

# Support to Public Administration Project

## IGAD Regional Initiative for Capacity Enhancement in South Sudan

### 2018 Quarter Two Progress Report

### August 2018



Twin Dr Zacharia (left) performing appendectomy on 30 April 2018 with the assistance of Ethiopian CSSO Dr Ashenafi Kefeni (right) at the Torit State Hospital. © UNDP.

## Project Summary

Country: South Sudan

Project Duration: 01 October 2013 – 31 December 2018

Project Budget: US\$25,472,134

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

Cumulative Expenditure: January– June 2018: US\$750,075.45

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



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## Acronyms

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ANS	Air Navigation Services
ARCSS	Agreement on the Resolution of Conflict in the Republic of South Sudan
CivCap	Civilian Capacity
CSSO	Civil Service Support Officer
GRN	Goods Received Note
HLCRF	High-Level Revitalisation Forum
IGAD	Inter-Governmental Authority on Development
LPO	Local Purchase Order
M&E	Monitoring and Evaluation
MoLPS&HRD	Ministry of Labour, Public Service and Human Resource Development
MTE	Mid-Term Evaluation
PMU	Project Management Unit
RSS	Republic of South Sudan
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNMISS	United Nations Mission in South Sudan
WHO	World Health Organisation

## 1. Executive Summary

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The operating environment during the reporting period was characterized by heightened insecurity and uncertainty over the outcome of the High-Level Revitalisation Forum (HLRF) in Addis Ababa, Khartoum and Kampala, which led to signed protocols on security arrangements. The comprehensive political settlement and peace agreement has the potential to help reduce the high economic cost of living due to high commodity prices, and to regularise functions of government institutions and salaries for civil servants. It is expected to curb the frequent changes in government and create confidence in the public service.

The focus of the Republic of South Sudan/Inter-Governmental Authority on Development (RSS/IGAD) Regional Initiative for Capacity Enhancement in South Sudan project is the strengthening of capacities of civil servants and civil service institutions. Funded by the Government of Norway, the RSS/IGAD initiative remains the most viable support to public administration through its strategy for coaching and mentoring of civil servants. The deployment to South Sudan of qualified Civil Service Support Officers (CSSOs) from IGAD member states of Ethiopia, Kenya and Uganda, increases the transfer of skills and knowledge development. During the reporting period, the project had 14 CSSOs in post (four Ethiopian, six Kenyan, and four Ugandan<sup>1</sup>), coaching and mentoring 45 twins (nine female) in seven of the ten former states of South Sudan and three national government institutions.

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

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

- Job descriptions developed for three newly appointed twins at the State Ministry of Finance and Public Service in Wau. The ministry gained knowledge on the importance of job description as a way of improving performance in term of output, service delivery, segregation of duties (internal control), and checks and balances. The management is now motivated to expand the practice of developing job descriptions as most workers at the ministry are operating without them.
- Systems of accountability at the State Ministry of Finance and Public Service improved in Wau. This included putting in place measures for following up on monies advanced to the State for activities such as payment of salaries to staff. Accountability measures entail acknowledging receipt on the payment voucher, payment sheets, attachment of receipts, goods received notes (GRNs), and delivery notes, among others.
- Draft employment policy on selection and recruitment of staff developed and ready to be submitted to management at the State Ministry of Finance, Labour, Public Service and Human Resource Development in Rumbek.
- Twins improved skills and knowledge on how to make payment to suppliers for supply of goods and services using documents such as Local Purchase Orders (LPOs), delivery notes, GRNs, invoices, and pre- and post-inspection reports, which must be verified and attached as supporting documents to payment vouchers prepared.

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

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

**Challenges:**

- The level of English proficiency among civil servants in areas where Arabic is the predominant medium of education and instruction poses a challenge in the transfer of skills and development of knowledge among the twinned civil servants, given that English is the language used during the coaching and mentoring. The project continues to consult with the government to offer English course to their employees and further, encourage the twins to be keen in learning through the CSSOs.
- The lower rate of qualified female civil servants in the targeted government institutions make it difficult to realise the envisaged 30 percent representation of female civil servant twins. The project continues to call upon the targeted institutions to redouble their efforts to identify and twin female civil servants.

**Lessons learned:**

- There is a need for sensitivity towards emerging capacity gaps. During the reporting period, the project consulted widely among its stakeholders on the need for flexibility and sensitivity when responding to emerging critical capacity gaps. That was why the project consulted with the Embassy of Norway and the Ministry of Labour, Public Service and Human Resource Development (MoLPS&HRD) to recruit and deploy 11 CSSOs to strategic government institutions as directed by the Project Board meeting of 12 December 2017 and advised by the MoLPS&HRD.
- There is a need to diversity the recruitment of CSSOs. It takes a minimum of three and a maximum of nine months for Kenya to recruit CSSOs. To this end, the project in consultation with Norway, advised the MoLPS&HRD to seek to recruit CSSOs from any of the three IGAD member countries if any of the countries is unable to recruit CSSOs as required.

**Budget and delivery rate:**

Cumulative expenses for the project are US\$750,075.45, representing a delivery rate of 33.7 percent of the available resources of US\$2,224,515.03.

## 2. Situation Analysis

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Peace continued to elude South Sudan, even as the Government of the Republic of South Sudan and the opposition parties continued to engage on revitalising the Agreement on the Resolution of the Conflict in the Republic of South Sudan (ARCSS). With over 2 million South Sudanese refugees in neighbouring countries, and unresolved civil war, South Sudan remained arguably the largest refugee crisis in Africa, and the third in the world after Syria and Afghanistan.<sup>3</sup> The intense lobbying by the regional and international governments for South Sudanese parties to engage in an inclusive peace negotiation on the HLRF under the auspices of the IGAD, led to the signed security protocol. Nevertheless, the signed security protocol was one of the milestones needed to bring the country back to normalcy regarding peace, security, stabilisation and create the environment for development. With the ongoing conflict, the population faces dire economic hardships; delay in paying staff salaries and lack of resource allocation towards operational costs with hamper effective service delivery at all levels of government institutions. This situation is likely to change once the negotiating parties resolve the conflict and focus on the implementation of the tenets of the revitalised ARCSS, which entails among other things, rehabilitating and reforming the civil service.

In the meantime, the RSS/IGAD project continue to focus on enhancing civil service capacity through the “twinning arrangement” strategy, whereby skills are transferred to South Sudanese civil servants (known also as ‘twins’) and knowledge developed through coaching and mentoring offered by the deployed CSSOs from 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 United Nations (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.

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<sup>3</sup> <https://www.unrefugees.org/emergencies/south-sudan/>

### 3. Progress towards development results

#### 3.1 Progress towards project outputs

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

Summary achievement against 2018 Annual Work Plan target

Indicator	Indicator Target (2018)	Summary achievement during the quarter	Status
<b>Indicator 1:</b> Number of institutional policies developed to enhance operations	Seven	No new institutional policies were developed during the quarter, but the project focused on supporting the implementation of the policies that were previously developed.	Ongoing
<b>Indicator 2:</b> Number of strategic plans/standard operating procedures developed to implement established policies.	10	No new strategic plans/standard operating procedures were developed during the quarter, but the project focused on supporting the previously developed strategic plans/standard operating procedures.	Ongoing
<b>Indicator 3:</b> Proportion of targeted institutions reporting improved work-related performance by the twins.	85%	An internal assessment tool has been developed to determine the proportion of targeted institutions reporting improved work-related performance <sup>4</sup> . The assessment will be concluded in the third quarter.	Ongoing
<b>Indicator 4:</b> Proportion of twinned civil servants expressing satisfaction over the twinning arrangements.	90%	An internal assessment tool has been developed to determine the proportion of twinned civil servants expressing satisfaction over their twinning arrangement. The assessment will be concluded in the third quarter.	Ongoing
<b>Indicator 5:</b> Percentage of targeted institutions rated as offering improved services.	90%	An internal assessment tool has been developed to determine the percentage of targeted institutions rated as offering improved services. The assessment will be concluded in the third quarter.	Ongoing
<b>Overall status</b>			<b>Ongoing</b>

#### Description of Results:

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

There were no new institutional policies developed during the quarter, but the project continued to use previously developed/approved policies that were previously reported, the “Knowledge Management Policy” in the Ministry of Finance and Public Service in Aweil, and the “Code of Conduct” Policy for the state Ministry of Finance and Public Service in Rumbek. For example, regarding the “Knowledge Management Policy”, there is now timely preparation of appointment letters and promotion letters, which enhanced career progression of employees and improved motivation and morale of the government employees. Regarding the “Code of Conduct” policy, staff (twins and non-twins alike) are now engaging in client/customer relations in the proper ways and demonstrating improved personal etiquette, attributes which contribute to improved service delivery. There is now timely approval and implementation of the manpower budget, which has

<sup>4</sup> See Annex 3 for Field Monitoring Questionnaire to Track Progress on Indicators 3, 4, and 5.



enhanced timely payments of salaries and allowances, improved morale among staff and enhanced service delivery to the citizens. Staff are now more time management conscious and report to the office on time and manage time well. Citizens are now served early in the morning and important office hours are saved for other important economic activities. The focus on supporting previously developed policies is in line with the MTE report recommendations that the project should ensure the developed documents are approved instead of developing new ones.

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

There were no new strategic plans/standard operating procedures (SOPs) developed during the quarter, but the project continued to use or operationalise previously developed/approved strategic plans/standard operating procedures that were previously reported, more specifically the "Conflict Early Warning and Response Guidelines" and the "Air Navigation Services (ANS) Safety Management Systems." Additionally, twins continued to follow up with the approving authorities for the approval of the already developed 11 strategic plans that were reported in 2017, and which were waiting approval. This is in line with the MTE report recommendations that the project should ensure the developed documents are approved instead of developing new ones.

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

Due to competing priorities during the quarter, the outcome of the internal assessment on the levels of improved work-related performance by twins has been delayed. However, an internal assessment tool has been developed and data collection to measure progress on this indicator will be finalised by the end of quarter three.

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

The internal assessment to determine the proportion of twinned civil servants expressing satisfaction over the twinning arrangements has not been concluded and will be finalised by the end of quarter three.

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

No assessment was undertaken during the quarter to determine the percentage of targeted institutions rated as offering improved services. However, the project will complete the assessment in quarter three as the internal assessment to determine this proportion is ongoing.

### 3.2 Human Interest Story

#### **Twins, CSSOs Saved Life Under Rudimental Hospital Conditions**

Peter, 25 years of age, came to the Torit State Hospital on 11 May 2018, with severe abdominal injuries and pain. Apparently, Peter was at the brink of losing his life when he was brought to Dr. Ashenafi Kefeni Bori, the Ethiopian CSSO General Surgeon at the Torit State Hospital. Although the main work of Dr Bori is to coach and mentor his designated medical officer twins at the hospital– Dr. Emmanuel Zacharias Pons and Dr. Yuhana Deda Alisandro – at the hospital, he often finds himself demonstrating the actual medical practice to his twins, just like what he did to Peter. Immediately Dr Bori and his twins jointly undertook medical observations and assessment on Peter’s condition. It turned out that Peter’s medical condition was a typical case of laparotomy, which requires an urgent operation on his abdominal cavity.

The two twins, Dr. Pons and Dr. Alisandro inquired about Peter’s condition with a need to establish the cause. That was when Peter’s mother said that Peter was involved in a family fight, which led his father to shoot him with an arrow. It entered his left lower chest anteriorly and came out on the left flank posteriorly. The dearth of medical help in Peter’s village caused Peter to travel 48 hours before arriving to Torit Hospital. The delay aggravated Peter’s condition and led to a severe sepsis, which led the twins and CSSO to first resuscitate him by putting him on antibiotics. The twins and CSSO performed blood grouping and cross matching, before taking Peter to the operation theatre, which was preceded by counselling Peter on the possible outcomes of the procedures that included the possibility of him living with a colostomy (artificial orifice for stool to pass on the abdominal wall) and the possibility of him losing his life (death) as the trauma was bad and the delay was long.

After performing the intraoperative findings, twin Dr Zacharia and CSSO Dr Bori assisted by non-twin young surgeon discovered that Peter’s stomach had perforations of the large intestines at the splenic flexure area with faeces in the abdomen. They repaired the stomach perforations and washed the abdominal cavity and closed it in the face of expected organ failures from sepsis wound infection and would failure. The nursing care being so challenging, the twins and CSSO assumed to nursing and colostomy care on Peter. He was later transferred with four units of blood for severe anaemia secondary to bleeding and sepsis. Four days after the operation and against all odds, Peter survived the ordeal and is alive today due to the joint work by the twins and their mentor, who worked under very rudimental medical setup or conditions to deal with one of the most critically challenging cases encountered.

## 4. Cross cutting issues

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### 4.1 Gender results

Gender results	Evidence
Twelve female nurses at the Juba Teaching Hospital gained more knowledge and skills on how to care about the underwater seal mechanism of chest tube drainage system and can now perform it by themselves.	CSSOs Reports.
Twelve female nurses at the Juba Teaching Hospital acquired more skills on feeding instruction for patients who underwent major operation and now they can carry out these instructions by themselves.	CSSOs Reports.

#### Gender strategy

In remaining committed to the recruitment of more women as CSSOs and as twins, the project continued to implore the targeted entities to realise this. As a result, one of the four new Kenyan CSSOs and two of the twins identified (at the national level) were women. This brings the number of female twins to eight including the six female twins already reported in quarter one, who are being coached and mentored at the state level. Thus, 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.

While Ethiopia and Uganda completed the recruitment and deployment of CSSOs allotted to them during the reporting period, Kenya managed to deploy four out of the 19 remaining CSSOs, in an exercise that attended by both the MoLPS&HRD and the PMU.

During the reporting period, the project intensified its consultation with stakeholders in response to the directives of the Project Board of 12 December 2017 to broaden the partnership and bring onboard more actors as Phase II draws closer to its end.

Meanwhile the project continued to collaborate with other UNDP projects that work with government institutions, which include Access to Justice and Rule of Law, Peace and Community Cohesion, Recovery and Stabilisation, Local Governance Capacity Development of Service Delivery, Global Fund, and Public Financial Management.

As a norm, the project continued to collaborate with UN agencies like the United Nations Population Fund (UNFPA) on gender-based violence and the United Nations Children's Fund (UNICEF) and World Health Organisation (WHO) on surveillance activities including investigating for vaccine preventable diseases like meningitis, measles in children with rashes, children who present with weakness of any part of the body to rule out polio and nutritional support to malnourished children,. The project also collaborated with the International Committee of the Red Cross on trauma management, surgical medical supplies and surgery, as well as with the Health Pool Fund and

Cordaid by supplementing staff salaries and providing medical supplies. All these partnerships are based on the comparative and competitive advantages of the partner and resulted in the promotion of complementarity and synergy as opposed to competition and overlap of activities. During the reporting period there were no new emerging partnership arrangements, but more public-sector institutions have requested the services of CSSOs, which is a positive indicator of the relevance of the IGAD regional initiative.

### 4.3 Environmental Considerations

South Sudan experiences high rates of environmental degradation, deforestation, and pollution, which require urgent attention. 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. As a result, 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 with extension workers, who encourages 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 54 (nine female) South Sudanese civil servants	Overall 48 targeted government institutions (18 national, 27 states and 3 county)	14 CSSOs (one female) enhancing capacity of 54 twins (nine female) at both national and sub-national levels benefitted from on-the-job coaching and mentoring.
Policies and guidelines developed for improved performance in civil service institutions		The operationalization of the developed internal policies, frameworks, standard operating procedures, guidelines, manuals and work plans facilitated the creation of institutional capacity that provided improved service and restoration of core civil service functions in line ministries.

## 5. Monitoring and Evaluation

During the reporting period, the project developed a data collection tool and shared with CSSOs for reporting on achievements and results of their coaching and mentoring process, this data collection will be finalized in quarter three. The CSSOs also continued with the regular progress reporting, the information compiled by CSSOs was verified by the project management unit to inform this report. 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 during Quarter two of 2018 have not changed from the ones encountered and reported about during the first quarter of 2018:

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, which increased the number of states to 32. PMU also proposed that targeted institutions consider group or departmental twinning to mitigate effects of transfers of civil servants.
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 level of English proficiency among civil servants in areas where Arabic is the predominant medium of education and instruction poses a challenge in the transfer of skills and development of knowledge among the twinned civil servants, given that English is the language used during the coaching and mentoring. The project continues to consult with the government to offer English course to their employees and further, encourage the twins to be keen in learning through the CSSOs.

- The lower rate of qualified female civil servants in the targeted government institutions make it difficult to realise the envisaged 30 percent representation of female civil servant twins. The project continues to call upon the targeted institutions to redouble their efforts to identify and twin female civil servants.
- 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.

## 8. Lessons Learned

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- There is a need for sensitivity towards emerging capacity gaps. During the reporting period, the project consulted widely among its stakeholders on the need for flexibility and sensitivity when responding to emerging critical capacity gaps. That was why the project consulted with the Embassy of Norway and the Ministry of Labour, Public Service and Human Resource Development (MoLPS&HRD) to recruit and deploy 11 CSSOs to strategic government institutions as directed by the Project Board meeting of 12 December 2017 and advised by the MoLPS&HRD.
- There is a need to diversity the recruitment of CSSOs. It takes a minimum of three and a maximum of nine months for Kenya to recruit CSSOs. To this end, the project in consultation with Norway, advised the MoLPS&HRD to seek to recruit CSSOs from any of the three IGAD member countries if any of the countries is unable to recruit CSSOs as required.
- The need to continuously focus on skills transfer than skill replacement: In South Sudan where civil service skills are low, and inadequate job descriptions, 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.

## 9. Financial Summary (Provisional)

Support to Public Administration - IGAD Regional Initiative for Capacity Enhancement in South Sudan									
2018 Quarter Two 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 2019				
<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	Expenditures April - June 2018	Commitment & Un-depreciated assets	Cumulative expenditures	Balance
<b>Activity Result 2</b>									
<b>Activity Result 2:</b> Civil Service Support Officers (CSSOs) from IGAD Member States with significant skills, experience and professionalism identified, deployed and managed, with gender distribution as (70% males and 30% females CSSOs)	Identify critical areas of human resource needs and deploy Civil Service Support Officers (CSSOs) at national and state levels	71200 International Consultants	7,164,052.84	875,480.00	148,695.42	162,592.95		311,288.37	564,191.63
		72800 Information Technology Equipmt	143,202.50	17,500.00			-	-	17,500.00
		75700 Training Workshops & Confer.	690,514.27	84,384.00	250.00	8,727.00	515.00	9,492.00	74,892.00
		71600 Travel	373,553.95	45,650.00	25,271.61	4,610.88	-	29,882.49	15,767.51
	<b>Sub-Total</b>		<b>8,371,323.56</b>	<b>1,023,014.00</b>	<b>174,217.03</b>	<b>175,930.83</b>	<b>515.00</b>	<b>350,662.86</b>	<b>672,351.14</b>
	Facilities and Administration 7% (GMS)	75100 - Facilities & Administration	585,992.65	71,610.98	12,195.19	12,315.16	-	24,510.35	47,100.63
<b>Activity Result 2 Total</b>			<b>8,957,316.21</b>	<b>1,094,624.98</b>	<b>186,412.22</b>	<b>188,245.99</b>	<b>515.00</b>	<b>375,173.21</b>	<b>719,451.77</b>

Activity Result 5: Project Management activities effectively carried out	<b>Staff salaries:</b> Project Manager (P4) (100%); Finance Specialist (P3) (33%);	Salary & Post Adj Cst-IP Staff	2,067,511.87	252,659.40	57,300.19	55,946.38	-	113,246.57	139,412.83
	Conduct quarterly field visits	71600 Travel	393,802.75	48,124.50	5,412.00	12,100.00	-	17,512.00	30,612.50
	Offices supplies	72500 Office Supplies	687,372.00	84,000.00				-	84,000.00
	<b>Service contract holders:</b> Project Management Specialist (SB5/3); Project Officer (SB4/3); Finance Associate (SB 3/5); Admin. Associate (SB 3/5); Travel Associate (SB 3/4); Drivers (SB1/5) (2)	71400 Contractual Services	1,995,480.19	243,856.80	55,795.82	55,840.24	-	111,636.06	132,220.74
	Communication equipment	72400 Communic & Audio Visual Equip	278,222.00	34,000.00	11,564.63	10,605.35	-	22,169.98	11,830.02
	Conduct quarterly Project Board Meetings	75700 Training and workshops	106,379.00	13,000.00	816.25		440.00	1,256.25	11,743.75
	Vehicle fuel and maintenance	73400 Rental & Maint-Other Equip	392,784.00	48,000.00	29.85	(324.00)		(294.15)	48,294.15
	Improve Security at PMU premises through minor renovations	72300 Materials & Goods	286,405.00	35,000.00	-	-	14,586.10	14,586.10	20,413.90
	Bank charges and miscellaneous Expenses	74500 Miscellaneous Expenses	40,915.00	5,000.00	22.08	102.53	-	124.61	4,875.39



	Conduct and disseminate Project Audit and Evaluation report	73100 National consultants	736,470.00	90,000.00	-	7,350.00		7,350.00	82,650.00
	Common Services	DPC, Com. M&E	1,216,876.87	148,707.92	13,466.00		-	13,466.00	135,241.92
	Assets and depreciation	Assets	438,800.28	53,623.40	2,010.44	1,345.11	50,267.85	53,623.40	-
	<b>Sub-total</b>		<b>8,641,018.97</b>	<b>1,055,972.01</b>	<b>146,417.26</b>	<b>142,965.61</b>	<b>65,293.95</b>	<b>354,676.82</b>	<b>701,295.19</b>
	Facilities and Administration 7% (GMS)	75100 - Facilities & Administration	604,871.33	73,918.04	10,249.21	9,976.21	-	20,225.42	53,692.62
<b>Activity Result 5 Total</b>			<b>9,245,890.30</b>	<b>1,129,890.05</b>	<b>156,666.47</b>	<b>152,941.82</b>	<b>65,293.95</b>	<b>374,902.24</b>	<b>754,987.81</b>
<b>PROJECT TOTAL</b>		<b>NOK</b>	<b>18,203,206.51</b>	<b>2,224,515.03</b>	<b>343,078.69</b>	<b>341,187.81</b>	<b>65,808.95</b>	<b>750,075.45</b>	<b>1,474,439.58</b>

## Annex 1: Distribution of CSSOs<sup>5</sup> by Ministry, state and nationality in 2018 Quarter Two

S/N	Names	Title	Location	Institution	Nationality
1	Candia Stephen	Public Financial Management Officer	Rumbek	State Ministry of Finance, PS&HRD	Ugandan
2	John Mutegi Muriungi	Management Analyst	Juba	National MoLPS&HRD	Kenyan
3	James Erastus Seda	Director, ANS	Juba	South Sudan Civil Aviation Authority, Juba	Kenyan
4	Leonard Kipkoech Maritim	Database Officer	Juba	South Sudan Peace and Reconciliation Commission	Kenyan
5	Allan Mutegi Bururia	Establishment Officer	Aweil	State Ministry of Finance, PS&HRD	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

<sup>5</sup> In 2018 Quarter Two, 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.

## Annex 2: Summary of achievements from CSSOs' Reports

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### State Ministry of Finance and Public Service - Aweil

- One twin (female) and two non-twin employees (male) are now able to accurately *analyse eligible cases for Appointments and Promotions* from Form 40's and Form 10's respectively and prepare letters for appointments and promotions.
  - There is speed and accuracy in analysis of eligible cases for appointments and promotions. Moreover, the Department has now been able to clear the back-log of all the pending cases of appointments, promotions and placements in State Ministries.
  - The other seven (7) non-twin employees have taken a keen interest in preparation and analysis of Form 40's and Form 10's because of sharing of knowledge and/or gaining insights/skills from their colleagues.
    - Timely preparation of appointment letters and promotion letters has enhanced career progression of employees and improved motivation and morale of the Government employees. This will enhance service delivery to the citizens.
- *Office Communication*- Two twins (2) 1 male and 1 female and two (2) non-twins staff (all male) are now able to draft official letters, memos, loose memos and circulars with correct content and use proper official channels of communications in the Ministry.
  - There is seamless flow of information in the Department, both top-bottom and bottom-up.
  - Information is continuously and openly being shared by all the twins and non-twin employees in the Department and the Ministry at large.
    - The information in form of letters, circulars and memos going out to the public is now clearer and has reduced ambiguities.
- One (1) female twin and two (2) non-twin (all male) members of staff have acquired basic *computer application* skills and are able to draft, store/save and retrieve documents in a computer. The retooling of this skills will be continuous until near perfection is achieved.
  - A lot of time was wasted before going to the **market** to type and print. This has enhanced the efficiency and effectiveness of the operations at the Directorate of Public Service.
  - Non-twins are also learning computers slowly from the counterparts and/or colleagues through daily interactions and working together. The challenge is that there is only one (1) laptop belonging to the CSSO being used by the whole Department.
    - Timely and effectiveness in service delivery to the public/clients can now be witnessed.
- One twin (male) can prepare *Manpower Budget* and follow its process and preparations.
  - Timely preparation of man power budget has ensured timely approval of the budget by the State Assembly. This will ensure service delivery and performance is improved by timely payment of employee remunerations.
  - Transfer of knowledge to the other members of staff on manpower budget preparation and processes is ongoing through sharing of knowledge.

- Timely approval and consequent implementation of the man power budget has enhanced timely payments of salaries and allowances. This will increase morale of the staff and enhance service delivery to the citizens.
- Members of staff (Twins and Non- Twins) are now equipped with the best *office etiquettes skills*, such as handling of clients /customer relations, and office languages.
  - The Department has seen an improvement is in proper handling of clients, office official languages and improved personal etiquettes.
  - There is a remarkable improvement in office etiquettes such as proper handling of clients, office language and inter-office relations. These attributes will be cascaded to all.
    - Timely approval and consequent implementation of the man power budget has enhanced timely payments of salaries and allowances. This will increase morale of the staff and enhance service delivery to the citizens.
- *Time Management*: members of staff both twins and non-twins come to the office early unlike before where the unofficial reporting time was late morning hours. They now observe punctuality and manage time.
  - Citizens are now served early in the morning and important man hours (time) saved for other important economic activities.
  - Time management is slowly being inculcated and institutionalized into the department.
- Three (3) twins, one (1) female and two (2) males are now able to *maintain records of all the official undertakings* in the Department. Proper filing of records/documents is now being adopted. The retooling of this skill and knowledge will be continuous.
  - Records for various undertaking/dealings will be available for reference and for future use/library by the members of the Department. This will significantly improve the institutional memory of the organization.
  - Tracing of records/documents has now been made easier and fast and other members of staff are now appreciating the merits of proper record keeping.
    - Clients have now better access to services in a conducive environment, this has improved service delivery and performance.
    - Man-hours wasted while getting information and services at the Ministry has now been reduced significantly.
- *Conducting meetings*: Three (3) twins, one (1) female and two (2) males are now able to confidently hold, actively participate, conduct and take minutes of a meeting in the Department, either one can be the Chair, Secretary or an active member and taking minutes of the proceedings. There will be continuous retooling of this skill and knowledge.
  - Official written records of meetings/ undertakings and/or some dealings in the Department is now available in form of *minutes*. Regular meetings also help get and share ideas with other members of staff.
  - Through sharing of minutes, the other members of staff can authoritatively be informed of the dealings, activities and undertakings in the Departments.
    - The Departments customers and/or clients finds the officers in the office early, therefore waiting time for service delivery has significantly been reduced.
    - Service delivery has been enhanced since all views, opinions and ideas of all members of staff are taken into considerations.

## **Ministry of Finance, Public Service, Labour and HRD, Rumbek**

- Sensitization on MS Word has increased computer proficiency in the areas of knowledge on usage of keyboard and navigation of the through the word package. The Assistant Director of Establishment, Mr. Gabriel Majok appreciated having learnt new aspects, which has increased his level of computer proficiency.
  - The increased computer proficiency will reduce reliance of officers on having their work in terms of typing done in commercial establishment. As a result, the institution will be able to maintain confidentiality and control of information that is accessed from the Ministry.
    - The Acting Director of Labour and Industrial relations noted that having received training on word package will help him do several tasks such as type and save templates for the different correspondence such as summon letters emanating from that office.
    - The clients that is those with labour cases and officers that request for promotion or preparation of related documents will have a guaranteed service delivery is quicker compared to when there is reliance on commercial establishment.
- The Senior Inspector, Establishment has indicated that knowledge on referencing will assist in reaching a decision on suitable candidate for the job since the officer is equipped with knowledge on evaluation of work behaviour. This will reflect in reducing instances of poor hiring decisions and other challenges the often arise from lack of adequate information to identify candidate that have the same qualification when the opportunity to be involved in recruitment and selection arises.
  - The knowledge gained by trained officers will assist strengthen existing recruitment and promotion practises especially recruitment of unclassified staff. It will also increase professional ethics during recruitment in the various forums such as NGOs where MoLPS&HRD is expected to actively participate and verify that recruitment and selection practises are fair and equitable to potential job applicants.
    - The Non-twins will utilize the developed templates in recruitment and selection which will facilitate documentation in terms of capturing data on applicants during the stages of receiving the application, screening, shortlisting and interview and it will reinforce the principles and standards that require demonstration of merit and professional ethics in hiring decisions.
    - The right hiring decisions will improve service delivery with employment of competent staff in the MoLPS&HRD and enforcement of standards and principles of recruitment and selection in the various government ministries.
- The sensitization on Job Analysis, has equipped the Assistant Director of Establishment with practical knowledge on development of position description, development of tools for selection such as interviewing score sheet thus able to confidently initiate and finalize the process of recruitment and selection of unclassified staff or classified staff where it applies and when nominated to represent MoLPS&HRD as a panellist.
- The developed draft administration procedures simplify the process of disciplinary procedures that can be utilized by the twins in undertaking assignment that require discipline of staff on suspension or that have disciplinary charges levelled against them. For instance, the CSSO closely guided the twin, Mr. Maker when he was co-opted into

the board of discipline to finalize a disciplinary case of a labour officer using the procedures that were summarized in the administration procedures by labour department.

- The labour officers work will be facilitated greatly because the draft administrative procedures identifies salient aspects to be observed for cases presented to the labour office before they can be channelled to other relevant offices such as employers, court of law for arbitration or decision.
  - The institution will gain tremendously because it will ease the work since the document can act as reference material for their work and on boarding of new officers into the department.
  - Institution involved in settling labour or employer – employee disciplinary cases such as Justice Chamber and disciplinary boards of different institutions that often call upon the Labour office will be properly guided as officers are properly directed with the draft administration of procedures document. The citizens' especially aggrieved employees will have their case handled with the required promptness because labour officers have the reference documents required to reach a decision on disciplinary procedure.

### **State Ministry of Finance & Public Service, Wau**

- Job descriptions developed for three newly appointed twins (all male); management now fired up, want to design job descriptions for the other staff.
- Three twins (all male) gained knowledge on the importance of job description as a way of improving performance in term of output, service delivery, segregation of duties (internal control), check and balances. Twins and most workers were operating without job description.
- Improved accountability measures now in place to follow up on monies advanced for the State activities including salaries paid to staff. Accountability measures entail acknowledging receipt on the payment voucher, payment sheet, attachment of receipt, GRN, delivery note, etc. Where these were initially not considered as important, proper use of tax payers' money, value for money and equitable distribution of resources and service delivery to the community is being gradually ensured.
- Three newly appointed twins (all male) are appreciating internal control especially in the areas of segregation of duties, safety and security of assets, control of office keys. Initially they were not considering above as important mainly segregation of duties because an officer can do the role of two or three officers and they think it does not any effect.
- Twins gained knowledge and now conversant with bookkeeping processes as well as bookkeeping and the reconciliation of bank statement with the cash book balances and they express interest to begin producing the monthly report.
- Twins now appreciate the fact that before processing payment it must be authorised by the authorised officer, e.g. DG, Director of Accounts, Director of Finance and Budgeting.
- Twins improved skills and knowledge on how to make payment to suppliers for supply of goods and services using documents like LPO, delivery note, GRN, invoices, pre-inspection report and post-inspection report must be verified and attach to the requisition and payment voucher prepared as supporting documents. The twins being new employees they were not aware of the attachments.

- The State Ministry now ensures most payment vouchers are properly accounted for through attachment of the relevant documents like GRN, delivery note, contract agreement, LPO, activity reports, payment sheet, etc., which before were not considered important for accountability purposes. This will go a long way in reducing audit queries when the State documents are being audited either by internal or external auditor.
- Twins have also appreciated that instead of only acknowledging payments by appending signatures by the beneficiaries on the vouchers or payment sheets, monthly, quarterly and yearly reports are requirement for reporting and accountability as per the General Accepted Accounting Principle (GAAP).

### **Torit State Hospital, Torit**

- A total of 163 (95 male, 68 female) surgical consultation cases conducted on patients.
- 32 major surgeries (23 male, 9 female) undertaken.
- 30 minor surgeries (10 male, 20 female) conducted, though this number was under recorded as the cases are more than 50.
- 91 cases were admitted (64 male, 27 females) to the hospital.
- Twin Dr Emanuel Zacharia (one of the twin) assisted by the CSSO conducted the following:
  - two inguinal hernia repairs; one varicose vein surgery; one haemorrhoidectomy; one skin graft; two appendectomies; one laparotomy for penetrating abdominal injury with arrow and bow.
- Dr Ashenafi Kefeni as a CSSO from Ethiopia and Dr Ronald Jada a young surgeon non-twin from South Sudanese assistant and Dr Emmanuel Zacharia A twin being a second assistant.
- Anaesthesia was general but no intubation because of absence of proper size endotracheal tubes.
- Intraoperative findings were very bad with perforation of the stomach and through and through perforations of large intestine at the splenic flexure area with full of faeces in the abdomen.
- We repaired the stomach perforation and washed the abdominal cavity with saline and we did the artificial temporary anus on the left side of the abdomen and we closed the abdomen. He went out the operation with fair condition and with lots of complications expected like organ failures from sepsis wound infection and wound failure.
- On 10<sup>th</sup> post operative day the abdominal wound opened because of the malnutrition and infection for which he was operated again. The nursing care was so challenging and no ICU care so we the doctors were doing the nursing care and colostomy care. we don't have standard colostomy bag to collect the faeces coming from the artificial non-continent stoma and the patient was very uncomfortable with it even if we tell him it will be corrected after a couple of months. He was transfused with 4 units of blood for severe anaemia secondary to bleeding and sepsis. The patient is now alive still in hospital from 11 May 2018 the day he was operated till 15/06/2018 and the survival hope is high with bringing the artificial anus to the natural place after one or two months' time when the patient nutritional status recovers reasonably. This was a very challenging case let alone for our setup even in the best setup.
- one foreign body removal from nostril on a 2yrs old child.
- One postop complication after huge left hydrocelectomy and right side inguinoscrotal hernia repair who developed massive scrotal haematoma and wound infection for which evacuation of haematoma and excision of dirty tissues performed.

Assisted by surgeon Dr Emmanuel Zacharia one of the twin performed:

- one earlobe keloid excision.
- one appendectomy.
- one uncomplicated inguinal hernia.

- He is also able to decide on surgical consultation cases in consultation room and can make decision, admission and prescribe preoperative medications and investigations
- He is also capable of doing surgical ward round and decide further management and discharge in the absence of a surgeon.
- He can do minor procedures without assistance by surgeon.



*Twin Dr Zacharia (left) performing appendectomy on 30 April 2018 with the assistance of Ethiopian CSSO Dr Ashenafi Kefeni (right) at the Torit State Hospital.*



*Dr Emmanuel Zacharia (twin on right) removing ear lobe Keloid (swelling on ear lobe) on 15 May 2018 assisted by Ethiopian CSSO Dr Ashenafi Kefeni (left) Torit State Hospital.*

Dr Yuhana Beda one of the twin assisted:

- two cases of inguinal hernia repair
- one case of huge epigastric hernia and a case of umbilical hernia
- one haemorrhoidectomy
- one appendectomy
- one wound dehiscence for polytrauma post op patient with colostomy refashioning
- one case of suprapubic cystostomy to do next time by his own
- One blunt abdominal injury with shock secondary to massive intraperitoneal haemorrhage which was resuscitated, and blood cross matched, and emergency laparotomy performed, and splenectomy performed for splenic ruptures.
- one tongue laceration to do the next time by his own.

Assisted by surgeon Dr Yuhana Beda has done:

- One appendectomy
- He was also involved in decision making in the ward round and consultation rooms
- He can diagnose and decide on most surgical patients and can do the minor procedures.

### **Wau Teaching Hospital**

- Twins Dr. Akuch Thomas and Dr Mawada Mahmoud (all medical officers and male) coached and mentored, now demonstrate enhanced skills and practice in general paediatrics, child



health and neonatal care. Twins have improved their clinical skills on identifying patients with danger signs and act on them quickly hence reducing on avoidable deaths or complications.

- Two twins (both female) and 10 non-twinning unit staff (one female) can now attend to mortality audits to establish causes of death and corrective measures to improve on patient care. For example, some very ill patients were dying in the process of moving them from one unit to another in search for a place with power source for oxygen concentrators. In response, a room in OPD where unstable patients are managed has been set apart for giving blood to anaemic patients before they are transferred to the parent ward. This has reduced the mortalities in that area.
- Two twins (both female) now able to attend to inpatients and outpatients in the three Paediatric wards namely Diarrhoea ward, Therapeutic feeding centre/malnutrition and neonatal wards, and general ward.
- Two twins (both female) gained skills and knowledge on proper clerkship and full examination of all patients before major ward rounds every Wednesday of the week.
- Twins (Dr Akuch Thomas; Dr Mawada Mahmoud both female medical officers) enhanced skills on best practices for attending to special paediatric outpatient clinics namely, paediatric referral clinic on Mondays and sickle cell clinic on Fridays. Twins gained skills on standard treatment protocols, which has since ensured standardized management of patients with similar conditions.
- Twins improved skills on attending to paediatric emergencies and gained experience in identifying clinical danger signs and how to manage such cases.
- Two twins (both female) and 10 non-twinning staff (1 female) improved skills and performed lumbar puncture on 10 children with suspected meningitis. Lumbar puncture is the procedure of removing some fluid from the back of children suspected of meningitis).
- Transferred skills and knowledge to medical students from the University of Bahr el Ghazal: 33 medical students (1 female) in their sixth academic year; 65 medical students (12 female) through tutorials conducting clinical teaching rounds.

### **Al Sabaah Hospital, Juba**

- Seven twins (3 female, 4 male) now able to diagnose and manage common childhood illnesses based on IMNCI manual. Before the coaching and mentoring, the way the twins diagnose and treat common childhood illnesses was not uniform. This avoided over diagnosis and inappropriate treatment of common childhood illnesses.
  - The hospital now treats 20 in out-patient unit (12 female, 8 male) in a day. Proper triaging of patients is done each morning, so those who are sick are treated earlier. Though the number is very high, all sick children will be attended efficiently, and no case is transferred to the next day, which decreases the burden on next day's performance.  
Seven twins (3 female, 4 male) are now able to order selected and important lab investigations after seeing a patient. All the twins used to order unnecessary lab investigations which could overwork the laboratory personnel to no added benefit to the patient and a waste of resource (time, money and material) for the family and the hospital.
  - The hospital now treats an average of 20 in out-patient unit (12 female, 8 male) in a day. Due to proper coaching and mentoring, the number of cases misdiagnosed and over-diagnosis of patients which leads to unnecessary admissions. This significantly decreased the burden on the hospital staff and the family.
- Seven twins (3 female, 4 male) are now able to order selected and important lab investigations after seeing a patient. All the twins used to order unnecessary lab

investigations which could overwork the laboratory personnel to no added benefit to the patient and a waste of resource (time, money and material) for the family and the hospital.

- The hospital now treats an average of 20 in out-patient unit (12 female, 8 male) in a day. Due to proper coaching and mentoring, the number of cases misdiagnosed and over-diagnosis of patients which leads to unnecessary admissions. This significantly decreased the burden on the hospital staff and the family.



*Twin doing proper physical examination after demonstration by CSSO at the Al Sabah Children's Hospital, Juba.*

- Seven twins (3 female, 4 male) can counsel properly on nutrition, breast feeding, vaccination, malaria prevention, sanitation and hygiene.
  - This will have significant impact on improvement of health of children on the society, hence decreases the load of admissions in nutritional rehabilitation ward. It will have



*Twin (right) counselling on how to give ORS and cares to be given for her sick child*

significant impact on number of cases seen due to diarrheal diseases, pneumonia and malaria which are the major causes of morbidity and mortality in the country.

- Seven twins (3 female, 4 male) are now confident enough to admit patients who really need admission to ward for treatment. In the first week of my arrival, the twins used to admit many patients without enough supporting evidence for admission due to lack of confidence on decision-making.
  - In-patient service has also significantly improved because the twins are now confident enough to properly handle unnecessary admissions and hospital stays. In the first weeks of my arrival average hospital stay of admitted patient was around 7 days now it has decreased to 3 days which indicates significant improvement in their decision making. This is a relief of a load of burden on the staffs and the hospital and improves the service.
- Seven twins (3 female, 4 male) are now confident enough to decide on appropriate management of a sick child admitted for in-patient treatment. Before the mentoring and coaching, they treat admitted patients inappropriately by giving all patients with suspected infection with broad spectrum IV antibiotics and antimalarial.
  - The twins now have enough knowledge on appropriate use of antibiotics and other drugs both in out-patient and in-patient units. This has significant impact on the proper use of human and material resources of the hospital.

### **South Sudan Civil Aviation Authority**

- Twins can draft and prepare operating and maintenance procedures (O&MP), which helps the CAA to decongest radio channels and reduce workload in all units, and cause airlines to enjoy seamless and improved arrival and departure operations with minimum delays.
- Reduce work related stress levels
- Twins can compute staff numbers using manned station numbers, hours of operations and shift cycles, with the potential to farther improve operational efficiency and allow airlines on time performance.
- Twins can clearly plan training for all staff based on acquired skills and developed knowledge.

### **Challenges**

- Absence of morning meeting which is one the best session in learning from each other on emergency patients and improving knowledge and patient care.
- Nursing care in the ward is poor and sometimes no nurse in the surgical ward to make round with only one operation table is available and only one anaesthetist.
- X-ray and ultrasound reports are not accompanied by CDs and Ultrasound paper to discuss on them and learn from, for financial reason as the radiologic technologist said.

### **Recommendations**

- Regular discussion between department heads and medical director is mandatory to improve patient care and save lives
- Morning meeting must be started for better medical practice and building knowledge from discussion on emergency cases and I am trying to push for that getting hope will start soon.
- The number of anaesthetist should be at least two otherwise, if the only one cannot come for some reason even emergency surgery cannot be performed
- The second OR table should be functional as soon as possible to separate septic cases from clean surgical cases.

- Surgical ward nursing care must be improved otherwise operating only without postoperative nursing care cannot cure a patient this is also on improvement through discussion.
- Having CDs with X-ray report is important to discuss on it with the twins and even surgeons must see pictures of Ultrasound and x-ray before decision as this is the standard procedure in patient management.

## Annex 3: Sample of Field Monitoring Questionnaire

### IGAD Regional Initiative for Capacity Enhancement in South Sudan Field Monitoring Visit/ Internal Survey Questionnaire

**PART I – CSSO: Please write your responses clearly to each of the following questions.**

#### **A. Institutional Policies Developed to enhance Operations**

1. How many institutional policies have you participated in developing in 2018? Write the name of each policy developed.
2. What stage is the developed institutional policy (*indicate status: ongoing, completed, under review, approved, or operationalised*)
3. Enlist the key mentoring and coaching activities that you conducted from April 2018 to August 2018 and what the impact on the twins is?

#### **B. Strategic Plans/Standard Operating Procedures developed to implement established policies**

1. How many Strategic Plans/Standard Operating Procedures have you and your twin jointly developed in 2018?
2. Name some of the Strategic Plans/Standard Operating Procedures that have been developed so far in/for the institution and indicate when (year) each of them was developed.
3. State which Strategic Frameworks/Standard Operating Procedures above were developed to facilitate operationalisation of existing/developed institutional policies?

#### **PART II – SUPERVISORS:**

#### **C. Targeted institutions reporting improved work-related performance by the twins**

1. With actual examples, describe the kinds of skills gained and knowledge developed by the twins?
2. In your opinion, how has the coaching and mentoring training impacted on the twins and the non-twin staff?
3. How many civil servants in your institution (e.g. ministry, directorate, commission, hospital) have been trained under the twinning arrangement?
4. How many twins (civil servants) are currently being coached and mentored by the CSSO in your institution?
5. What areas of institutional service delivery have improved because of the performance of the trained twins?

6. On a scale of 1 to 3 (where 1=Not Much; 2=Much; 3=Very Much), indicate the level of improve institutional performance by the twins?

**PART III – TWINS:**

**D. Twinned civil servants expressing satisfaction over the twinning arrangements**

1. On a scale of 1 to 2 (*1=Dissatisfied; 2=Satisfied*), indicate the level of satisfaction over the twinning arrangements.
2. With examples, kindly enlist the areas of training which indicate your main reasons of satisfaction or dissatisfaction with the twinning arrangement?
  - a.
  - b.
3. On a scale of 1 to 3 (*1=Not recommendable; 2=Recommendable; 3=Highly Recommendable*), indicate how you would grade the twinning arrangement.

**PART IV – PUBLIC:**

**E. Percentage of Targeted institutions rated as offering improved services**

1. Which government institution (*e.g. ministry, commission, hospital, etc*) have you sought public services from between January 2018 and August 2018?
  - a.
  - b.
  - c.
2. On a scale of 1 to 2 (*1=Not improved; 2=Improved*), state the kind of difference/changes in service delivery that you or your neighbours or friends noticed recently in the institution?
3. Are you aware of the presence of Civil Service Support Officers (CSSOs) working in these government institutions?

Thank you.