efforts:
- Insecurity, especially the July 2017 crisis resulted in temporary relocation of CSSOs from Juba and Yei to their countries and a slowdown of project activities.

Recommendation

- Recruiting adequate motivated twins to enhance knowledge and skills
- Provision of incentives for the twins
- The institution to arrange ways of taking corrective measure on some members of the team.
- The institution to put in place a system of paying salary uniformly to the hospital staffs.
- The institution to recruit adequate number of OT workers.
- There should be OT staffs who work in the OT permanently.
- There should be adequate number of ward staffs (nurses) who are willing to give care to postoperative patients.
- Anaesthesia is risky profession; people need motivation to do it unlike working in other professions. To produce anaesthetists for South Sudan, it is recommended that twins are motivated by getting some kind of pocket money.