

## Support to Public Administration Project

### 2017 Quarter Two Progress Report

July 2017



*Learning on the job: Civil Service Support Officer, Mr. Eric Owino (in glasses) training three South Sudan Police Officers at the Forensics Department, South Sudan Police Service on how to use a magnifying glass to identify fingerprint impressions. © SSPS, Juba. 2017.*

## Project Summary

**Country:** South Sudan  
**Project Duration:** 01 October 2013 – 31 December 2018  
**Project Budget:** US\$ 25,472,134  
2017 Annual Budget: US\$5,128,966.65  
**Cumulative expenditure until 30 June 2017: US\$ 2,635,927.26**  
**Contact Persons:** Andrew Shuruma  
Team Leader, Democratic Governance and Stabilization Unit  
Tel. +211 955 428 580  
Email: [andrew.shuruma@undp.org](mailto:andrew.shuruma@undp.org)  
  
Basil Nyama  
Project Manager (a.i), RSS/IGAD Regional Initiative  
Tel. +211 955 001 648  
Email: [basil.nyama@undp.org](mailto:basil.nyama@undp.org)

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



# 1. Table of Contents

---

Acronyms .....	4
1. Executive Summary .....	5
2. Situation Background.....	8
3. Progress towards development results .....	9
3.1 Progress towards project outputs.....	9
3.2 Human Interest Story .....	11
4. Cross cutting issues.....	13
4.1 Gender results.....	13
4.2 Partnerships.....	13
4.3 Environmental Considerations.....	14
4.4 South to South and Triangular Cooperation.....	14
4.5 Strengthening national capacity.....	15
5. Monitoring and Evaluation .....	16
6. Risk management.....	18
7. Challenges .....	19
8. Lessons Learned .....	20
9. Financial Summary (Provisional)* .....	21
Annex 1 Distribution of CSOs by Ministry and states.....	24
Annex 2 Summary of successes.....	25

## Acronyms

---

AfDB	African Development Bank
CPD	Country Programme Document
CSC	Civil Service Commission
CSOs	Civil Society Organisations
CSSO(s)	Civil Service Support Officer(s)
FAO	United Nations Food and Agriculture Organisation
FFS	Farmers Field School
GBV	Gender Based Violence
GPE	Global Partnership in Education
ICF	Interim Cooperation Framework
ICRC	International Confederation of the Red Cross
IGAD	Inter-Governmental Authority on Development
M&E	Monitoring and Evaluation
MoLPS&HRD	Ministry of Labour, Public Service and Human Resource Development
MSF	Medicins Sans Frontieres
NAC	National Audit Chamber
PMU	Project Management Unit
RSS	Republic of South Sudan
SOPs	Standard Operating Procedures
SPU	Special Protection Unit
SSPS	South Sudan Police Service
TGoNU	Transitional Government of National Unity
TVET	Technical and Vocational Education Training
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Security Services
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund

## 1. Executive Summary

---

The continuous conflict and the delayed implementation of the peace agreement has significantly undermined the restoration of peace, security, economic revitalisation and service delivery in South Sudan. In the reporting period, the United Nations Food and Agriculture Organisation (FAO) and South Sudan's Bureau of Statistics announced that food insecurity remains critical, warning that an estimated 6 million people, half of the population, will face extreme food shortage between June and July 2017. Further, millions of people remained in internally displaced persons (IDP) camps and others sought refuge in neighbouring countries. This context risks the youngest nation falling into a spiral of deteriorating economic performance and worsening security conditions.

The support to public administration project is a south-south and triangular cooperation that involves the deployment of experienced and qualified Civil Service Support Officers (CSSOs) from the neighbouring Inter-Governmental Authority for Development (IGAD) countries of Ethiopia, Kenya and Uganda. The project is funded solely by the Government of Norway with the aim to transfer knowledge and skills, through deployment of CSSOs to coach and mentor South Sudanese civil servants (also known as twins). The project is aligned to the United Nations Interim Cooperation Framework (ICF)/United Nations Development Programme (UNDP)'s Country Programme Document (CPD) 2016/2018 Outcome 3: "Peace and governance strengthened".

During the reporting period, the project had 111 (23 female) CSSOs coaching and mentoring 264 (67 female) twins in 18 national, 27 state and three county-level government institutions in seven of the 10 former South Sudan states.<sup>1</sup>

Primarily, this report presents the results achieved, the challenges faced, and the lessons learned during the second quarter of 2017.

### ***Key project achievements during the reporting period:***

The second quarter of 2017 registered an incremental improvement in the ability of twins to jointly (with CSSOs) perform tasks of varying significance and complexities in their respective institutions at the national and state level.

### **At the national level:**

- **Ministry of Interior:** Four twins trained at **South Sudan National Police Service** embarked on the technical aspect of establishing a National Criminal Fingerprint Records Database system. As part of the technical work, 152 criminal fingerprints received from Juba main prison, were quality controlled by being classified, tested, assigned criminal record numbers after nominal index cards were created for each, registered and archived per their fingerprint classification.
- **Ministry of Labour, Public Service and Human Resource Development:** Four twins developed a Database in MS-Access (2013) for record keeping and data management of South Sudan Public Service, which is being tested. It is expected that the database will also help in efficient retrieval of information and authentication of data for all public officials.
- **Ministry of Livestock and Fisheries:** Four twins (3 female) and 28 students (3 female) from the University of Upper Nile based in Juba were trained by CSSOs, and can now professionally handle veterinary related field and laboratory activities entailing disease control and surveillance, research and quality assurance.

---

<sup>1</sup> For details on the distribution of CSSOs across the country, refer to Annex 1.

- **Ministry of General Education:** Four twins and 21 non-twinned staff participated in the development of the Technical and Vocational Education Training (TVET) guidelines for schools; 30 copies were printed and distributed with funding from United Nations International Children's Emergency Fund (UNICEF) and United Nations Educational, Scientific and Cultural Organization (UNESCO) through the Global Partnership in Education (GPE) fund. Twins in consultation with CSSOs developed a work plan, which was shared with and agreed on by partners for the training of 200 TVET instructors/teachers countrywide with additional funding expected from the Chinese Government.
- **National Audit Chamber:** 13 twins finalised 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.

### At the State Level<sup>2</sup>

- **State Ministry of Finance and Labour, Public Service and Human Resource Development:** In Yambio, four twins and four non-twinned (2 female) staff introduced a revised payroll system for the new state which is currently helping to eliminate ghost workers; two standard operating procedures (SOPs) were approved<sup>3</sup> and issued for use; four twins (3 female) inspected two factories for adherence to quality and safety standards.  
In Aweil, 10 (2 female) twins handled 29 cases related to child labour, work permit verification and dispute settlement procedures. Twenty-seven cases were settled, one abandoned and one referred to court.
- **Ministry of Education, Child and Social Welfare:** In Wau, three twins trained 70 (47 female) government teachers and officials on verbal and written English communication skills. The trained government officials are now able to produce documents like workplans in English and communicate (speak) better in English.  
In Torit, four twins and three non-twinned staff equipped 26 (16 female) community social workers with skills and knowledge on child protection and local and international legal instruments. This contributed to the establishment of a system that handles child related cases and reporting on child abuses at the boma, payam and county levels.

### Challenges

The following key challenges were faced during the reporting period:

- Transfer of twins to newly created states disrupted the capacity building process, and impacted negatively on the consolidation of gains already made in enhancing the capacity of institutions. New replacement twins were appointed to close the gap.
- Lack of operational budget in targeted government institutions to provide essential and basic office equipment inhibited the smooth transfer of skills and the effective and efficient delivery of services. CSSOs shared their laptops with twins, and requested printing and photocopying support from other partners.

---

<sup>2</sup> For details, refer to Annex 2

<sup>3</sup> This was approved by the Director General at the State Directorate of Commerce, Trade, Industry and Investment, Ministry of Finance and Public Service (formerly state Commission of Commerce, Trade, Industry and Investment).

- Continued government reshuffling and reorganisation affected the implementation of planned activities including scheduled quarterly project board meetings. To overcome this, the project consulted with the Ministry of Labour, Public Service and Human Resource Development (MoLPS&HRD) and worked closely with senior civil servants in rescheduling activities and ensuring smooth implementation of the project.
- Inability of the project to respond at this time to high expectations from partner institutions for continuation of CSSOs who have been central to the delivery of services after the expiration of their contracts of engagement - for example, at the Ministry of Interior (Prisons), State Ministries of Education, Gender and Social Welfare (Wau and Torit), Ministry of Agriculture (Torit and Yambio), Ministry of Health including Juba Teaching Hospital, and the South Sudan HIV/AIDS Commission.

#### **Lessons learned**

- In a fluid context, such as South Sudan's, continuous engagement with national counterparts and advocacy are key for the successful implementation of project initiatives.
- 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.

#### **Budget and delivery rate**

The provisional project expenditure for the 2017 second quarter was US\$ 1, 306, 403.81, with a cumulative delivery of US\$ 2, 635, 927.26 (51.39%).

## 2. Situation Background

---

The success of the Transitional Government of National Unity (TGoNU) depends on the existence of an accountable, professional, and impartial public service that instils trust and confidence and ensures effective service delivery in South Sudan. Nevertheless, TGoNU inherited a public service that is nascent in capacity and continued to be besieged by multiple bureaucratic challenges, including absence of institutional strategies, legal and regulatory policy frameworks. The Agreement on the Resolution of the Conflict in the Republic of South Sudan (ARCISS) mandated TGoNU to "*rehabilitate and reform the civil service*", a mandate that is anticipated to be included in the new national development strategy.

An estimated 6.01 million (50% of the population) people were assessed to be severely food insecure during the period June – July 2017 compared to 5.5 million (45% of the population) people in May 2017<sup>4</sup>. This is the greatest number of people ever to experience severe food insecurity in South Sudan<sup>5</sup>. Furthermore, in May 2017, UNHCR reported that 2.1 million refugees fled the country into Sudan: 477,000, Central Africa Republic: 10,500, Democratic Republic of Congo: 105,000, Uganda: 1,025,000, Kenya: 108,000 and Ethiopia: 405,000. Further, the continued reorganisation of government structures, continued fighting in some parts of the country, economic hardships, and the delayed implementation of the peace agreement, characterises the operating environment. While these challenges are affecting the implementation of the project, the launching of the national dialogue presents a fresh hope for the restoration of peace, security and stability in the country.

---

<sup>4</sup> See report of the "Integrated Food Security Phase Classification – May 2017 Communication Summary". [http://www.ipcinfo.org/fileadmin/user\\_upload/ipcinfo/docs/IPC\\_South\\_Sudan\\_AcuteFI\\_May2017\\_June-July2017.pdf](http://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_South_Sudan_AcuteFI_May2017_June-July2017.pdf)

<sup>5</sup> IPC (2017) *May Communications*. [online]. Available from: [http://www.ipcinfo.org/fileadmin/user\\_upload/ipcinfo/docs/IPC\\_South\\_Sudan\\_AcuteFI\\_May2017\\_June-July2017.pdf](http://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_South_Sudan_AcuteFI_May2017_June-July2017.pdf)



### 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 2017 Annual Work Plan (AWP) target

Indicator	Indicator Target (2017)	Summary achievement during the quarter	Status
Number of institutional policies developed to enhance operations.	Five	<ul style="list-style-type: none"> <li>One National Act and five state policies completed and operationalized.</li> </ul>	Completed
Number of strategic plans/standard operating procedures developed to implement established policies.	Six	<ul style="list-style-type: none"> <li>One national strategic framework and one state sub-national strategic framework completed and operationalized.</li> <li>Seven sub-national SOPs completed and operationalized.</li> <li>Two sub-national manuals completed and operationalized.</li> </ul>	Completed
Proportion of targeted institutions reporting improved work-related performance by the twinning arrangements.	80 percent	<ul style="list-style-type: none"> <li>96% of 23 targeted institutions (22 supervisors) reported improved services after twinning process; only 4% (1 of them) reported no improvement in services.</li> </ul>	Surpassed
Proportion of twinned civil servants expressing satisfaction over the twinning arrangements.	80 percent	<ul style="list-style-type: none"> <li>93% (120) twins showed satisfaction with coaching and mentoring process and 7% (9) showed dissatisfaction out of a total 129 (38 female) twins.</li> </ul>	Surpassed
<b>Overall status</b>			<b>Completed and surpassed</b>

#### Description of Results

##### Five institutional policies developed

Five policies which appeared in 2016 annual report as in progress, were launched and operationalized during the reporting period:

- M&E policy at the State Ministry of Education, Gender and Social Development (Wau)
- Animal Health policy at the State Ministry for Agriculture, Forestry and Animal Resources (Torit); Slaughter House policy at the State Ministry for Agriculture, Forestry and Animal Resources (Torit);
- Agribusiness policy at the State Ministry of Agriculture, Forestry and Animal Resources (Torit),
- Orphans and vulnerable children care policy at the State Ministry of Education, Gender and Social Development (Wau).

These bring the cumulative number of policies developed, launched and operationalised to 18 since the start of Phase II of the project. The development and operationalization of these policies contributed to the strengthening of targeted civil service institution by, for example, harmonizing processes of conducting government business including observing due diligence, and setting the operational standards and requirements.

### **Six strategic plans/frameworks developed**

During the reporting period, two frameworks were developed namely 1) national strategy for goat plague control and eradication by National Ministry of Livestock and Fisheries (Juba); and 2) social development sector strategic investment plan at the State Ministry of Education, Gender and Social Development (Wau).

Cumulatively, twins also developed seven SOPs for the following:

- gender at the department of Gender, State Ministry of Gender, Child and Social Welfare (Wau);
- gender based violence (GBV) prevention and response at the State Ministry of Education, Gender and Social Welfare (Torit);
- social workers' code of conduct and ethics at the State Ministry of Education, Gender and Social Development (Wau);
- market inspection by the State Bureau of Standards (Yambio);
- incoming goods inspection by the State Bureau of Standards (Yambio);
- classification and filling procedures at the State Secretariat (Yambio); and
- factory inspection by the state Commission of Commerce, Trade, Industry and Investment (Yambio).

Twins at the state level also developed two manuals namely 1) procurement, management, disposal of assets procedure manual, state Ministry of Finance (Yambio); and 2) training manual for gender mainstreaming, budgeting and concepts by the state Ministry of Education, Gender and Social Welfare (Torit).

### **Eighty percent of targeted institutions reporting improved work-related performance by twins**

An internal project assessment revealed that 96% of 23 targeted institutions (represented by 22 supervisors) reported improved services after twinning process. Likewise, 74% (17) expressed satisfaction with achievement of objectives whilst 26% (6) supervisors reported that the objectives of the twinning arrangement were not yet achieved. Examples of targeted institutions reporting better results and service delivery to the public are Ministry of Gender, Child and Social Welfare and Ministry of Education.

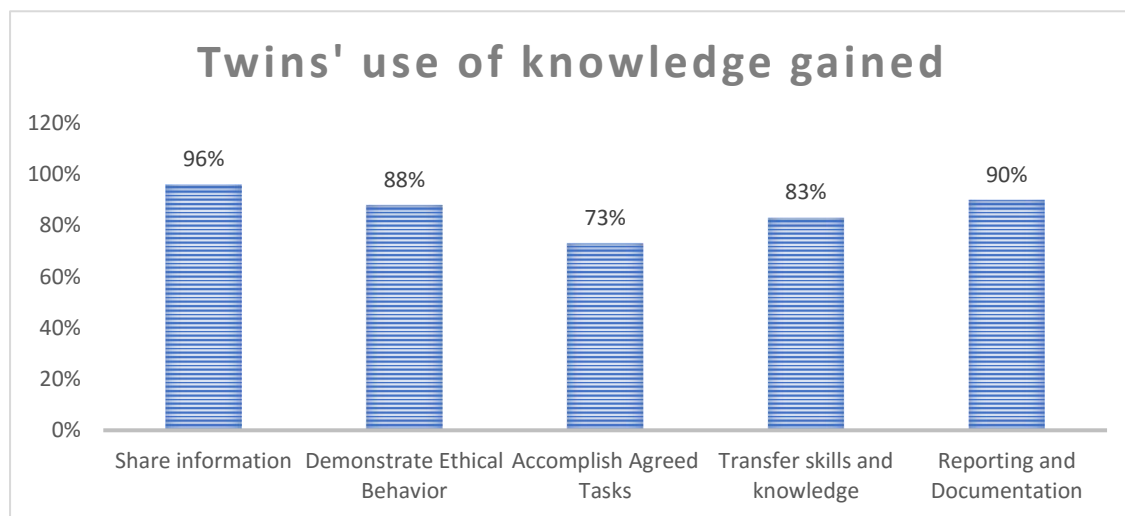
*"Because of the improved food security (availability and diversity of food stuff) as indicated by the statistics of Ikwotos County, malnourished has declined from 1,213 cases of children in 2014 to 635 children in 2017". (Nutrition Officer Twin, Torit)*

### Eighty percent twins expressed satisfaction over the twinning arrangements

Ninety-three percent of the twins interviewed during the internal assessment showed satisfaction with the coaching and mentoring process. Eighty-four percent of the twins expressed confidence in working without or with minimum supervision from the CSSOs. The capacity building process enabled the twins to share information, knowledge and skills with other civil servants, demonstrate professional and ethical behaviour and accomplish agreed tasks; and document official matters efficiently and effectively.

“Before coaching and mentoring, disposal of waste material was not properly handled at any level; it was left in the open field, which posed a great danger to environment and locals. Now we know the importance of proper Laboratory waste disposal i.e. it should be properly decontaminated and disposed of in a biohazard waste bag ready for incineration and we are following it to minimize the risks involved with it.” **From one of the twins, Ministry of Livestock**

**Chart 1: Twins’ use of knowledge gained**



Source: Internal assessment, June 2017

The project used its resources efficiently demonstrating value for money. The major investment in the project is the consolidated technical allowance (about 80% of the project budget) to maintain the CSSOs. The CSSOs are co-located in respective targeted government institutions, thus reducing operational costs (office rentals, transport and security among others). Collaboration with other UNDP projects and partners facilitated logistical support for field monitoring visits. With regards to enhancing sustainability, the project worked with existing statutory government structures, thereby avoiding the creation of new structures. Further, the project enhances national capacity through coaching and mentoring of South Sudanese civil service twins who will remain and serve the institution long after the project ends.

### 3.2 Human Interest Story



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

#### Establishing a system for Fingerprint Records

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 non-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 (CID), 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 fired up 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, South Sudan.*

## 4. Cross cutting issues

### 4.1 Gender results

Gender results	Evidence
<ul style="list-style-type: none"> <li>Female Forensics capacity strengthened: during the reporting period, 24 female police officers of the Forensic Department, Ministry of Interior were trained in forensic finger printing.</li> <li>Increased knowledge and skills of female social workers: Nine female police, SPLA, and social workers in Torit acquired skills and knowledge on gender mainstreaming, prevention of sexual exploitation and abuse. 10 female community leaders in Torit acquired knowledge, skills and information on GBV prevention and response, human rights and psychosocial first aid.</li> <li>Increased women's farming knowledge and skill: 22 (4 female) extension officers at the State Ministry of Agriculture, Forestry, Animal Resources, Fisheries, Cooperative and Community Development (Torit), were equipped with Farmers Field School (FFS) knowledge and skills with support from FAO and War Child Canada (WCC). These extension officers are expected to work with farmers including women to increase their farming knowledge and skills.</li> </ul>	<p>Training report.</p> <p>CSSOs' training report.</p> <p>CSSOs' training report</p>

#### Gender strategy

As stated in earlier reports, the project has a gender mainstreaming strategy, which targets the deployment of 30 percent female CSSOs as well as identification of 30 percent female twins. Further, the strategy calls for a balanced distribution of women in all grades among CSSOs and in close collaboration with participating government institutions to ensure the selection of twins is gender balanced. During the reporting period, 23 percent of CSSOs and 25.4 percent of twins were female, a remarkable achievement given the difficulties in securing qualified female CSSOs willing to work in South Sudan as well as identifying female staff in government institutions. The project also collects, analyses and reports data/information in a gender disaggregated manner.

### 4.2 Partnerships

The national MoLPS&HRD remained the main project implementing partner. The ministry hosts the project management unit (PMU), and led efforts to promote the capacity enhancement initiative both nationally and internationally, resulting in continued IGAD support to the project.

The three IGAD contributing countries participated in overall project management and oversight, in part through the Project Technical Committee and the Project Executive Board meeting.

Within UNDP, the project collaborates with several other initiatives, for instance, Recovery and Stabilization (Aweil and Yambio); Access to Justice and Rule of Law; Peace and Community Cohesion;

Global Fund; Local Government Capacity Development of Service Delivery; and Public Financial Management projects within government institutions. The collaboration created opportunities for CSSO deployment in 48 key national institutions such as SSNPS, National Prison Services of South Sudan, Peace and Reconciliation Commission, Ministry of Health and National Aid Commission (NAC).

Furthermore, the project continued to collaborate with UN agencies such as UNICEF, FAO, UN Women, UNESCO, and non-governmental organisations including VSF (Swiss and Germany), Mediciens Sans Frontieres (MSF), African Development Bank (AfDB), World Vision, Norwegian People’s Aid, and civil society organisations and community leaders in strengthening skills transfer. All these partnerships were based on the comparative and competitive advantages of the partner entity, and resulted in promotion of complementarity and synergy as opposed to competition and overlap of activities. During the reporting period, there were no new emerging partnership arrangements.

### 4.3 Environmental Considerations

The project continued to contribute towards the strengthening of environmental governance in the institutions hosting CSSOs for instance through sharing of information with extension agents/workers from the agriculture sector on pest control. Whilst in the health sector, twins are working closely with the Directorate of Public Health staff in correctly handling and disposing expired drugs.

Additionally, with support from UNICEF and World Vision, twins from State Ministry of Physical Infrastructure and Public Utility continued to improve water supply from main water sources to the community resulting in reduction of water borne related diseases and improved hygiene and sanitation in the community. Further, twins in Yambio and Torit continued to establish community based water management systems, based on the skills and knowledge acquired from CSSOs. The community water committees, enabled the communities to manage the water-points (operation and maintenance) and participate in decision making, monitoring and sustainability of the project. Twins continued to train and sensitize health workers on hygiene and sanitation mechanisms, and toolkits with support from World Vision. Thus, contributing to improved hygiene and sanitation, reduced prevalence of water borne diseases, improved latrine coverage and usage, improved usage of hand-wash facilities in the community and health centres, reduced diseases and improved quality of life.

### 4.4 South to South and Triangular Cooperation

Country	Type of cooperation
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
Continued increase of knowledge and skills of South Sudanese civil service twins	Overall 48 government institutions (18 national, 27 state and 3 county)	<p>Strengthened national forensic services: during the reporting period, 76 (24 female) newly trained and deployed officers at the Forensic Department, Ministry of Interior dealt with forensic fingerprinting.</p> <p>Increased knowledge and skills on the protection of vulnerable groups: 20 (10 female) community leaders (Torit) acquired and utilised new knowledge, skills and information on GBV prevention and response, human rights and psychosocial first aid. 49 (9 female) police, SPLA, and social workers in Torit acquired skills and knowledge on gender mainstreaming, prevention of sexual exploitation and abuse.</p> <p>Increased farming knowledge and skill: 22 farmers (4 female) at the State Ministry of Agriculture, Forestry, Animal Resources, Fisheries, Cooperative and Community Development (Torit), equipped with FFS knowledge and skills with support from FAO and WCC.</p>
Continued improvement of performance in civil service institutions		The development and operationalization of additional policies, SOPs and strategic frameworks in targeted government institutions fostered the enhancement of institutional performance and delivery of services.

## 5. Monitoring and Evaluation

Key monitoring and evaluation (M&E) activities conducted during the quarter

Key M&E activity	Key outcomes/ observation	Recommendation	Action taken
<p><b>M&amp;E activity 1:</b> Internal Assessment (Torit, Juba, Yambio, Rumbek, Wau, Aweil) (5 – 23 June 2017)</p>	<ul style="list-style-type: none"> <li>Project achieved its desired targeted indicators of 1, 2, 3 &amp; 4.</li> <li>96% supervisors show satisfaction with work related improvement, whereas, 93% twins showed satisfaction with coaching and mentoring arrangement.</li> <li>Some policy documents and frameworks are still pending for approval.</li> <li>Division of states has negative impact on project activities. Many twins have been transferred to new states, which resulted in hindering coaching and mentoring process, until the attachment of new twins with CSSOs.</li> <li>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.</li> <li>Lack of resources at institutional level also hinders the coaching and mentoring process.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Documents 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.</li> <li>National MoLPS&amp;HRD should discuss and consider the transfer of twins with concerned institutions, prepare a plan to ensure the attachment of twins for 2 years irrespective of any political change to successfully complete coaching and mentoring process.</li> <li>Timely payment of salaries to twins, aids high motivation and performance.</li> <li>Resources should be made available to Twins and CSSOs to effectively and efficiently transfer skills and knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>Issue of extension of the CSSOs on a needs basis was discussed at Project Board Meetings with recommendation of analysis be conducted by the project and extension be accordingly provided.</li> <li>Approval and operationalization of documents was 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.</li> </ul>
<p>M&amp;E Activity 2 Joint Field Monitoring Visit – Yambio (June 21-23, 2017)</p>	<ul style="list-style-type: none"> <li>Representative from the Embassy of Norway appreciated the work of CSSOs/twins and PMU-UNDP and suggested to bring synergy at activity level.</li> </ul>	<ul style="list-style-type: none"> <li>Synergy in activities can be managed through mobilizing other UN Agencies or INGOs working in similar fields at each level.</li> </ul>	<ul style="list-style-type: none"> <li>Observations and Recommendations discussed with Senior Management and necessary actions will be taken in the future.</li> </ul>



	<ul style="list-style-type: none"><li>• More Programmatic approach needs to be adopted to achieve SDGs in the long term.</li></ul>	<ul style="list-style-type: none"><li>• 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.</li></ul>	
--	--	--	--

## 6. 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 with 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 whilst some of the government institutions provided limited means of transport but more needs to be done.
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	<p>The project continued to encourage targeted institutions to find suitable replacements for twins transferred from the mother state capitals to the new states or other departments within the institutions.</p> <p>The project discussed with authorities in the targeted institutions to consider group or departmental twinning to mitigate effects of transfers of civil servants.</p>
Political instability and continued conflicts delay implementation of the planned IGAD project activities	To assist in the smooth implementation the project, UNDSS and UNMISS provided security advisories to guide the movements of CSSOs in their respective locations and activities.
Funds are not utilized for the intended purposes or do not achieve value for money; and/or are not properly accounted for due to lack of capacity and/or bureaucratic inefficiency	<p>Under UNDP's Direct Implementation Modality of project management and implementation, all fiduciary activities, including procurement were implemented as per UNDP policies and procedures.</p> <p>UNDP also observed key corporate policies and instruments as a way of combating fraud and corruption, including UNDP's Anti-Fraud Policy, and Policy for Protection against Retaliation.</p>

## 7. Challenges

- **Creation of 32 states:** The increase of states from 10 to 32 continues to impact negatively on coaching and mentoring civil servants due to the relocation or transfer of twins from the mother state to newer states. This has retarded the twinning arrangement because CSSOs must once again start afresh with new twins, who in most cases do not have the minimum required qualifications to grasp the new skills and knowledge being transferred by CSSOs. As such, some CSSOs have no twins!
- **Transport and office equipment:** The inability to avail reliable means of transport to CSSOs as indicated in both the memoranda of understanding (MOUs) and the contracts of engagement, as well as to their local counterparts, does affect the output of CSSOs and their twins, some of whom spend much time to find a means of transport to and from office.
- **Salary delays:** The untimely payment of staff salaries continues to have a negative impact on the twinning arrangement because most twins abscond from duty to search for other means and ways to fend for family or domestic obligations. In several cases, some twins had to seek employment elsewhere with NGOs and other agencies.
- **Fulfilling basic needs such as Office equipment:** Most targeted government institutions especially at the state level lack basic office equipment such as laptops or computers, printers and printing paper, scanners and/or photocopiers, with which to process critical documents like policies, strategic frameworks and guidelines for the work of civil servants and these institutions.
- **Low capacity:** Several CSSOs struggle in mentoring twins due to the mismatch of qualifications in the twins appointed/selected by the institution to be coached and mentored.
- **Frequent changes in leadership:** Changes in government ministries at both national and sub-national level also affect the twinning arrangement in cases where some of the twins are promoted to higher offices and others transferred to newer states, ministries, directorates, departments and units. This affects continuity and consolidation of gains made in the enhancement of capacity of twins.
- **Insecurity:** Consistent insecurity in the country hinders effective coaching and mentoring in most parts of the country where CSSOs have been posted in various institutions and sectors, making it near impossible to carry out practical field work in some counties or payams. This indirectly could impede delivery of services in some segments of the communities.
- **Continued government reshuffling and reorganisation** affected the implementation of planned activities including scheduled quarterly project board meetings. To overcome this the project consulted with the MOLPS&HRD and worked closely with senior civil servants in rescheduling activities and ensuring smooth implementation of the project.
- **Inability of the project to respond at this time to high expectations from partner institutions for continuation of CSSOs** who have been central to the delivery of services after expiration of their contracts of engagement – for example, at the Ministry of Interior (Prisons), State Ministries of Education, Gender and Social Welfare (Wau and Torit), Ministry of Agriculture (Torit and Yambio), Ministry of Health including Juba Teaching Hospital, and

the South Sudan HIV/AIDS Commission. The provisions of the current MOU do not allow for an extension of CSSOs' contracts beyond the stipulated time of 2 years.

## **8. Lessons Learned**

- In a fluid context, such as is the case of South Sudan, where political decisions and internal bureaucratic dynamics occur frequently, the continuous engagement with key national and sub-national counterparts as well as advocacy are critical for successful implementation of project initiatives. But successful implementation also implores for an enhanced continuous involvement of all key stakeholders in the implementation of the activities of the project;
- Effective knowledge and skills transfer at national and sub-national levels requires strong horizontal and vertical coordination between the MoLPS&HRD and targeted institutions, CSSOs, twins, and relevant stakeholders for maximum synergy and complementarity;
- The creation of the 32 states and the consolidation of the process of national dialogue are vital opportunities for the project to identify the strategic institutions and critical areas of capacity enhancement for the project to respond to;
- The current strategy of coaching and mentoring local civil servants through the transfer of skills and knowledge is only as viable as the strength of the coordination and collaboration between the national MoLPS&HRD and the rest of participating institutions;
- The meagre resources for use by CSSOs and twins at targeted government institutions remains an impediment to the efficient and effective transfer of skills and knowledge as twins will not be able to put into practice their newly acquired skills and knowledge.

## 9. Financial Summary (Provisional)\*

Support to Public Administration - IGAD Regional Initiative for Capacity Enhancement in South Sudan							
2017 Quarter Two 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 June 2017		
List Activity Results	Associated Actions/Results	Budget Account & Description	Jan - Dec 2017 (NOK)	Jan - Dec 2017 (USD)	Expenditures Q1	Expenditures Q2	Cumulative expenditures
<b>Activity Result 2:</b> Civil Service Support Officers (CSSOs) from IGAD Member States with significant skills, experience and professionalism identified, deployed and managed, with gender distribution as (70% males and 30% females CSSOs)	Identify critical areas of human resource needs and deploy Civil Service Support Officers (CSSOs) at national and state levels	71200 International Consultants	27,994,681.27	3,421,078.00	995,602.15	964,467.12	1,960,069.27
		72700 Hospitality/Catering	0.00	0.00	15,240.00	(15,240.00)	-
		75700 Training Workshops & Confer.	334,439.23	40,870.00	-	30,780.00	30,780.00
		71600 Travel	2,620,605.75	320,250.00	79,950.72	81,858.51	161,809.23
		Realized Gains & Losses	0.00	0.00	(1.23)	-	(1.23)
	<b>Sub-Total</b>	<b>30,949,726.25</b>	<b>3,782,198.00</b>	<b>1,090,791.64</b>	<b>1,061,865.63</b>	<b>2,152,657.27</b>	
	Facilities and Administration 7% (GMS)	75100 - Facilities & Administration	2,166,480.84	264,753.86	76,355.50	72,913.34	149,268.84
<b>Activity Result 2 Total</b>			<b>33,116,207.09</b>	<b>4,046,951.86</b>	<b>1,167,147.14</b>	<b>1,134,778.97</b>	<b>2,301,926.11</b>
<b>Activity Result 5:</b> Project Management activities effectively carried out	<b>Staff salaries:</b> Project Manager (P4) (100%); Finance Specialist (P3) (33%);	Salary & Post Adj Cst-IP Staff	2,668,705.52	326,128.01	2,566.46	32,759.26	35,325.72

UNVs: Monitoring and Reporting Specialist (IUNV)	71500 International UNVs	736,470.00	90,000.00	20,976.72	26,429.13	47,405.85
Conduct quarterly field visits	71600 Travel	249,581.50	30,500.00	16,765.01	4,850.00	21,615.01
<b>Service contract holders:</b> Project Management Specialist (SB5/3); Project Officer (SB4/3); Finance Associate (SB 3/5); Admin. Associate (SB 3/5); Travel Associate (SB 3/4); Drivers (SB1/5) (2)	71400 Contractual Services	2,337,693.25	285,676.80	63,597.67	63,873.74	127,471.41
Staff learning	75700 Training and workshops	0.00	0.00	43,224.00	(43,224.00)	-
Technical Committee and meetings	72500 Supplies	49,098.00	6,000.00	3,263.35	700.00	3,963.35
Vehicle fuel and maintenance	73400 Rental & Maint-Other Equip	98,196.00	12,000.00	2,222.32	2,672.51	4,894.83
Conduct and disseminate Project Audit and Evaluation report		777,385.00	95,000.00	-	-	-
Direct Project Cost, Communication and M&E	DPC, 74100 - Communications, 74500 - M&E	1,357,756	165,923.96	-	72,366.66	72,366.66
	76100 Realised Gain/Losses	0.00	0.00	(1,241.83)	2,053.79	811.96
<b>Sub-total</b>		<b>8,274,885.03</b>	<b>1,011,228.77</b>	<b>151,373.70</b>	<b>162,481.09</b>	<b>313,854.79</b>
Facilities and Administration 7% (GMS)	75100 - Facilities & Administration	579,241.95	70,786.01	11,002.61	9,143.75	20,146.36
<b>Activity Result 5 Total</b>		<b>8,854,126.98</b>	<b>1,082,014.78</b>	<b>162,376.31</b>	<b>171,624.84</b>	<b>334,001.15</b>
<b>PROJECT TOTAL</b>	<b>NOK</b>	<b>41,970,334.07</b>	<b>5,128,966.65</b>	<b>1,329,523.45</b>	<b>1,306,403.81</b>	<b>2,635,927.26</b>

\* *Detailed financial report as per the agreed format will be shared separately.*

**Annex 1: Distribution of CSSOs by Ministry and states as of 30 June 2017**

S/No	Ministry	National	County	CE	EE	Lakes	NBG	Warrap	WBG	WE	Total
1	Ministry of Labour Public Service and Human Resource Development	3	0	0	2	2	2	1	1		14
2	Ministry of Education, Science and Technology	2							2		4
3	Ministry of Livestock and Fisheries Industries	4									4
4	Ministry of Agriculture, Forestry, Cooperative and Rural Development	2			3				1	3	9
5	Ministry of Health	1	5	2	6	8	4	6	4	7	43
6	Ministry of Transport, Road and Bridges (CAA)	2									2
7	Ministry of Justice	0									0
8	South Sudan Investment Authority	1									1
9	South Sudan HIV/AIDS Commission	1									1
10	National Audit Chambers	4									4
11	Ministry of Gender, Child and Social Welfare	2			2				2	2	8
12	Ministry of Interior	4									4
13	National Peace Commission	2									2
14	National Bureau of Statistic	0									0
15	South Sudan Civil Service Commission	1									1
16	Ministry of Finance			1	1	1	1	1		1	6
17	Ministry of Housing and Physical Planning				1					2	3
18	General Secretariat									1	1
19	Legislative Assembly										0
20	South Sudan Urban Water Corporation			1							1
21	Ministry of Commerce, Trade and Investment									3	3
	<b>Total</b>	<b>29</b>	<b>5</b>	<b>4</b>	<b>15</b>	<b>11</b>	<b>7</b>	<b>8</b>	<b>10</b>	<b>22</b>	<b>111</b>



## Annex 2: Summary of Successes in Quarter Two 2017 as reported by CSSOs

### 1. At the National-Level

- ✓ Four twins and two non-twinning civil servants at the MoGCSW in Juba provided psychosocial support to three GBV victims/survivors (1 adult, 2 teenage girls) who got reintegrated into school and social life. The outreach activities performed by twins increased public awareness in local community regarding handling GBV cases and available support and role of MoGCSW. The twins prepared a one year plan and are now engaged in monitoring personnel performance and evaluation of service delivery by the staff.
- ✓ Four twins at the MoLPS&HRD developed a Database in MS-Access (2013) for record keeping and data management of South Sudan Government officials. The database is still at its testing phase. It will also help in efficient retrieval of information and authentication of data. Four Twins and two non-twins have participated in the editing of the Public Service Training Policy and Induction manual for employees to enhance capacity building of employees.
- ✓ Four twins and 28 students trained at the Ministry of Livestock and Fisheries in Juba, and with minimal supervision now professionally handle veterinary related issues including disease control and surveillance, research and quality assurance. Below is a table summarising the number of diseases tested and their results per state.

State	Disease	Negative	Positive	Total
Jonglei, Nimule, NBG, Upper Nile	RVF <sup>6</sup>	1,507	71	1,578
Jonglei, Nimule, NBG, Upper Nile, Warrap	CBPP <sup>7</sup>	666	402	1,068
Jonglei, Nimule, NBG, Upper Nile	PPR <sup>8</sup>	794	1,226	2,020
Jonglei, Nimule, NBG, Upper Nile Warrap	FMD	760	409	1,169
TOTAL		3,727	2,108	5,835

- ✓ ***"Before we were coached and mentored, we did not know how to dispose waste material properly at any level. Waste was often left in the open field, which posed a great threat to the environment and locals. Now we know the importance of proper laboratory waste disposal including how to properly decontaminate and disposed of in a biohazard waste bag ready for incineration; we are now keen on minimizing the risks involved with it."***
- ✓ Four twins and 21 non-twinning staff at the Ministry of General Education participated in the development of the TVET guidelines for schools; 30 copies were printed and distributed with funding from UNICEF, UNESCO through the GPE fund. Twins in consultation with CSSOs developed a Work Plan; it was shared with and agreed on by partners for the training of 200 TVET Instructors/Teachers. Additional funding sought from the Chinese Government.
- ✓ Two twins and four non-twinning staff in the Directorate of Quality Assurance and Standards trained 39 (2 female) Inspectors, (7) teachers and (32) supervisors with support from UNESCO for work in cattle camps in Rumbek; pastoralist children and adults can access quality education in accordance with the Education Act (2012).
- ✓ In cooperation with UNICEF, Inspectors from the Directorate were sent out in June 2017 to all the states to perform inspection work based on the standard tool developed and captured in

<sup>6</sup> RVF means Rift Valley Fever. It affects goats, sheep and humans.

<sup>7</sup> CBPP refers to Contagious Bovine Pleuropneumonia, and it affects cattle.

<sup>8</sup> PPR refers to a viral disease that affects goats

the Education Act 2012. The two twins involved were Mr Victor Akok and Mrs Rachel Achol. The Inspectors were Mr. Akec Albina, Mr. Dominic Riek, Mr. Lieth Deng, and Mr. Christopher Awi.

- ✓ Twenty-seven Under-Secretaries and 22 Executive Directors for Commissions were empowered by the Civil Service Commission (CSC) with enhanced knowledge on Public Service Code of Conduct. After training, they reported to have further transferred knowledge to officials/staff in their respective institutions to improve service delivery and performance.
- ✓ Thirteen twins at the National Audit Chamber reported finalizing Management Letters after discussion with various concerned line departments/institutions on a draft shared in Feb/March-2017. These follow initial Management Letters shared with institutions for comments and inputs.
  - Twins drafted minutes of the meetings and shared them with concerned management and SSAC Management.
  - Final Management Letters were drafted and shared with concerned government institutions including the Parliamentary Affairs/Parliament.
  - Backlog of all the Audit Reports with Management Letters up to 2013 are drafted and organized based on confidentiality and importance.
  - Meetings held with concerned institutions and minuted for records and shared with Auditor General of South Sudan Audit Chamber.
- ✓ Four twins at the Ministry of Interior (SSPS) started work on establishing a national Criminal Fingerprint Records system. As such:
  - 152 criminal fingerprints were received from Juba main prison, quality controlled, classified, tested, assigned criminal record number, created nominal index card, registered and archived as per the fingerprint classification.
  - 55 cases received during the reporting period, to the benefit of the following Internal and External Criminal Justice Agencies: Police, Prisons, Courts of Law, International Police, and Immigration
  - Embassies (Confirmation of individual identity)
  - Public (seeking Police Clearance Certificates)
  - Government Departments (needing individual background checks)
  - Commercial Institutions etc.

## **2. At the State-Level**

- ✓ In Torit, four twins, three non-twinned staff at the ministry of gender conducted various awareness raising community outreach activities through the 26 (16 female) trained community social workers on child protection legal instruments (local and international) resulting in establishing a system to handle child related cases and streamlining reporting of child abuse cases at Boma, Payam and county level.
- ✓ Twelve (7 female) member child protection working groups were established to monitor cases related to child abuse and GBV. As such, 1,760 (1,200 female) children associated with armed forces or armed groups were given psychosocial support and reintegrated into society and families.
- ✓ Another 1,195 (490 female) acquired support through the protection working group with information on child abuse, drug and substance abuse, essence of education, armed gangs, early pregnancy and premarital sex.
- ✓ Eight twins (Dominica Idwa) are capable of coordinating with relevant institutions and organizations related to gender, social welfare and child activities resulting in 73 GBV referrals:
  - 50 cases were of physical violence;
  - 16 rape cases;
  - 5 forced marriage cases;

- 2 cases of resource denial. All the victims were provided medical assistance and psychosocial support through the ministry and international partners.
- ✓ One case was forwarded to the Court in agreement with SPU and evidence was taken from victim. Twenty-five cases of physical violence were provided with psychosocial support and reintegration into the community.
- ✓ Sixteen (9 female) social worker twins at the gender and social development directorate (Wau) were trained on guiding principles for working with orphans and other vulnerable children (OVC): core programme areas of intervention for OVC support, analysis of common needs for OVC affected by armed conflict, reducing the impact of conflict, FTR, PSS, ways to maintain a positive mind set (attitude change) and core life skills for adolescents. This training resulted in increasing weekly visits to the juvenile centre to ascertain the number of children below the age of criminal liability detained at the juvenile centre, and provide support to four children (age: 9, 10 and 11) all below the age of 12 who were detained at the centre, and were released on 7 and 9 June 2017 after consultation by trained social workers who helped them re-integrate with their family and in social community.
- ✓ In Wau, two Probation Officers at the Juvenile Centre were provided technical support by twins under supervision of CSSO resulting in release of 71 male children in conflict with the law detained at the juvenile centre and reintegrated back into the community.

#### **Human resources development...**

- ✓ In Yambio, twins conducted internal mentoring and coaching sessions for at least 7 other staff (2 female), adding up to 18 staff (7 female) at the state ministry on various aspects of human resource management (HRM) and general management. This resulted in an improved efficiency and effectiveness on HRM, records/Information management and reporting. Performance Appraisal system was developed and performance appraisal of 27 Staff members conducted from different institutions resulting in promotion of five staff to higher grades approved by council of Ministers and Secretariat General.
- ✓ In Aweil, four twins and seven non-twinning staff reported improved work ethics on time management and consequently improved public service delivery. Source of reference /materials/evidence of an activity will now be available through minutes of the meetings contributing to increased efficiency and effectiveness in work performance and results.
- ✓ In Rumbek, four twins (2 female) developed a remuneration and benefit management tool that captures leave allowance, benefits and healthcare. Knowledge and understanding of benefits management increased. As such, staff now know the relevance of payroll, cleaning ghost names, and due dates for staff leave. Twins also developed mechanisms for termination of service, types of termination and benefits related to termination. Staff are now capable of differentiating between types of termination and their related benefits to the public.
- ✓ Twins conducted training needs assessment, developed training plans, organized and conducted training programmes, monitored and evaluated training programmes, provided leadership on assignments, wrote reports, organized meetings, recorded minutes, provided counselling and career guidance; conducted regular meetings, developed work plans and budgets, effectively monitored and supervised other staff, and reported to work regularly. Additionally, they improved their work ethic and professionalism.
- ✓ In Torit, four twins and 91 non-twinning staff jointly revamped the performance management and appraisal system, assessed staff performance; recommended staff for promotion, and eliminated ghost employees from the system.

- ✓ A total of 111 (27 female) **super scale** staff were promoted to the next grades; ToRs/job descriptions developed in alignment with the role of the civil servants and giving them opportunity in understanding their role in the system.
- ✓ In Wau, four twins and 11 non-twinning staff were undertaking performance appraisal and developing ToRs in consultation with line-Ministries and Directorates for their staff resulting in better performance of the Institutions and service delivery.

### Agriculture...

- ✓ In Yambio, 80 farmers from two cooperatives trained by the state Ministry of Agriculture and Forestry on agronomy, food utilization and marketing aspects supported by FAO, reported better food utilization and selling surplus in market to generate income for their livelihood.
- ✓ In Torit, twins reported increased yield of cassava in Ikwotos and Katire Counties from four tons per acre (2015) to eight tons per acre (2017) because of use of modern farming methods and improved varieties introduced to farmers by 24 twins (2 female).
- ✓ Twenty-four twins supported by FAO trained 374 (151 female) farmers on harvesting, cultivation and pest control techniques meant to improve nutritional status of children especially in Katire and Ikwotos counties. **"Based on Ikwotos County statistics, improved food security (availability, diversity) has reduced child malnourishment from 1,213 cases in 2014 to 635 cases in 2017", Nutrition Officer.**
- ✓ From Torit, 73 (42 female) farmers trained on gardening techniques; demonstration plots for vegetables, onions, tomatoes and cereals at Palataka Food Security Centre yielded good produce; reduced dependency on local market; increased contribution to market and livelihood.

### Health...

- ✓ Five laboratory personnel mentored in three workstations (sample preparation, serology, and microscopy workstations)
- ✓ Working as laboratory technologist in workstations they were shown available parasites and urine sediments under microscope
- ✓ Awareness created for three new laboratory personnel about laboratory acquired infection and laboratory safety
- ✓ Awareness on laboratory acquired infections (parasites, bacteria, HIV, HBV)
- ✓ Three laboratory personnel able to undertake laboratory activities in three workstations (sample preparation, serology, and microscopy workstations)
  - 150 malaria slides, 40 urine analysis, 20 stool examinations, 20 Widal Weil Felix test, 10 syphilis, 50 Pregnancy tests and 40 Blood Group tests done by mentored staff on average in a week.
  - Staff could detect falciparum and vivax malaria parasites, urine sediment, stool parasites and serology agglutinations in the laboratory
- ✓ Three new laboratory attendants performing Sample collection and preparation (venous and capillary blood collection, stool and urine collection), Blood Film smearing and Staining
- ✓ Ten out of 13 (77%) staff improved in complying with laboratory safety standards and started using personal protective material like gloves, masks and gowns to handle infectious material.
- ✓ Two twins and four non-twinning hospital staff were trained in Diagnostic ultrasound service and provided ultrasound examination service to 200 patients of which 80 were males and 120 females (60 were pregnant mothers), resulting in 20 cases confirmed to have renal stones, 15 cases with abdomino-pelvic masses, nine cases with cholelithiasis and eight cases with intra-uterine foetal death.

- ✓ Two twins and six non-twin civil servants were trained on PSOAP (Problem of admission; Subjective patient complaints; Objective findings during physical examination, Assessment of patient's condition (overall); and Plan for further management) – WHO funded and supported.
- ✓ The above training resulted in admission of 273 minor/major cases as shown below:

Description of diagnosed medical issue	# of cases
Severe and complicated malaria	95
Diarrheal diseases	72
Lower respiratory infections	32
Tuberculosis/suspected and confirmed	11
HIV /AIDS with opportunistic infections	13
Liver cirrhosis with its complications including HCC	7
Hypertension and Heart failure	8
Severe anaemia /mainly nutritional	11
PUD/Gastritis	9
Other chronic illness	15

- ✓ In Kuajok, three twins, six students were trained on nursing care, general health issues, infection control and general ward reporting and documentation. Staff performance and service delivery improved.
- ✓ Five twins reported better knowledge of anaesthesia procedures; undertook minor/major surgeries; attended to more than 146 patients during the reporting period; and can now provide anaesthesia on patients with minimum supervision following developed SOPs.

### Maternity ward

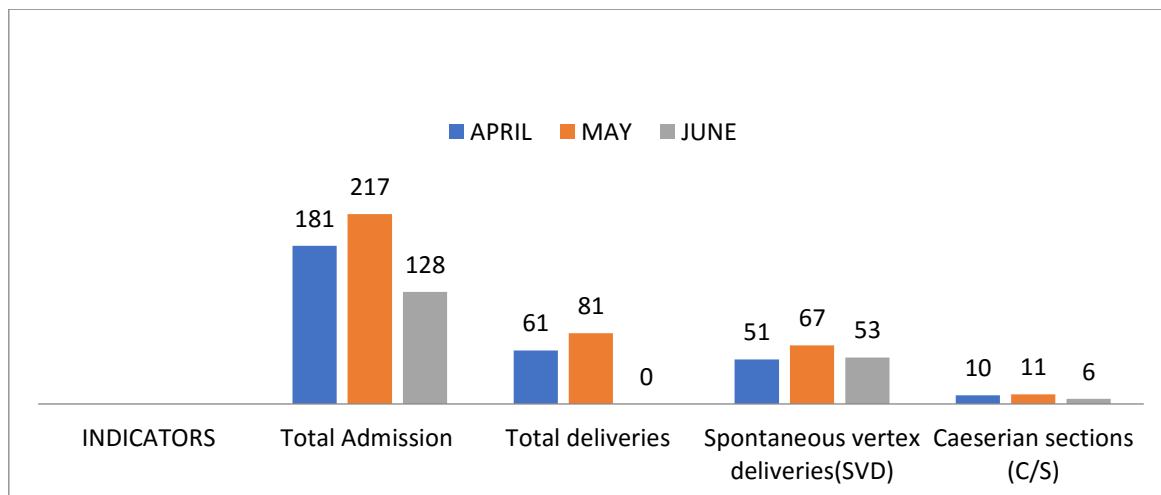
- ✓ Five twins (3 female) with 253 non-twin staff in Torit performed the following activities:

Training Activities	Trained Staff		Outcome	Supporting/Funding Partner
	Male	Female		
Focused Antenatal Care	5	18	Increased knowledge and skills; provided skilled services	CORDAID, Republic of South Sudan (RSS)/IGAD, UNFPA, MoH, WHO
	4	15	Increased number of clients	
Comprehensive emergency obstetric care	3	12	Increased knowledge and skills; provided skilled services	CORDAID, RSS/IGAD, UNFPA, MoH, WHO
	2	9	Increased number of clients; Early detection of emergency cases.	
Family planning	10	15	Increased knowledge and skills; provided skilled services	UNFPA, WHO, RSS/IGAD, CordAid,

	4	11	Increased number of clients	
<b>Maternal death surveillance and Response</b>	10	14	Increased knowledge and skills on maternal audit; All maternal deaths audited in good time and reported in the right way. Deaths in community also reported.	WHO funding and facilitation
<b>Clean birth and prevention of postpartum haemorrhage</b>	22	9	Increased knowledge and skills; provided skilled services	Save the Children, WHO, RSS/IGAD, CordAid, UNFPA,
<b>Infection prevention and control- Continuous Medical Education (CME)</b>	6	16	Increased knowledge and skills	CORDAID, RSS/IGAD
	26	24	Skilled services given	
	2	16	Reduced infections in the wards and to patients	

The graph below shows patients and cases handled by twins during the reporting period.

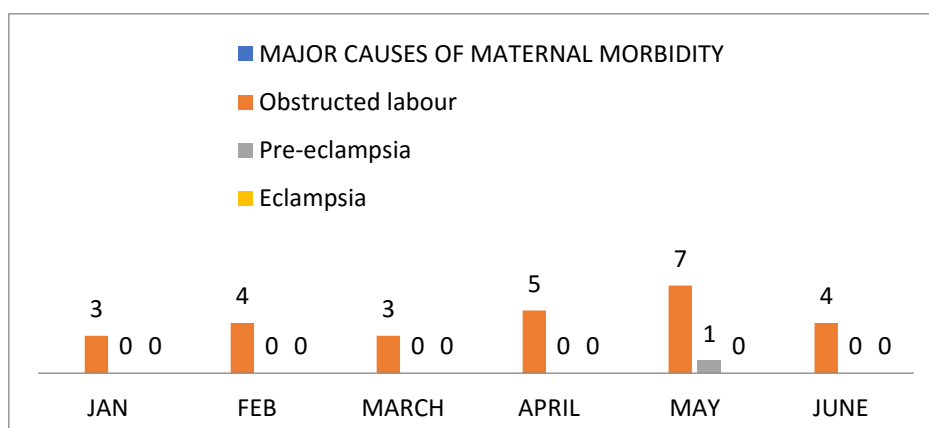
**Chart 2: Indicators in the 2017 Second Quarter**

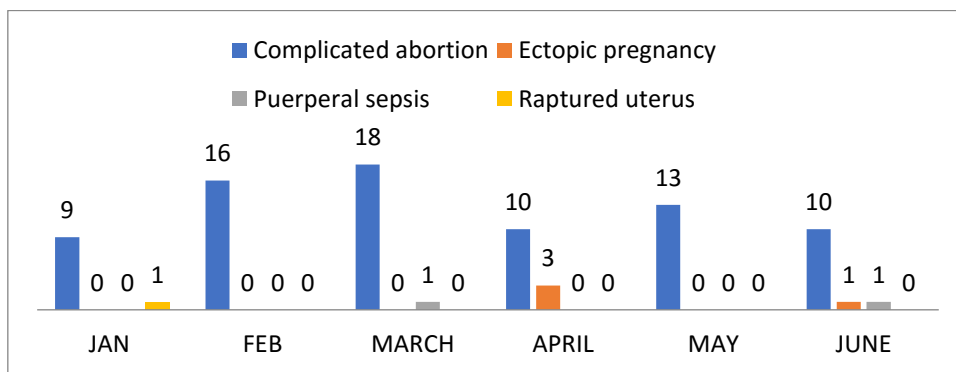
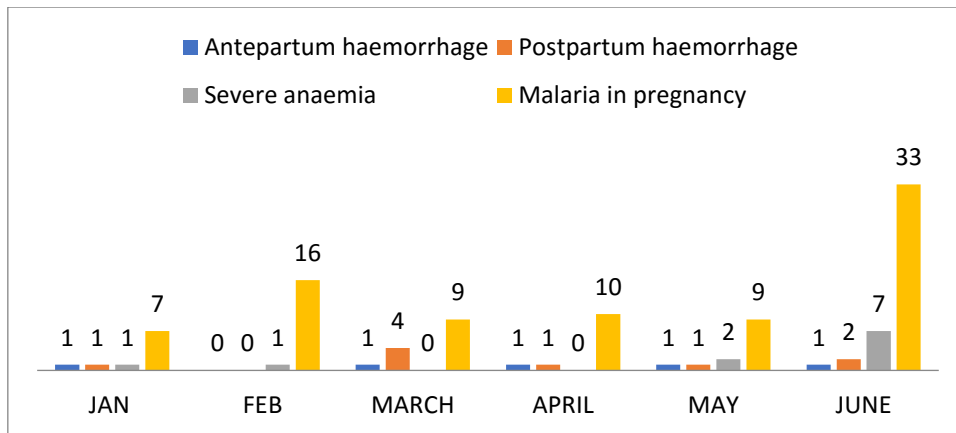


The table below shows the major causes of maternal morbidity during the reporting period:

S/No.	Cases	Number attended
1	Malaria in pregnancy	84
2	Complicated abortion	76
3	Obstructed labour	26
4	Severe anaemia	11
5	Post- partum haemorrhage	9
6	Antepartum haemorrhage	5
7	Ectopic pregnancy	4
8	Puerperal sepsis	2
9	Raptured uterus pre-eclampsia	1

**Chart 3: Major causes of maternal morbidity in 2017 (January to June 2017)**





✓ Four twins and 114 non-twinning staff at Yambio State Hospital improved performance as indicated in the table below:

S/No.	Title of training	Attendances		Total	Outputs/Impact/Results
		Male	Female		
1	Infection prevention	6	11	17	<ul style="list-style-type: none"> <li>✓ Better patient treatment or management;</li> <li>✓ Followed up on antenatal/post-natal care cases;</li> <li>✓ Screened risk pregnant mothers; mothers in labour;</li> <li>✓ Managed retained placenta &amp; concepts tissue;</li> <li>✓ Managed abnormal vaginal bleeding &amp; unsafe abortion cases; provided family planning &amp; comprehensive abortion &amp; post abortion care; identified &amp; managed abnormal pregnancy &amp; risky mothers; followed up on discharged patients</li> </ul>
2	Neonatal Resuscitation	7	22	29	
3	Placenta Abruption	4	16	20	
4	New Born Care	5	14	19	
5	Comprehensive Abortion Care	1	8	9	
6	Episiotomy	11	9	20	

✓ In Rumbek, youth outreach activities were conducted; youth were given physiotherapy and prosthesis services resulting in reintegrating youth into community and development activities, games and peacekeeping. Children are also approached at schools to provide them with de-traumatization sessions and encourage their participation in extra-curricular activities



- like reading, writing, singing and playing games supported through ICRC. Trauma Centre in Rumbek Hospital was also supported by ICRC by provision of some basic equipment. Twins and staff members are also trained on English language resulting in improved communication.
- ✓ In Wau, three twins trained 70 (47 female) government officials at the State Ministry of Education, Gender and Social Welfare on verbal and written English communication skills, resulting in better spoken English skills and good written communication skills along with minimizing the Language barrier in the state. Students are now capable of performing well in official matters in English i.e. producing official documents like workplan in English and communicating in English internally and externally.
  - ✓ In Yambio, two SOPs were approved by the Director General (State Directorate of Commerce, Trade, Industry and Investment, Ministry of Finance & Public Service - formerly State Commission of Commerce, Trade, Industry and Investment) and issued for use. Two factory inspection visits made in 2017 by four twins (3 female), resulted in improved awareness among manufacturers on management of quality and safety standards, improvement in safety and quality of locally produced goods, and increased market access for locally produced goods.
  - ✓ State Level SOPs were adapted from the national level i.e. South Sudan National Bureau of Standards (SSNBS) with changes to address the unique circumstances at both the Directorate and the industry/market. The SOPs were developed with full and active participation of the twins. There are no gender issues arising from the development or implementation of the SOPs. The full implementation of the SOPs will ensure that inspection of factories and incoming goods is done in a systematic and standardized manner thus ensuring that the desired objectives, i.e. promotion of consumer protection and promotion of market access, are realized. The beneficiaries of the successful implementation of these procedures will be local manufacturers, importers, traders and consumers resulting in improved service delivery and better quality goods.
  - ✓ Ten (2 female) twins at the Aweil State Ministry of Finance and Labour were trained on Labour Laws (1997), and reported 29 cases related to child labour, work permit verification and dispute settlement procedures: 27 cases settled, one was abandoned and only one referred to court. This trend signifies a great improvement in settling industrial disputes. Contracts of Employment, Contract of Agreement, internal regulation for organizations were drafted and twins organized the General Union of NGB Bakery in April 2017. The twins are reporting better performance and settlement of work related issues after implementation and awareness of labour laws.
  - ✓ Because of successful implementation of regulations and improved performance, International partners are using the platform of Public Service for various job/employment related issues e.g. MSF (France) approached the Ministry for junior vacancies approved in the Labour Office and managed to hire staff in consultation with the Ministry. The regulations improved youth employment specially in cleaning services, driving, nursing, research aides and security guards.
  - ✓ In Yambio, four twins, four non-twinning (2 female) staff prepared payroll system for the state along with preparing list of separation of staff from Gbudue state due to division of state. The payroll system will help in eliminating ghost employees and result in reduction of bad-practices of receiving salary without work.
  - ✓ Twins are now updating the adjustments section records on income and expenditures of financial statements which will minimize the chances of corruption through double entries of purchases and payments made to vendors. Twins also introduced the method of vetting of vouchers from the concerned signatory to promote accountability.