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Support to Public Administration Project

IGAD Regional Initiative for Capacity Enhancement in South Sudan

2018 Quarter One Progress Report

June 2018



Ugandan CSSO, Candia Stephen (far right) training one of the twins, Mr Enoch Bill Agok (hands on laptop), on production of financial and activity reports as two non-twinning staff closely follow on at the Ministry of Finance and Public Service, Rumbek. March 2018. © UNDP

Project Summary

Country: South Sudan

Project Duration: 01 October 2013 – 31 December 2018

Project Budget: US\$25,472,134

Annual Budget for 2018: US\$856,298.56 (Norway)

Expenditure: January – March 2018: US\$520,888.68

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Acronyms

ANS	Air Navigation Services
ARCSS	Agreement on the Resolution of Conflict in the Republic of South Sudan
AWP	Annual Work Plan
CPD	Country Programme Document
CSSO	Civil Service Support Officer
HLRF	High-Level Revitalisation Forum
ICF	Interim Cooperation Framework
IGAD	Inter-Governmental Authority on Development
M&E	Monitoring and Evaluation
MoLPS&HRD	Ministry of Labour, Public Service and Human Resource Development
MTE	Mid-Term Evaluation
PMU	Project Management Unit
SSCAA	South Sudan Civil Aviation Authority
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

1. Executive Summary

The operating environment during the reporting period was dominated by the Inter-Governmental Authority on Development (IGAD) facilitated High-Level Revitalisation Forum (HLRF) and the National Dialogue consultations in the country and in refugee camps in neighbouring countries. The government continued to experience budget deficits which undermined functioning of institutions including regular payment of salaries for civil servants. This, coupled with frequent changes in government leadership at the national and subnational levels delayed implementation of the civil service reforms to improve frontline service delivery.

Funded by the Government of Norway, the Republic of South Sudan/Inter-Governmental Authority on Development (RSS/IGAD) Regional Initiative for Capacity Enhancement in South Sudan project 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. During the reporting period, seven new CSSOs – four from Ethiopia and three from Uganda – were deployed, bringing to 24 the total number of CSSOs currently in-post, and to 118 the number of Phase II CSSOs deployed in South Sudan. The CSSOs mentored and coached 82 South Sudanese civil servants (eight female).

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 during the reporting period:

- Four South Sudan civil servants (twins) (one female) acted as whistle blowers on matters of malpractices, especially on issues related to collection of stamp duty tax and other taxes for the state after CSSO’s mentoring on ethics and corruption. The project helped to institutionalise accountability, proper tax collection, documentation and processing of payments.
- Developed and operationalised institutional policies and guidelines¹. With technical support from twins and CSSOs, the South Sudan Peace and Reconciliation Commission’s Conflict Early Warning and Response Guidelines developed and operationalised. The South Sudan Civil Aviation Authority (SSCAA) developed a draft organizational structure, which was submitted to the Minister of Transport and Bridges for review.

Challenges:

- Difficulties in identifying female twins due to unavailability of qualified female civil servants in requesting institutions. The project continued to consult with the MoLPS&HRD to ensure that female civil servants were given priority in the transfer of knowledge and skills.
- Delayed CSSO recruitment from Kenya due to the unstable political situation. UNDP engaged with the MoLPS&HRD to liaise with the Embassy of Kenya to speed up the recruitment of the remaining CSSOs. This resulted in the recruitment of four new CSSOs who are expected to be deployed in the second quarter.

¹ For details, see Annex 1 on summary of achievements during quarter one 2018.

Lessons learned:

- The need for flexibility and context-relevance: it is important for the project to remain flexible to avoid the notion of entitlement by the sending IGAD countries and instead be flexible in recruiting the remaining CSSOs. To this end, the project consulted with the Embassy of Norway, which agreed for the need for flexibility and advised UNDP to raise the issue with the MoLPS&HRD and the Project Board
- There is a need to be flexible in the recruitment of CSSOs. Delay of recruitment and deployment of CSSOs was partly attributed to the initial allotment of CSSOs between the three IGAD member countries of Kenya, Ethiopia and Uganda. The project board needs to deliberate on the allotment issue and allow the project to shift recruitment if or when any of the three countries is unable to recruit CSSOs as required.

Budget and delivery rate:

The total expenses for the first quarter is US\$340,075.69. However, the project has commitments and assets for a total of US\$ 180,812.99. Thus, the delivery or total of resources used is US\$520,888.68 representing a delivery rate of 60.83 percent of the available resources of US\$856,298.56.

2. Situation Analysis

South Sudan remains the most fragile state in the world², and during the reporting period rampant hostilities continued across the country. To address the ongoing conflict, the government of South Sudan initiated the National Dialogue in December 2016, while IGAD initiated the High-Level Revitalisation Forum in August 2017 to bring the country back to a peace and development track. Additionally, regional actors³ focused on the reunification of the ruling party – the Sudan People’s Liberation Movement (SPLM) – with the signing of the Cairo and Kampala accords. Furthermore, due to the ongoing conflict and deep economic crisis, civil service institutions lack sufficient resources to support service delivery at national and sub-national levels. The unresolved conflict also led to the delay in the implementation of the civil service reforms provided for in the peace agreement.

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.

² [Fragile States Index 2017](#)

³ Some of the expanded IGAD actors include South Africa, Tanzania, and Egypt.

3. Progress towards development results

3.1 Progress towards project outputs

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

Summary achievement against 2018 Annual Work Plan (AWP) target

Indicator	Indicator Target (2018)	Summary achievement during the quarter	Status
Indicator 1: Number of institutional policies developed to enhance operations	Seven	Two institutional policies drafted/developed	Ongoing
Indicator 2: Number of strategic plans/standard operating procedures developed to implement established policies.	10	Two guidelines/SOPs and Guidelines developed	Ongoing
Indicator 3: Proportion of targeted institutions reporting improved work-related performance by the twins.	85%	No formal assessment conducted in the reporting period; information will be collected in Q2 and Q4.	Ongoing
Indicator 4: Proportion of twined civil servants expressing satisfaction over the twinning arrangements.	90%	No internal assessment conducted in the reporting period; information will be collected in Q2 and Q4.	Ongoing
Indicator 5: Percentage of targeted institutions rated as offering improved services.	90%	No formal assessment conducted in the reporting period; information will be collected in Q2 and Q4.	Ongoing
Overall status			Ongoing

Description of Results:

Indicator 1: Seven institutional policies developed (Baseline: Three)

Two institutional policies were developed during the quarter: Knowledge Management Policy in the Ministry of Finance and Public Service in Aweil, and a Code of Conduct for the state Ministry of Finance and Public Service in Rumbek. During the reporting period, as per the recommendations of the mid-term evaluation (MTE) report, twins in these institutions continued to process the completion and approval of these two policies.

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

During the first quarter, the South Sudan Peace and Reconciliation Commission (SSPRC) developed Conflict Early Warning and Response guideline, while the South Sudan Civil Authority Aviation (SSCAA) developed the Air Safety Air Navigation Services (ANS) Safety Management Systems draft guideline to facilitate the operationalisation of Early Warning and Air Navigation System. SSCAA is piloting the guidelines while waiting approval from the Council of Ministers. The guidelines helped to improve the quality of data preparation, reporting and feedback especially during the monthly SSPRC Conflict Early Warning Meeting.

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

Feedback from project monitoring activities points to improved performance of targeted government institutions, especially the national MoLPS&HRD, and the state Ministry Finance and public service in Rumbek, Kuajok and Wau. A detailed and at-scale assessment of the performance of twins, their satisfaction with the twinning arrangement and institutional performance will be undertaken in the third quarter.

3.2 Human Interest Story

Civil service “twins” enhance employment openings for women and youth in Kuajok

Civil service “twins” serving in the Kuajok State Ministry of Labour have used their new skills and knowledge in computers and record-keeping to streamline local recruitment processes and boost number of applications to advertised posts.

According to South Sudan labour regulations, all agencies are required to present all job vacancy advertisements to the national Ministry of Labour, Public Service and Human Resource Development (MoLPS&HRD), or its equivalent at the state-level, for approval before any recruitment is processed.

In Kuajok, where there is a big presence of several UN agencies, as well as international and local NGOs, the practice of hiring of staff used to be carried out at will by the concerned organisations. However, under the capacity building of the civil servants responsible for implementing the system, this process has now been streamlined so information is better disseminated and accessed for the benefit of both employers and potential employees. Most organizations now receive three times the number of applications for advertised jobs than before.

Local organisations previously used to struggle to find qualified candidates to recruit and fill job vacancies. As a result, they frequently had to extend their advertisements to neighbouring states like Aweil and Wau. The director at the state ministry stated that most agencies are happy because approvals for advertisement of vacant posts, which used to delay for days, are now granted almost immediately.

This is attributed to the way the twins at the MoLPS&HRD gained knowledge and information on how to provide such services to the public.

Mr. Gabriel Diing, a new employee at World Concern praised the efforts of the ministry and concluded that he applied after getting the news that available job vacancies were displayed at the ministry’s notice board. He believes that the information he received from the help desk at the ministry empowered and motivated him to apply and eventually get hired by World Concern.

“Today there is increased awareness of existing vacancies among job seekers”, says Mr. Angelo Biet, an administrative officer with World Vision. “Recently we advertised for thirteen positions for community nurses and we received ninety-five applications,” he adds.

Mr. Biet says there is now increased awareness on job vacancies among job seekers. Even better, increased awareness means more women job seekers are now applying for vacancies.

Mr. Justin Majok, a staff of Dorcas International, noted that the centralisation of disseminating information on job vacancies has caused a tremendous increase in the number of women applicants compared to previous years.

“Earlier on we could get one or no applications from a female; nowadays, the number of female applicants is approximately 30 percent of the total number of applications received,” says Mr. Majok. He further says, the work of the twins at the ministry has helped to increase awareness among job seeking youths.

4. Cross cutting issues

4.1 Gender results

Gender results	Evidence
One female civil servant in Ministry of Finance (Aweil) equipped with new basic computer skills and techniques. This enabled the twin to participate effectively in the preparation of the state budget and other budgets.	CSSOs Reports.
One female surgeon in Juba Teaching Hospital gained more knowledge and skills, and now performs theatre surgery on patients.	CSSOs Reports.
One female twin at the MoLPS&HRD in Juba, trained on management analysis; skills and techniques enabled her to participate in the reviewing/restructuring of the MoLPS&HRD organisational structure, with a focus on the directorate of management services.	CSSOs Reports.
Job-seeking women in Kuajok informed on availability of job vacancies in NGOs through the implementation of a more transparent job posting system (established a central notice board) in the state, which now facilitates job-searching women to apply for job openings and compete with fellow male applicants.	CSSOs Reports.

Gender strategy

The project remained committed to recruit more women as CSSOs and as twins. However, the unavailability of qualified female candidates limited the efforts. As a result, out of the 24 CSSOs who were in-post during the reporting period, only four female CSSOs coached and mentored eight female twins – two twins at the national level and six twins at the state level. The project continued to report in a gender disaggregated manner.

4.2 Partnerships

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

The IGAD contributing countries of Ethiopia, Kenya, and Uganda participated in the recruitment of CSSOs and the overall management oversight through the Project Technical Committee and the Project Executive Board (PEB).

As part of the partnership strategy, and given the direction taken during the Project Board meeting of December 2017, the PMU is working to broaden the space for more donor participation in the next phase of the project.

Internally, the project continued to collaborate with other UNDP projects or initiatives that work with government institutions, such as Access to Justice and Rule of Law, Peace and Community Cohesion, Recovery and Stabilisation (Aweil and Yambio), Local Government Capacity Development of Service Delivery, Global Fund Programme, and Public Financial Management. This collaboration created opportunities for deployment of seven CSSOs in the South Sudan Peace and Reconciliation Commission (one CSSO) and the Ministry of Health (six CSSOs).

Furthermore, the project continued to collaborate with UN agencies such as UNICEF and UN Women (on gender, child protection and representation, and cases of gender based violence against women and girls), Food and Agriculture Organization (on agriculture and food security in Yambio), and Medicins Sans Frontières, World Vision, and Norwegian People’s Aid (in medical health), and civil society organizations and community leaders in strengthening skill transfer. All these partnerships were based on the comparative and competitive advantages of the partner, and resulted in the promotion of complementarity and synergy as opposed to competition and overlap of activities. During the reporting period there were no new emerging partnership arrangements, but more public-sector institutions have requested the services of CSSOs, which is a positive indicator of the relevance of the IGAD regional initiative.

4.3 Environmental Considerations

The need to reverse the high rate of environmental degradation, deforestation, and pollution in the country is urgent. For these reasons, CSSOs have continued to mainstream the general notions, concepts and universal practices of environmental care and protection in the coaching and mentoring process. By doing so, environmental governance is strengthened through the sharing of knowledge and information on this issue. Awareness and advocacy is increased on proper methods of farming, pest control, livestock grazing, proper disposal of expired drugs and litter, keeping homesteads and community water sources clean to deter mosquito breeding and reduce waterborne diseases, improve community hygiene, sanitation, and health in general. For example, in Yambio, a CSSO twinned extension workers, who influenced local farmers to plant five trees for every tree cut.

4.4 South to South and Triangular Cooperation

Country	Type of cooperation
South Sudan is partnering with Kenya, Ethiopia, and Uganda with support from Norway.	South-South and triangular cooperation involving the three IGAD contributing countries, funded by the Royal Norwegian Government.

4.5 Strengthening national capacity

Results achieved	Institution	National capacity strengthened
Increased knowledge and skills of 82 (eight female) South Sudanese civil servants	Overall 48 targeted government institutions (18 national, 27 states and 3 county)	24 (four female) CSSOs enhancing capacity of 82 twins (eight female) at both national and sub-national levels benefitted from on-the-job coaching and mentoring.
Policies and guidelines developed for improved performance in civil service institutions		The operationalization of the developed internal policies, frameworks, standard operating procedures, guidelines, manuals and work plans facilitated the creation of institutional capacity that provided improved service and restoration of core civil service functions in line ministries.

5. Monitoring and Evaluation

During the reporting period, the project developed a data collection template and shared with CSSOs for reporting on achievements and results of their coaching and mentoring process. The information compiled by CSSOs was verified by the project management unit to inform quarter one progress. In addition, the MTE facilitated field-level interaction and feedback on the progress of the project towards its goal. Furthermore, the project management unit conducted an exit feedback consultation with departing CSSOs to further triangulate the information generated from the field.

6. Risk management

The risks associated with the project in this first Quarter of 2018 have not changed from the ones encountered and reported about during the fourth quarter of 2017:

Risks	Mitigation Measures
Lack of government budget to national and sub-national institutions undermines proper coaching and mentoring skills and knowledge transfer.	The project continued to consult targeted government institutions to provide work spaces to CSSOs and their twinned civil servants for effective skills transfer; the project provided laptops to all the CSSOs, which are used for training; some of the government institution provided limited means of transport but more need to be done. The government institutions and their partner agencies have benefited CSSOs twinning arrangements.
The creation of 32 states resulting in continued transfer of twins to newly created states, disrupts coaching and mentoring and the timely acquisition of skills and knowledge	The project continued to encourage CSSOs to request for the immediate replacement of those twinned civil servants that were transferred to new states or departments following the decree increasing number of state to 32. PMU also proposed that targeted institutions consider group or departmental twinning to mitigate effects of transfers of civil servants.
Delay in inclusive political settlement through the HLRF resulting in continued instability and insecurity.	The project continued to work closely with United Nations Department of Security Services on strategies to minimise insecurity risks including liaising with United Nations Mission in South Sudan (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. If there is a need to transfer fund to implementing partners, UNDP conducts comprehensive capacity assessment as per the Harmonized Approach for Cash Transfer policy and procedure to gauge the level of fiduciary risks. Based on the outcome of the assessment, UNDP develops and implements measures to fill the identified gaps. UNDP also complies with key corporate policies and instruments to combat fraud and corruption, including UNDP's Anti-Fraud Policy, and Policy for Protection against Retaliation.

7. Challenges

- The challenge of recruiting female twins: Difficulties in identifying female twins due to unavailability of qualified female civil servants. The project continued to consult with the MoLPS&HRD to ensure that female civil servants were given priority in the transfer of knowledge and skills.
- The economic hardship coupled with delayed payment of salaries continued to affect the staff's routine work due to absenteeism, as civil servants spend time to fend for their families and look for other opportunities of gainful employment. In addressing this challenge, the project encouraged CSSOs to urge twins and their supervisors to dedicate at least two hours for coaching and mentoring.
- The delay in recruitment of remaining CSSOs from Kenya due to the unstable political situation. UNDP engaged with the MoLPS&HRD to liaise with the Embassy of Kenya to speed up the recruitment of the remaining CSSOs. This resulted in the recruitment of four new CSSOs who are expected to be appointed and deployed in Quarter two.

8. Lessons Learned

- The need for flexibility and context-relevance: An innovative project like the RSS/IGAD initiative, under the current political dispensation where the government is striving to operationalise a National Dialogue, implementing key milestones of ARCSS, it is important for the project to remain flexible and strategic to accommodate emerging capacity needs in existing civil service institutions and new mechanisms from the peace agreement.
- The need to continuously focus on skills transfer than skill replacement: In South Sudan where civil service skills are low, and job descriptions are vaguely defined, some CSSOs were requested to perform routine tasks. The project continued to implore government authorities to ensure that CSSOs remain strategically deployed to coach and mentor their counterparts.
- The need to be flexible in the recruitment of CSSOs: Delay of recruitment and deployment of CSSOs was partly attributed to the initial allotment of CSSOs between the three IGAD member countries of Kenya, Ethiopia and Uganda. The project board needs to deliberate on the allotment issue and allow the project to shift recruitment if or when any of the three countries is unable to recruit CSSOs as required.

9. Financial Summary (Provisional)

Support to Public Administration - IGAD Regional Initiative for Capacity Enhancement in South Sudan								
2018 Quarter One Expenditures								
Output 1: Functions, financing and capacity of national and sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public								
PLANNED ACTIVITY	Actions / Inputs Description	Planned Budget			Expenditure from January to June 2018			
<i>List Activity Results</i>	<i>Associated Actions/Results</i>	Budget Account & Description	Jan - Dec 2018 (NOK)	Jan - Dec 2018 (USD)	Expenditures Jan - March 2018 (USD)	Commitment & Un-depreciated assets (USD)	Cumulative expenditures (USD)	Balance (USD)
Activity Result 2								
Activity Result 2: Civil Service Support Officers from IGAD Member States with significant skills, experience and professionalism identified, deployed and managed, with gender distribution as (70% males and 30% females CSSOs)	Identify critical areas of human resource needs and deploy CSSOs at national and state levels	71200 International Consultants	3,261,790.90	398,605.76	148,695.42	105,011.35	253,706.77	144,898.99
		72800 Information Technology Equipmt	14,402.08	1,760.00	-	-	-	1,760.00
		75700 Training Workshops & Confer.	175,218.51	21,412.50	250.00	14,954.50	15,204.50	6,208.00
		71600 Travel	366,602.00	44,800.44	25,271.61	-	25,271.61	19,528.83
		Sub-Total	3,818,013.49	466,578.70	174,217.03	119,965.85	294,182.88	172,395.82
	Facilities and Administration 7% (GMS)	75100 - Facilities & Administration	305,441.08	37,326.30	12,195.19	-	12,195.19	25,131.11
Activity Result 2 Total			4,123,454.56	503,904.99	186,412.22	119,965.85	306,378.07	197,526.92
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	779,331.91	95,237.92	57,385.04	-	57,385.04	37,852.88
	Conduct quarterly field visits	71600 Travel	116,940.88	14,290.71	5,412.00	-	5,412.00	8,878.71

	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	731,574.19	89,401.71	55,795.82	-	55,795.82	33,605.89
	Communication	72400 Communic & Audio Visual Equip	90,013.00	11,000.00	10,673.22	-	10,673.22	326.78
	Staff learning	75700 Training and workshops	19,981.49	2,441.83	816.25	740.00	1,556.25	885.58
	Vehicle fuel and maintenance	73400 Rental & Maint-Other Equip	8,148.88	995.83	(55.00)	110.00	55.00	940.83
	Miscellaneous	74500 Miscellaneous Expenses	214.80	26.25	22.08	-	22.08	4.17
	Conduct and disseminate Project Audit and Evaluation report	71200/71300 Consultant	67,032.03	8,191.62	-	7,350.00	7,350.00	841.62
	DPC	DPC, Com. M&E	450,500.09	55,053.17	13,466.00	-	13,466.00	41,587.17
	Asset	77600 Dep. Assets Owned	438,800.28	53,623.40	976.26	52,647.14	53,623.40	-
	Sub-total		2,702,537.55	330,262.44	144,491.67	60,847.14	205,338.81	124,923.63
	Facilities and Administration 7% (GMS)	75100 - Facilities & Administration	181,099.01	22,131.13	9,171.80	-	9,171.80	12,959.33
	Activity Result 5 Total		2,883,636.56	352,393.57	153,663.47	60,847.14	214,510.61	137,882.96
PROJECT TOTAL		NOK	7,007,091.12	856,298.56	340,075.69	180,812.99	520,888.68	335,409.88

10. Annex 1: Distribution of CSSOs⁴ by Ministry, state and nationality in 2018 Quarter One

S/N	Names	Tittle	Location	Institution	Nationality
1	Candia Stephen	PFM Officer	Rumbek	State MoLPS&HRD, WLS	Ugandan
2	John Mutegi Muriungi	Management Analyst	Juba	National MoLPS&HRD	Kenyan
3	James Erastus Seda	Director, ANS	Juba	SSCAA, Juba	Kenyan
4	Leonard Kipkoech Maritim	Database Officer	Juba	SSP&RC	Kenyan
5	Allan Mutegi Bururia	Establishment Officer	Aweil	State Ministry of Physical Infrastructure	Kenyan
6	Christine Akinyi Opile	Establishment Officer	Rumbek	State MoLPS&HRD, WLS	Kenyan
7	Josephat Gichuki	Establishment Officer	Kuajok	State Ministry of Finance, PS&HRD	Kenyan
8	Mubarak Nasur	Paediatrician	Wau	Wau Teaching Hospital	Ugandan
9	Oyang William	Paediatrician	Rumbek	Rumbek State Hospital	Ugandan
10	Openy Wilfred	PFM Officer	Wau	State Ministry of Finance & Public Service	Ugandan
11	Ashenafi Kefeni Bori	Surgeon	Torit	Torit State Hospital	Ethiopian
12	Gelan Gebremichael Woldegiorgis	Surgeon	Juba	Juba Teaching Hospital	Ethiopian
13	Samson Nadew Woldeyesus	Paediatrician	Juba	Al Sabaah Children's Hospital	Ethiopian
14	Mesfin Hailu Mijena	Obstetrician/Gynaecologist	Yambio	Yambio State Hospital	Ethiopian
15	Mekonnen Gebreselassie Gidey	PFM Officer	Juba	Ministry of Finance, Jubek (CES)	Ethiopian
16	Abera Teklemariam Haile	Plant Protection Officer	Yambio	State Ministry of Agriculture	Ethiopian
17	Berhanu Hirpa Waldie	M & E and Statistics Officer	Juba	MoLPS&HRD	Ethiopian
18	Selamawit Shiferaw Jimma	Anaesthetist	Yei	Yei Hospital	Ethiopian
19	Nega Desalegn Fanta	Anaesthetist	Aweil	Aweil Hosp.	Ethiopian
20	Adam Lemma Kibret	Surgeon	Yei	Yei Hospital	Ethiopian
21	Dagim Leykun Berhanu	Surgeon	Torit	State MoH	Ethiopian
22	Hanna Tujuba Atomssa	Paediatrician	Juba	Al-Sabaah Hosp.	Ethiopian
23	Addisu Animaw Techane	Surgeon	Aweil	State MoH	Ethiopian
24	Twesigane Maureen	Child Protection Officer	Wau	State MoGC&SW	Ugandan

⁴ In 2018 Quarter One, the 24 CSSOs comprised 14 CSSOs in-post and 10 CSSOs who exited in March 2018. During the reporting period, an average of 96 twins were coached and mentored.

11. Annex 2: Summary of achievements from CSSOs' Q1 Reports

1. South Sudan Peace and Reconciliation Commission

- Conflict Early Warning and Early Response Systems Guidelines drafted. As a result, information collection and analyses on conflict indicators now easily processed and structured, and providing early warning on potential violence to stakeholders to organize an early response.
- The prototype of the website is ready to be aggregated with the essential information. This opened a two-way communication pathway for critical information in peace commission. As a result, corporate electronic communication and sharing of various types of information internally/externally across all points of presence and with other stakeholders enhanced.
- Enhanced complementarity and coordination between and among diverse actors engaged in early warning system. As a result, knowledge and information managed more systematically by the commission through knowledge transferred to the twin.
- Overall, the quality of data preparation and feedback from the monthly Conflict Early Warning Meeting and Data Reports have improved.

2. South Sudan Civil Aviation Authority

- Draft SCCAA Organizational Structure submitted to the Minister of Transport and Bridges and discussed on 2 February 2018. The proposed organisational structure puts SSCAA in line with best industry practice, properly aligns the different units and functions within Civil Aviation Authority (CAA), created clear reporting lines, and eliminates overlaps.
- Eighty percent of the Air Navigation Services (ANS) Safety Management Systems Team has been set up following nominations by heads of Air Traffic Control, Engineering, Aeronautical Meteorological Services and Aeronautical Information Services, to carry out internal audit of ANS systems and services, and proactively improve safe operations within the ANS Directorate.
- Initial Internal ANS staff training and qualifications audit initiated to periodically take place.
- A professional Association of Air Traffic Controllers has been formed to help develop professionalism among its members and has been fully registered and licensed by the government, to help improve provision of efficient services, improve interaction and/or collaboration between management and staff through representatives.
- The SSCCA has now formed a Pilot – Controller Forum
- Separation of Approach Control from Aerodrome Control initiated to reduce radio frequency congestion, reduce controller work load, improve operational efficiency, and improve safety within the airspace.

3. Ministry of Labour, Public Service and Human Resource Development

- Two twins (one female) acquired and demonstrated competence on how to design and manage organization and career design programs in the public service. Both twins are Assistant Management Analysts.
- One twin (female) developed capability to collect collate, analyse data and prepare reports on organizational and career design programmes.
- Twins improved competence in developing/reviewing organization structures and optimal staffing levels for public institutions.
- Twins improved in report writing skills and competencies. Twins can communicate ideas, facts and decisions through reports concept papers, minutes and memos.
- Non-twinning staff working in other directorates regularly consulted on work related issues such clarification on job description and specifications, preparation of strategic plans, report writing. MoLPS&HRD functions are now aligned with the mandate and work processes.
- Regarding the public, candidates who applied and interviewed for various positions in the ministry expressed their confidence and satisfaction in the recruitment process. Hence, public confidence in the ministry had started increasing.

4. Gogrial State Ministry of Finance, PS&HRD, Kuajok

- At level of twins, CSSOs observed that twins interest in work had increased as was evidenced by their regular punctuality at and attendance to work.
- Twins now write letters, work reports, and take minutes correctly. One of the twins, Mr. Athiim, now drafts letters on his own and presents for the Director's signature. Work performance improved and work backlog reduced.
- Twins are now able to clean and update the human resource establishment database for the state Ministries including querying and aligning staff records.
- Twins have acquired skills on records management systems especially on filing procedures and orderly custody of personal files.
- There is an improved accountability of custody of staff files emanating from other State Ministries. This is because of twins gained skills in records management skills whereby they have adopted the file movement register system.
- Staff promotion, which was earlier neglected has been revived with a total number of 45 staff (14 female) being promoted to their respective next grades in the last three months.
- At the level of the public or community, NGOs in the state are happy with our office because of the shortened time in granting approval of advertisements of vacancies. As part of their appreciation, in some cases, the NGOs assist the ministry with office consumables.
- Job searching citizens now talk well of the directorate office since they receive information on available vacancies immediately they arise. This is because a notice board was put up for such information in the premises.
- Complainants praise the directorate because labour disputes lodged in the office are dealt with efficiently and effectively.
- Non-twins from the directorate have also positively changed their attitudes towards work. This is attributed to the observable behavioural changes in the twins.
- Other staff members now constantly come to the CSSO for consultations on diverse areas apart from human resource.
- Trained two twins (one female) and five counterpart staff (one female) in principles and practice of spread sheets, particularly in Microsoft Excel.
- Developed a draft standard training manual on domestic resource mobilization and accountability (both word version and highlights in power point slides). The manual was presented to the Director General (DG) for final review and consideration for approval and use.
- Gained knowledge and skills enabled twins to support the drafting of a "State Public Private Partnership policy and strategy".
- Mentored two twins (both male) and five (one female) non-twinned staff on the production of activity reports, production of meeting minutes and other documents for office communication.
- Knowledge empowered twins made follow-up and awakened the sensitization program on corruption, ethics and integrity.
- Enhanced practical skills of computer spread sheets; able to produce reports and official correspondences.
- Reasonably high budget projections set for domestic revenue and sustainably high performance expected over time; to enable better service provision by the WLS government.
- The twins mentored and coached along with other staff on highlights of the Revenue Enhancement Training Manual, has developed interpersonal and communication skills when sensitizing and assessing the Tax payers with the income taxes and stamp duty, due to the state government. This has relatively increased the tax earnings at peak period of the dry season and even in the challenging rainy season".
- Management headed by the Director General is now aware about the role private sector can play in the economic development of the state.
- Enhanced interpersonal and communication skills observed, with better financial reports and minutes produced for meetings held.
- The four twins (one female) and other staff have acted as whistle blowers on corrupt and errand staff, especially on issues of collecting stamp duty and other tax revenues intact into the state coffers; after CSSO mentoring on Ethics and corruption.

5. Western Lakes State Ministry of Finance, PS&HRD, Rumbek

- At the state Ministry of Finance and, PS&HRD in Rumbek, Mr. John Pouric (twin) demonstrated ability to successfully apply knowledge learned in technical areas such as job analysis and selection techniques during recruitment. Mr. Pouric and Mr. Maker who were not competitively recruited have increased knowledge on how to guide future endeavours on recruitment of employees in the state MoLPS&HRD and the various NGOs where a representative of the Ministry is often required during recruitment of such organizations.
- Mr. Pouric has shown tremendous understanding as seen in ability to articulate and apply knowledge and skill on the area mentored and coached. The officer has made commendable self-development steps that will enhance career progression given he is scheduled to attend training during the year.
- The knowledge gained in this area will also enhance the capacity of trained officers in the section to develop job advertisement and prepare for interview process.
- The mentoring and coaching in recruitment and selection will benefit the institution because it has equipped the twins to be able to do recruitment based on best practice. The Ministry has often been co-opted to carry out recruitment in public institutions and Non-Governmental Organization. Therefore, the trained officers are well equipped to do recruitment assignment on basis of merit.
- The CSSO has assisted the Directorate of Labour on several occasions to draft and format correspondence for different industrial disputes cases, which was an opportunity to provide input or guidance in terms of structure of the letters.
- The CSSO engaged two male twins in training them on wider topic of recruitment, specifically, job analysis and selection techniques and one female was mentored and coached on the area of job analysis. Two male officers in Directorate of Labour have benefitted from input on drafting and formatting of letter for this directorate.

6. State Ministry of Finance and Public Service, Aweil

- Knowledge Management Policy drafted and awaiting more input from members of staff and the stakeholders. It is anticipated that this will be done in the second Quarter (April-June) of year 2018 after the Ministry's budget has been approved.
- Performance Management Systems in the Ministry has been institutionalized as the five twins (one female) and non-twins are now able to match performance and results, the culture of performance has been institutionalised, job performance and productivity enhanced, and setting of work standards enabled in the Ministry.
- Records for various undertaking/dealings in the Department are being filed and stored after the five twins (one female) gained knowledge and skills from the training on Records Management. The five twins (one female) and non-twins are now able to maintain records of all the official undertakings/dealings in the Department and Ministry; proper filing of records/documents is now being adopted; and evidence of official written records of a meeting/ undertaking and/or a dealing in the Department is now available in form of minutes.

Challenges

- While attendance had significantly improved, there are still instances when twin do not report to work. The absenteeism is attributed to lack of fare to cater for transport throughout the month. A request has been to the ministry to work out a modality and ensure that the routing of the staff bus covers a wide area including where Twins are currently residing.
- Certain programmes require approval by the Under-Secretary or the Hon Minister due to the nature of the programme. We have experienced delays hence affecting delivery of such programmes. For instance, it took almost one month to get approval for the organizational review of the MoLPS&HRD. To mitigate against delays in future programmes, the DG through the advice of the CSSO to ensure that approval of coaching and mentoring expedited.
- Failure of the recently appointed Management Analyst to immediately take up the appointment. This has impacted on the optimal staffing level of the Directorates, which requires staff with necessary skills and competencies. A recommendation to source for more staff within the public service has already been made to the management.

- At the state level, one of the twins at the Gogrial state Ministry of Finance is aged, partially deaf and usually sickly (a big challenge to train him though his presence in the office is regular). However, he has been given printed notes to study and guide.
- Insufficient filing cabinets and file folders. In the meantime, the files are placed on the floor as they wait for the cabinets and file folders to be supplied by the ministry.
- Lack of common consumable office items and inadequate office equipment. Nonetheless, the directorate gets assistance with some of the consumable office items from some of the NGOs in the locality such as World Vision who assists with photocopying papers.
- Power supply in the directorate is irregular. For the coaching and mentoring to go on, the CSSO uses his laptop to conduct the trainings and for the twins to practice what they have learned whenever there is no power.
- Lack of basic office tools and equipment such as computers, photocopying machines, and internet had on many occasions slowed down implementation of programmes. A request has been made to consider redistribution of available tools and equipment.
- Lack of power supply in the office buildings affecting the use of computers and other machines, in addition to the lack of Common user items e.g. stationery, photocopy papers in the offices.
- Lack of morale/motivation by the local staff/twins- the officers have their salary/wages delayed for the last six months affecting their morale/motivation. This has affected their commitment and increased absenteeism to coaching/mentoring sessions.