

State Building in South Sudan

The UNDP Experience



by
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UNDP- South Sudan

UNDP is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life.



UNDP is on the ground in 166 countries, working with them on their own solutions to global and national development challenges.

UNDP Southern Sudan Programme



- Country Programme Action Plan



- **Poverty Reduction and Millennium Development Goals (MDGs)**

- *Deepen focus on poverty reduction and progress towards the MDGs*
 - *Improve service delivery for HIV/AIDS, malaria and tuberculosis*

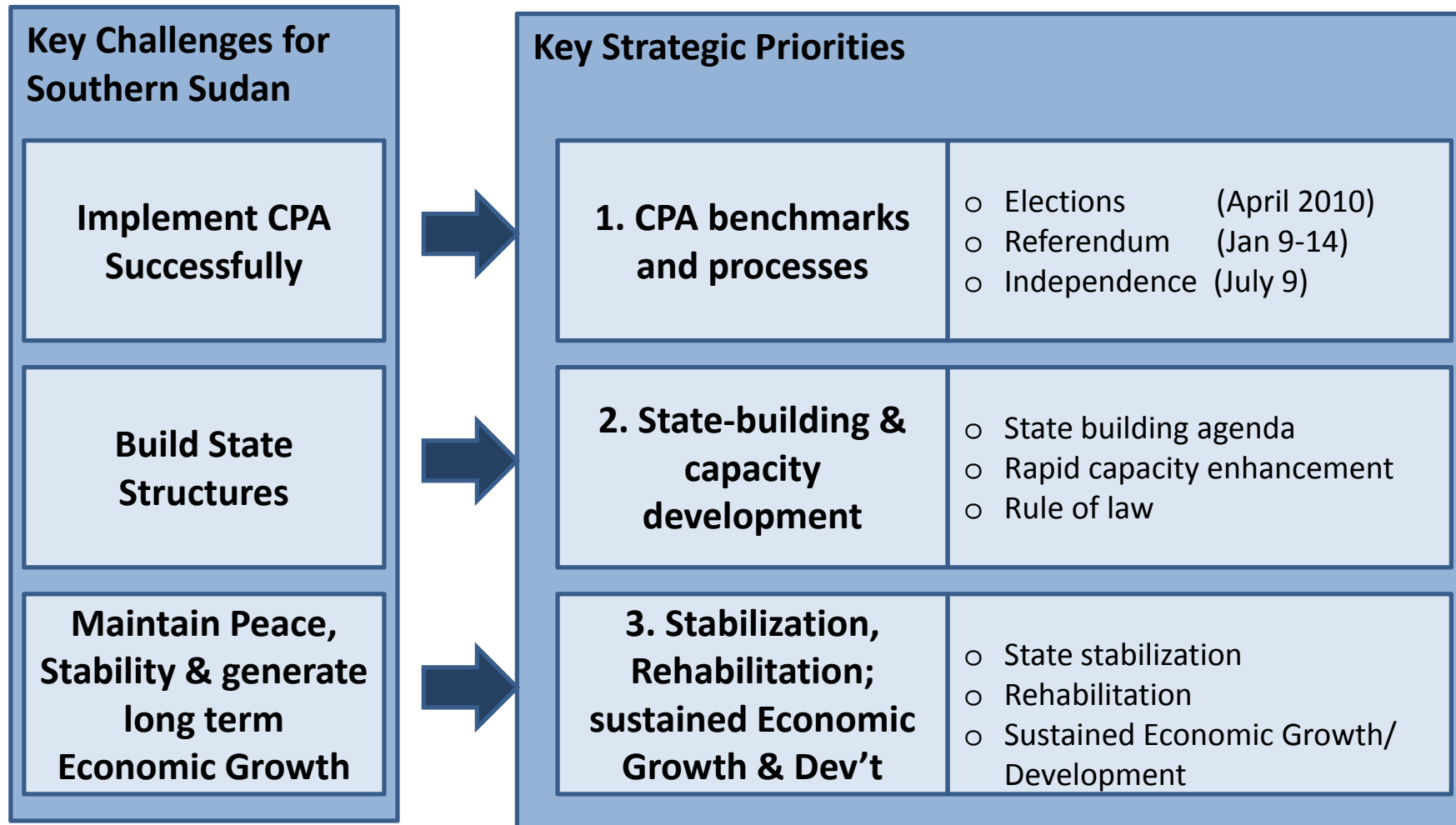
- **Democratic Governance**

- *Strengthen peace and rule of law*
 - *Support development of Government structures (GoSS, State, Counties) and institutions*
 - *Support implementation of the CPA - Elections and Referendum*

- **Crisis Prevention & Recovery**

- *Support disarmament, demobilisation and reintegration (DDR)*
 - *Strengthen community security and stabilisation*

UNDP Strategic Focus



In a relatively short period of time, Southern Sudan has established governance structures from scratch



32 ministries and 17 independent commissions and chambers have been established

A functioning legislative assembly is in place, which has passed over 30 pieces of legislation. State Legislative Assemblies are also operational.

After 24 years of war, the first multi-party polls were held in April 2010 to formally elect presidential, parliamentary and state assembly representatives

Key rule of law institutions have been established including a police service, a prison service, and a judiciary

Over 3,000 kilometers of dirt road have been laid linking major cities and towns

South Sudan faced with immense challenges Has some of the worst development indicators in the world



90% of the population in South Sudan lives below the internationally defined poverty line

92% of women cannot read and write

20% of the population in Southern Sudan is food insecure, even when harvests are good

One out of every 7 children dies before their fifth birthday

Less than 2% of children complete primary school even though 1.3 million are enrolled

South Sudan has **one of the highest maternal mortality rates** in the world

80% of the population lacks access to basic health centers

Only 6.4% of the population has access to sanitation facilities

In addition, the capacity deficit in Southern Sudan (precipitated by the 21-year war) is one of the highest in Africa



The scope and complexity of the capacity building task in Southern Sudan is almost unimaginable

The inadequate capacity is one of the single most important challenges facing the south. Despite enormous progress made during the interim period in standing up ministries and administrative systems from scratch:

- Half of all positions in ministries remain unfilled.
- 50 percent of public servants have only early education and only five percent have a graduate degree or higher.
- Informal reviews indicate that many of the current staff lack necessary work experience and have major difficulties in English communication, the official language of government.
- Every single office in every single ministry and in all ten state governments requires training, technical assistance and long-term support.

Addressing the capacity gap is one of the key elements of the GoSS' new three-year Development Plan.

UNDP's Capacity Development Approach

Three (3) Initiatives to contribute to the capacity surge in South Sudan

Initiative	No. targeted
1. Rapid Capacity Placement Initiative	150
2. The IGAD Initiative	200
3. The African Union Initiative	1000

*work with GOSS,
States & counties*

1. Poverty Reduction & MDGs achievement
2. Good Governance & Rule of Law
3. Conflict Prevention & Recovery Unit

Models of Rapid Capacity Enhancement initiatives



The Rapid Capacity Placement Initiative

- 150 international UNVs currently being hired and embedded within ministries and commissions across Southern Sudan's 10 states.
- Work on line functions, helping state governments to execute core functions.
- A total of 107 volunteers are already in place or have been selected and are providing on-site mentoring and coaching to their Sudanese counterparts.
- In response to UNDP's advocacy, in a parallel initiative, UNFPA is helping to embed more than 40 midwives from Africa to be based at the state and county level and will train traditional birth attendants.

Models of Rapid Capacity Enhancement initiatives

The IGAD Regional Initiative

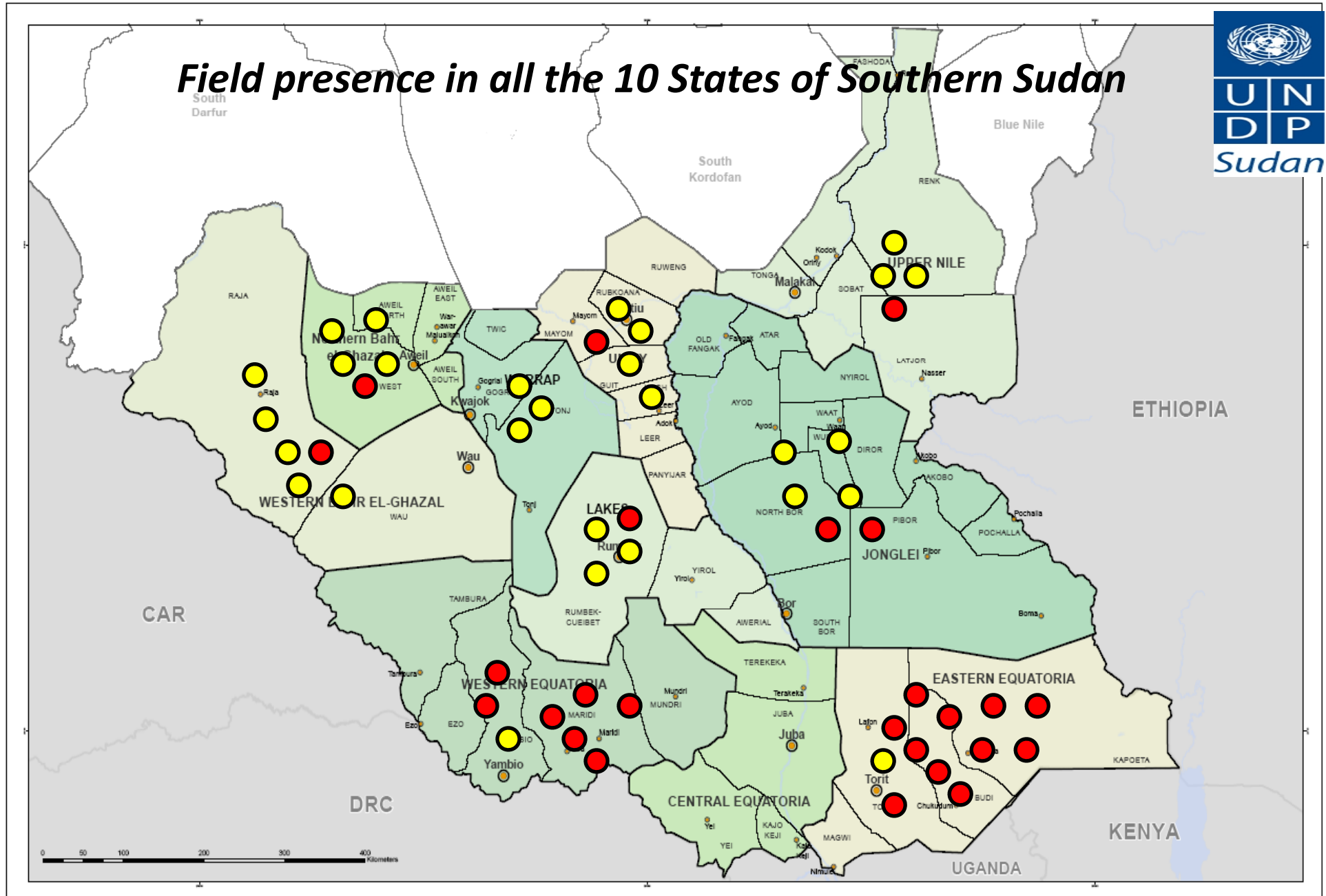
- The aim of the initiative is to deepen regional cooperation and integration and boost the capacity of GoSS ministries by seconding and embedding 200 civil servants from IGAD member states in core ministries.
- The first batch of 45 Civil Servants from Kenya (20 from the medical profession) arrived in Juba on Saturday.
- IGAD civil servants will be contracted by the GoSS through MoUs with participating countries and “twinned” with Southern Sudanese civil servants to ensure the direct transfer of skills.

Models of Rapid Capacity Enhancement initiatives

The AU Initiative

- Discussions are at an advanced stage with the African Union, based on the IGAD experience, to scale up transfer of civil servants from other African countries to South Sudan.
- This envisages 1,000 civil servants from across the African Continent.
- The Government of Sweden has expressed interest in supporting this initiative.
- This will additionally strengthen regional linkages between Southern Sudan and the rest of the continent.

Field presence in all the 10 States of Southern Sudan



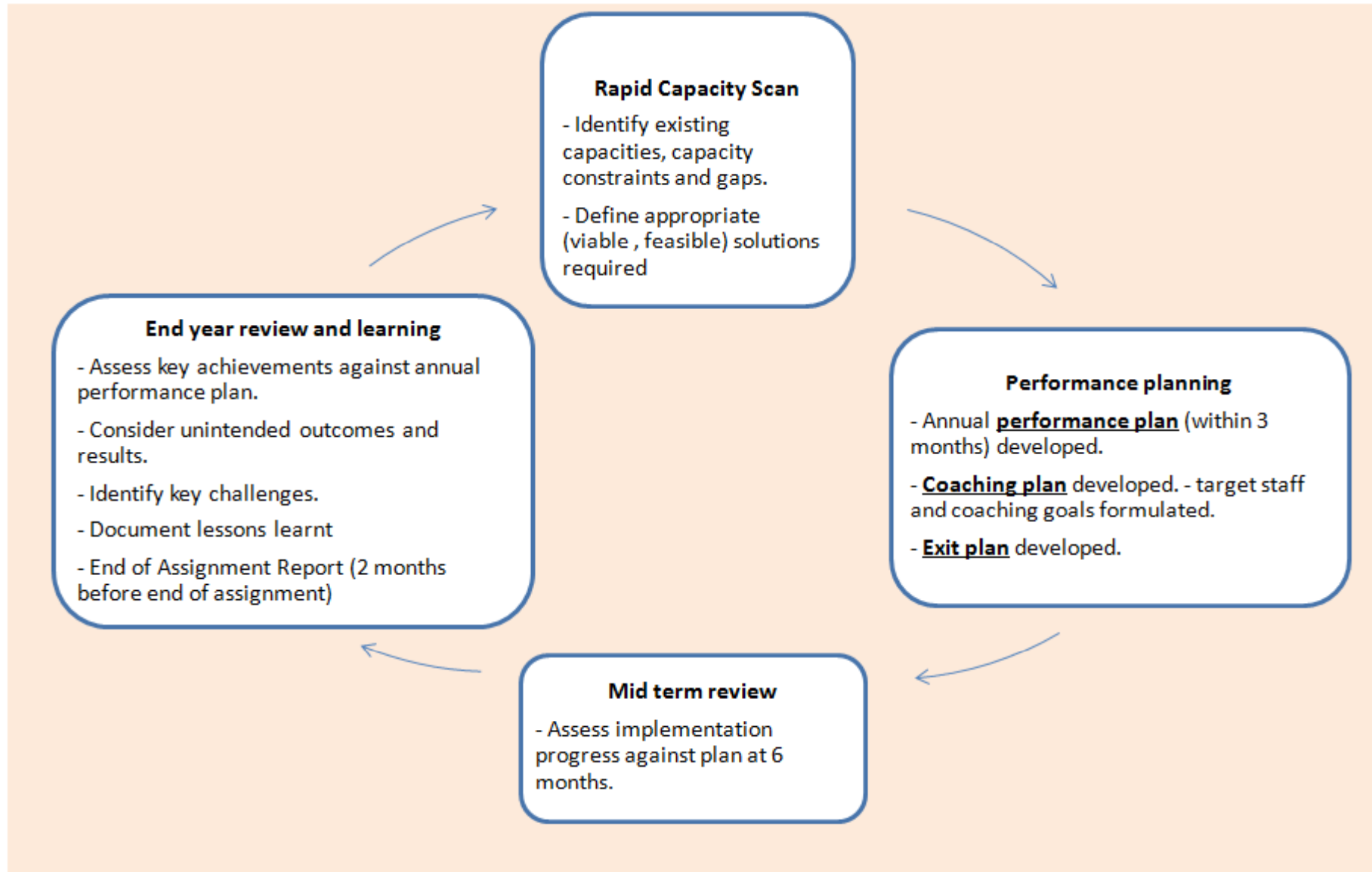
STATE CAPITAL
 MAJOR TOWN
 STATE BOUNDARY
 COUNTY BOUNDARY

Area: 383,537 km square
(State): Western Equatoria (Yambio), Central Equatoria (Juba), Eastern Equatoria (Torit), Jonglei (Bor), Lakes (Rumbek),
(Capital): Unity (Bentiu), Upper Nile (Malakal), Northern Bahr el-Ghazal (Aweil), Western Bahr el-Ghazal (Wau), Warrap (Kwajok)
Population: 7,997,432 (2003)

Scale:
 A0 - 1:800,000
 A1 - 1:400,000
 A2 - 1:200,000
 A3 - 1:100,000
 A4 - 1:50,000
 Produced by: UNDP Sudan
 Source: SPO/UNDP
 Date: 20th Feb. 2007
 File: UNDP_Sudan_states_outline_15 Feb 2007.mxd
 NB: This map does not necessarily
 imply official UNDP endorsement/ recognition.



Strong Performance Management



Emerging Issues and Lessons



- Concept of “capacity surge “ or “capacity supplement” rather than “substitution”
- Embedded surge personnel not on standard “TA model” – accountable to Government, not donor
- Short-term capacity surge linked to “survival” core functions
- Overall exit strategy needs to be linked to: medium-term capacity development strategy and civil service strengthening; building domestic civil service training capacity

Emerging Issues & Lessons (cont'd)



- Oversight / quality assurance from Central Government necessary to ensure consistency, common systems, and quality of results; Linkages and coordination between GoSS and States strengthened
- Linkage of work of individual specialist efforts to overall efforts – i.e. Support to Ministry of Finance accountancy training center
- Improving coordination of capacity development efforts across States
- Results in terms of exit becoming visible – example of state budgets

South Sudan – A country with huge economic potential

- Even with all the challenges, South Sudan is a country blessed with enormous potential.
 - Oil wealth & various mineral resources
 - Rich agricultural soils & mild weather etc.
- With the right mix of public & private sector capacity, South Sudan has the potential to grow at an astronomical rate.
- UNDP, other UN agencies, and INGOs are supporting capacity development in the public sector
- Enormous opportunities in the private sector remain unexploited due to inadequate capacity in the private sector.
- Bringing GOSS and International business together, this forum contributes to the noble objective of mobilizing human & technological capacity for the private sector in SS.

SOUTH SUDAN'S VISION 2040

By 2040, we aspire to build an exemplary nation: a nation that is educated and informed; prosperous, productive and innovative; compassionate and tolerant; free, just and peaceful; democratic and accountable; safe, secure and healthy; and united and proud.

Mission 2014:

To establish and build South Sudan as a viable nation which is united, at peace internally and with its neighbours, and with strong human and institutional foundations for inclusive democratic governance and economic, social and rural transformation.

NATIONAL POLICY GOAL 1

Good governance –

To achieve a transparent, democratic and accountable state capable of delivering public services efficiently and equitably, with a healthy balance of power between the executive, legislative and judicial branches of government.

PRIORITY PROGRAMMES (Governance)

- Development of policies and laws
- Enhanced systems, structures and mechanisms of co-ordination at all levels of government
- Capacity of public administration oversight institutions
- Accountability, transparency & zero tolerance to corruption
- Evidence-based policy making & equitable resource allocation

NATIONAL POLICY GOAL 2

Safety and security –

To defend the sovereignty and territorial integrity of South Sudan, prevent the resurgence of conflict and uphold the constitution by providing equitable access to justice and maintaining law and order through institutions which are transparent, accountable and respect human rights and fundamental freedoms.

PRIORITY PROGRAMMES (Conflict Prevention & Security):

- GoSS Demobilisation programme
- National Security architecture and security sector transformation
- Legal framework for all levels of government
- Community security
- Criminal justice system

NATIONAL POLICY GOAL 3

Increased prosperity –

To promote sustainable poverty reduction, and improve livelihoods, through diversified economic growth fuelled by a dynamic private sector, sustainable and transparent management of natural resources, and the development of basic infrastructure.

PRIORITY PROGRAMMES (Economic Development):

- Agriculture & Forestry
- Roads & transport development
- Energy, Mineral & Mining sectors
- Animal resources & fisheries
- Water resources management & sanitation services

NATIONAL POLICY GOAL 4

Enhanced quality of life -

To promote the well-being and dignity of all the people of South Sudan by progressively accelerating universal access to basic social services.

PRIORITY PROGRAMMES (Human and Social Development):

- Child benefit cash transfer scheme
- Health and HIV/AIDS services
- Expansion of number and quality of teachers
- Expanded access to general education
- Programme on National Identity

Thank you