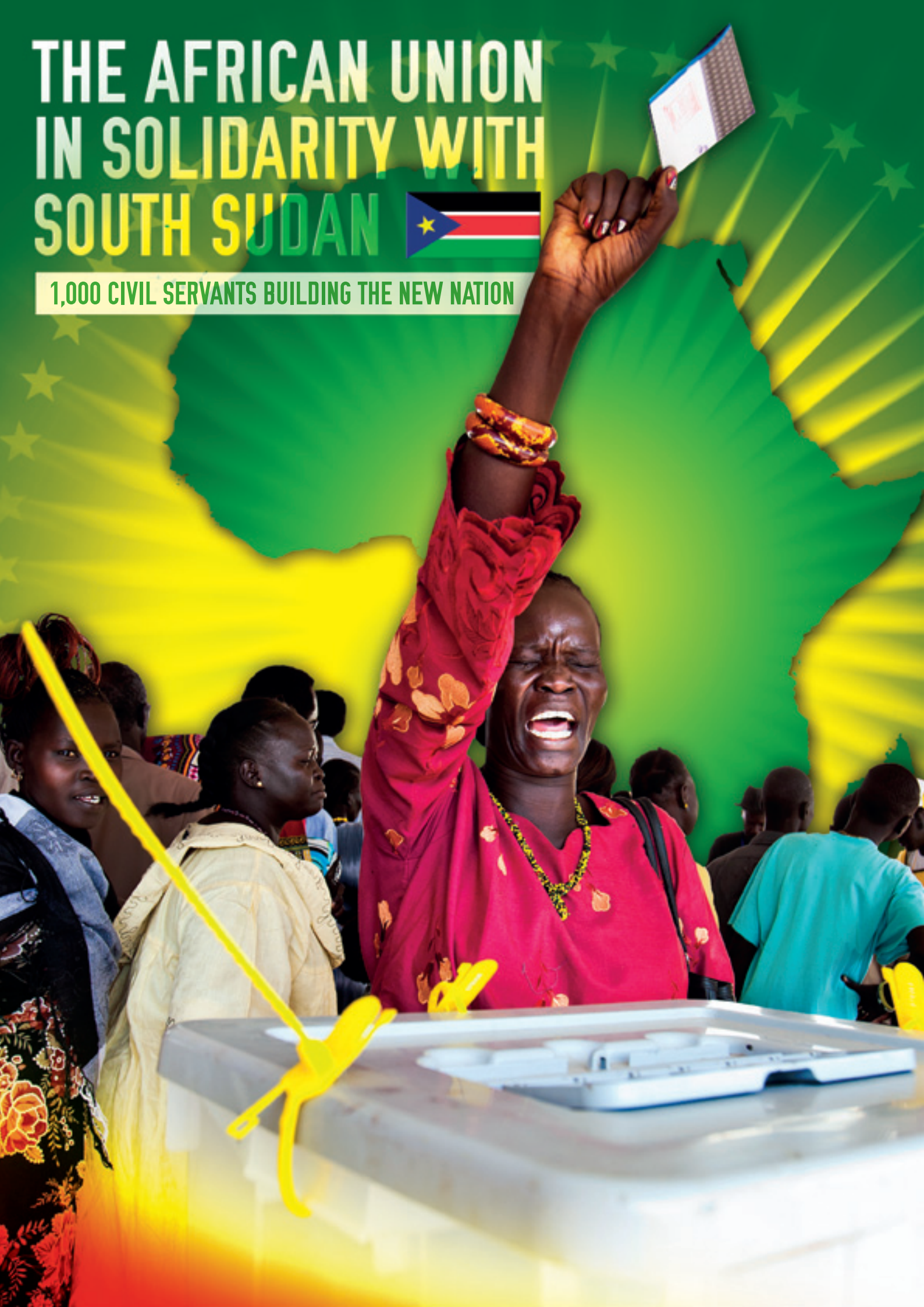


# THE AFRICAN UNION IN SOLIDARITY WITH SOUTH SUDAN



1,000 CIVIL SERVANTS BUILDING THE NEW NATION





**IN**

solidarity with the people of the new Republic of South Sudan, the African Union is aiming to provide 1,000 civil servants who are technical experts in the fields of public administration, financial management, health, education and other strategic areas. These experts will be deployed in key government institutions at all levels to enable the new South Sudan to begin to meet the needs of its people. Doctors, nurses, engineers, teachers, midwives, economists and many others will be deployed across the country. This is a surge programme to help the Government work from the beginning of statehood and deliver for its people. The initiative demonstrates support by Africans for Africans, and aims to boost the ability of the South Sudanese Government to deliver services after decades of war.



## BIRTH OF A NEW NATION

Sudan gained independence in 1956 and immediately sunk into prolonged conflict, resulting in the loss of over two million lives in the south alone. Then came the signing of the Comprehensive Peace Agreement (CPA) in 2005, the referendum vote in January 2011 and the birth of Africa's newest nation in July 2011. The Government of the new Republic of South Sudan is faced with enormous challenges if it is to ensure peace, stability and access to basic services for its people.

Establishing momentum towards recovery is dependent on South Sudan maintaining sustained peace, security and an effective public service. However, serious challenges are

posed by insecurity and abject poverty, which continue to affect a large majority of the population. Basic rule of law is weak; there are many fractured communities affected by generations of conflict; service delivery across all sectors remains totally inadequate; and efficient, accountable and transparent systems for decentralized governance have yet to be properly implemented.

These challenges have resulted in the Government having limited capabilities required to adequately protect the citizens and deliver services. The situation is most acute at the state and local government levels, where governance capacities are stretched thin on the ground. In many places, government institutions are non-existent, or in their infant stage of development.





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## CHALLENGES FACING THE PUBLIC SECTOR IN SOUTH SUDAN

An efficient and effective civil service is a major indicator of a government that is capable of meeting the needs of its people. A legitimate government must be able to provide basic services. An efficient and effective public sector depends significantly on availability of qualified civil servants working at all levels to bring services to the people in an environment of security and respect for the rule of law.

In this respect, the South Sudan public sector has serious constraints in availability of personnel in virtually all sectors. This is mainly because a significant number of civil servants are former soldiers who lack the education, skills and competencies necessary for an efficient public service. In addition, leadership and

supervision is inadequate, making it very difficult to get reasonable levels of productivity from the existing structures.

The public sector is further compromised by poor organizational design; ineffective bureaucratic processes; inadequate policy frameworks; lack of equipment; and lack of information systems. The situation at state level is particularly serious due to the limited expertise available in the State Ministries of Finance, Local Government, Legal Affairs, Police and Prisons, Health, Education and Agriculture, amongst others.

All these challenges compromise the ability of the Government to keep pace with the new nation's demands for

basic service delivery, community security, and poverty reduction. The influx of returnees from north Sudan following the successful outcome of the referendum further serves to aggravate the situation. This necessitates starting from a rudimentary level, most often in an environment where many parts of the country are totally cut off for large parts of the year due to a lack of roads and other communication infrastructure.

Capacity building at human resource, organizational and institutional levels therefore remains an urgent priority to enable South Sudan to establish its institutions and physical infrastructure and provide basic services to its citizens.

# THE AFRICAN UNION STRATEGY

The proposed AU initiative will provide 1,000 technical experts from AU Member States to the civil service under the AU's Post-Conflict Reconstruction and Development Policy. These technical experts will be deployed in strategic functions within national ministries, commissions and state-level local government. They will operate as civil servants with a contract signed with the South Sudanese Government.

## THE POST-CONFLICT RECONSTRUCTION AND DEVELOPMENT (PCRD) POLICY

The PCRD policy has been developed by the African Union to curb the severity and repeated nature of conflicts in Africa as well as to help bring about sustained development. The policy is comprised of six indicative elements namely Security, Humanitarian/Emergency Assistance, Political Governance and Transition, Socioeconomic Reconstruction

and Development, Human Rights, Justice and Reconciliation and Women and Gender.

Through the PCRD Policy, a number of AU Member States have expressed willingness to support South Sudan as it emerges from a prolonged state of conflict and under-development. Through these pledges, the capacity of the civil service can be reasonably enhanced.

## A NEW CIVIL SERVICE TRAINING INSTITUTION FOR SOUTH SUDAN

As a long-term strategy, the initiative also proposes the setting up of civil service training institutes that will draw experiences from similar institutions within the African Union Member States such as Ethiopia's Civil Service College, Ghana's Institute of Management and Public Administration, and Kenya's School of Governance. There are many other examples of

effective, world class training institutions across Africa.

The proposed training institutes will be built and set up in South Sudan as a local initiative and staffed with experts from the counterpart civil service training institutions in Africa. These training institutions will offer continuous relevant and specialized training and refresher courses to the government civil servants with the aim of instilling a culture of fair play, efficiency and accountability in the public servants.

The training institutions will be a key pillar in driving the Public Sector Reform Programme in South Sudan and will offer the technical knowledge to the civil servants through continuous training and sharing of experiences from AU Member States that have successfully implemented public sector reform. ➡

## FOCUS AREAS

Public Administration  
Agriculture  
(Food Security)  
Infrastructure  
Development  
Energy Development  
Health and Education  
Local Government



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➔ In this regard, capacity development will be addressed in three dimensions namely:

**1** Support capacity development in government agencies through the placement of technical experts from African Union countries.

**2** Strengthen South-South linkages between public sector agencies and think tanks in AU Member States, with the establishment of civil service training institutions with skilled staffing from AU Member States.

**3** The programme will also provide post-graduate study opportunities for 300 South Sudanese civil servants to

attend colleges and universities in different African countries.

### THE IGAD INITIATIVE

The proposed initiative will complement the ongoing Government of South Sudan / IGAD Initiative targeting civil servants from IGAD Member States. Through this initiative, three IGAD Member States (Kenya, Ethiopia and Uganda) are deploying 200 civil servants to work in government institutions in South Sudan. Already some 50 civil servants have arrived from Kenya and a further 50 are expected from Uganda in August 2011. The IGAD Initiative has demonstrated the support of African nations to South Sudan and has provided a road map for a more

expansive program of South-South cooperation and civil service support.

It complements other interventions supported by United States, GIZ, South Africa (Public Administration Leadership and Management Academy), and the Government of Kenya Technical Cooperation, among others. It also supports other ongoing public sector reform initiatives such as the Capacity Building Institutional and Human Resource Development Project implemented by the World Bank and funded by the South Sudanese Government and the Multi-Donor Trust Fund, and initiatives of the Capacity Building Trust Fund.

## COST ESTIMATES

The total cost for the programme is estimated to be US\$90 million per year. This includes an allocation for the establishment of training institutions across a number of states in South Sudan. Already UNDP has requested assistance from a number of donors for this initiative. This does not include salary payments from African countries to the participants while they are in South Sudan. Those payments are estimated to be US \$15m.

### ESTIMATES OF ANNUAL COSTS FOR THE INITIATIVE

Budget Description (indicative costs)	Amount (USD)
Consolidated Technical Allowance (1,000 Technical Experts)*	54,000,000
Orientation workshops	200,000
IT Equipment & basic furniture (where required)	5,000,000
International travel	700,000
Local travel	400,000
Training Institutions: Setup and Staffing	15,000,000
<b>Subtotal 1</b>	<b>75,322,000</b>
*Cost calculated using a median allowance figure of USD 54,000 p.a. per expert	
Management and Administrative Costs (estimated at 20% cost of Subtotal 1)	15,064,400
<b>Total Cost</b>	<b>90,386,400</b>



## FREQUENTLY ASKED QUESTIONS

### How will the civil service positions be recruited?

Responsibility for recruitment is with the country sending the civil servants based on needs identified by South Sudan.

### Which countries will be sending civil servants?

All English speaking countries in the African Union will be invited to participate.

### Where will they be based?

The civil servants will be based in Juba, working with the central Government, as well as in the state capitals across South Sudan. In some cases civil servants will be placed at local county level.

### Will the civil servants have housing and insurance?

Medical insurance is part of the package provided to the civil servants. They will be provided with housing only if it is normal practice for similar civil servants working with the government in South Sudan to get such accommodation.

### Are these new recruits going to take jobs that could have been given to local people?

No, these positions will mentor and coach existing civil servants to build their capacity. Many are coming with highly specialised skills, such as surgeons, pediatricians, gynaecologists and geologists.

### How long will the civil servants stay for?

It is expected that the visiting civil servants will stay for two years.

### What are the conditions of service?

The conditions will be the same as applied to civil servants under the IGAD initiative. Civil servants will continue to receive their regular salary, paid by their government, and will also receive a living allowance whilst in South Sudan. This will vary according to the position and the grade of the civil servant.

## Civil servants from Kenya are welcomed to South Sudan

The Kenyan civil service support officers with, seated L-R: Madam Rebecca Joshua Okwaci, Undersecretary, GOSS Ministry of Labour and Public Service, Joe Feeney, Head of Office for UNDP in Southern Sudan, Mr. Stephen Lusweti, Personal Assistant to the Permanent Secretary of the Ministry of State for Public Service (Kenya), Madam Awut Deng Acuil, GOSS Minister of Labour and Public Service, Dr. Luka Manoja, GOSS Minister of Health. Standing third from right is Madam Margaret Mathiang, Undersecretary, Ministry of Gender, Child and Social Welfare



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