Building human capacity:
building strong institutions

U N D P

South Sudan

The success of the new Government of South Sudan will depend on its ability to deliver basic services in an environment of security and the rule of law. This means the Government must manage its finances, prepare budgets, and ensure public money is spent according to approved plans. This is very difficult in the current circumstances. Existing Government personnel are limited in numbers and have a lack of capacity in many areas of civil service expertise.

To help meet the pressing demands for experienced personnel, and to build capacity for the long term, UNDP is supporting the deployment of international civil servants and technical experts in key areas. These include management of public resources, rule of law and law enforcement, and public administration. This deployment takes place through targeted and complementary capacity building initiatives in partnership with Government and institutions such as United Nations Volunteers and the Intergovernmental Authority on Development (IGAD).

This approach to development builds on lessons learnt in this and other post-conflict contexts. It has been found that for capacity building to be effective, it needs to be long term, take place within the workplace, and form part of broader organizational development.

The Rapid Capacity Placement Initiative focuses on developing the capacity of state governments as quickly as possible to build more effective, responsive, and accountable state institutions.

Up to 150 specialist International UN Volunteers (including from the diaspora) are being rapidly identified and embedded in key public sector institutions. The majority are deployed at the state level, where needs are most acute, with some volunteers also deployed in central Government.

The volunteers provide on-site mentoring and coaching to their South Sudanese counterparts and provide technical and advisory support to improve organizational systems, administrative procedures and planning processes.

The volunteers provide assistance adapted to the particular needs of the state. For example, urban planning specialists who assist their counterparts with town planning and developing building guidelines have also supported the demarcation of land for returnees and security improvements of strategic infrastructure e.g. local airports.

In a parallel initiative, the UN Population Fund (UNFPA) is helping to facilitate the placement of 22 midwives and tutors in nursing and midwifery who will mentor and train.

IGAD, a development organization formed by six eastern African countries has launched the GoSS–IGAD Regional Initiative to deepen regional cooperation and integration and boost the capacity of the Government. 200 experienced civil servants from three IGAD member states (Ethiopia, Kenya and Uganda) are being deployed to core ministries in South Sudan.

The Ministry of Labour and Public Service conducted interviews in participating countries to identify suitable personnel and organized orientation courses prior to deployment. The IGAD civil servants will be contracted by the South Sudan Government through a Memoranda of Understanding with participating countries. They will be 'twinned' with Southern Sudanese civil servants to provide direct transfer of skills and on-the-job training.

Deployment will be for two years to allow for an extended period of mentoring.

The project will strengthen South-South linkages and build institutional capacity both by providing urgently needed experienced professionals, and by transferring skills to local civil servants.

FOCUS AREAS

- Community security
- Engineering
- Information and Communication Technology (ICT)
- Planning and budgeting
- Police and law enforcement
- Public financial management and accounting
- Public service reform
- Revenue management
- Rule of law
- Statistics
- Urban planning and management

South Sudan Development Figures

27% of adults are literate (female 16%)

5% of civil servants have achieved postgraduate education

42% of civil servants have no more than primary school education

25% of people are estimated to have access to health services

*Note there is difficulty obtaining up to date statistics in some areas; Civil service estimates are based on a 2006 study.

A snapshot of UN Volunteers in the states

Ephrem Israel, from Ethiopia, is a Development Planning Specialist helping the State Ministry of Finance to plan and budget for the needs of the people of Northern Bahr el Ghazal.

Akintobi Alusanmi, from Nigeria, is an Urban Management Specialist working with the State Ministry of Infrastructure to map and allocate plots of land for returnees and displaced people.

Eric Kivavi, from Kenya, is an ICT Specialist assisting the State Governor's Office to modernize their telecommunications and improve office ICT systems.

Francis Gahizi from Rwanda, is a Finance Management Specialist based in the State Ministry of Finance, assisting the government to create viable budgets and financial management systems.

Shekhar Shrestha, from Nepal, is a Civil Engineer working closely with the State Ministry of Physical Infrastructure overseeing major construction works on roads and buildings.

Nicholas Jonga, from Zimbabwe, is a Statistician working to assist government with evidence-based planning and budgeting for the people of Jonglei State.

Simeo Nsubuga, from Uganda, is a Law Enforcement Advisor who assists the State Police Headquarters in strengthening the rule of law.

Olympio Attipoe, from Ghana, is a Revenue Specialist helping the State Ministry of Finance to implement comprehensive taxation schemes throughout the state and raise awareness of the importance of revenue collection.

Kartik Sharma, from India, is a Rule of Law Officer working with a number of key rule of law institutions to provide technical assistance and support to strategic planning and sector-wide coordination mechanisms.

Philip Lutara, from Uganda, is a Peace and Community Security Expert supporting Community Security and Small Arms Bureau and Peace Commission of Eastern Equatoria with peacebuilding activities and conflict transformation training.

Map labels: Northern Bahr el Ghazal, Western Bahr el Ghazal, Warrap, Unity, Upper Nile, Lakes, Jonglei, Western Equatoria, Central Equatoria, Eastern Equatoria, Abyei

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