



USAID | **SOUTH SUDAN**
FROM THE AMERICAN PEOPLE

Project on Good Governance in the Republic of South Sudan

Year 1 Annual Report (January 7 – September 30, 2013)

December 6, 2013

This publication was produced for review by the United States Agency for International Development. It was prepared by the advisor(s) supporting the Project on Good Governance in the Republic of South Sudan. The author's views expressed in this publication do not necessarily reflect the views of USAID or the United States Government.

Deloitte Consulting LLP

USAID Contractor

Contract Number AID-668-C-13-00001

Disclaimer

The author's views expressed in this publication do not necessarily reflect the views of USAID or the United States Government.

TABLE OF CONTENTS

1	Abbreviations	1
2	Executive Summary	2
3	South Sudan Context	6
4	Objective 1: Executive Decision Making	8
5	Objective 2: Harmonized Legal System	19
6	Objective 3: Capacity Development	30
7	State Level Implementation	39
8	Cross-Cutting	45
9	Appendix	48
9.1	Performance Management Plan	49
9.2	Year 1 Work Plan Table	65
9.3	List of Trainings Conducted	82
9.4	Success Stories	83

1 ABBREVIATIONS

AUHIP	African Union High-Level Implementation Panel on Sudan
BRIDGE	Building Responsibility for Delivery of Government Services
CBTF	Capacity Building Trust Fund
COP	Chief of Party
COR	Contracting Officer's Representative
CPA	Comprehensive Peace Agreement
DCOP	Deputy Chief of Party
EGPSS	Economic Governance Project for South Sudan
ELS	English Language Skills
GoK	Government of Kenya
HRIS	Human Resource Information System
ICT	Information Communication Technology
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MLPS&HRD	Ministry of Labor, Public Service and Human Resource Development
MoCA	Ministry of Cabinet Affairs
MoFEP	Ministry of Finance and Economic Planning
MoJ	Ministry of Justice
MoU	Memorandum of Understanding
MPA	Ministry of Parliamentary Affairs
NCoM	National Council of Ministers
NLA	National Legislative Assembly
OOP	Office of the President
PROGRESS	Project on Good Governance in the Republic of South Sudan
RSS	Republic of South Sudan
TNA	Training Needs Assessment
USAID	United States Agency for International Development

2 EXECUTIVE SUMMARY

This annual report documents the accomplishments of the Project on Good Governance in the Republic of South Sudan (PROGRESS) and activities to strengthen counterpart institutions of the National Government of Republic of South Sudan (RSS), and the states of Jonglei and Northern Bahr El Ghazal during the period January 7 to September 30, 2013.

Background and PROGRESS Structure

PROGRESS supports key government institutions of the Republic of South Sudan (RSS), at both national and state levels, to strengthen executive policy and decision making processes, from formation through to execution. Each of the three PROGRESS objectives contributes to critical aspects of these processes. **Objective One**, executive decision-making, works with counterparts to build the processes and linkages at the apex of government (the Presidency and the Ministry of Cabinet Affairs or the Office of the Governor) to facilitate more informed decisions and policies, prioritization, forward-looking planning, and monitoring of implementation. From policies and decisions often flows legislation, and **Objective Two** supports the key lawmaking bodies to be more proficient at developing, reviewing and disseminating legislation. Finally, policies and laws will be mostly ineffective without a trained and capable RSS public service; **Objective Three** collaborates with the ministries of labour, public service and human resource development to solidify the systems required to plan, implement and track capacity building efforts for civil servants. In its first year, PROGRESS has already contributed to system and process reforms that have yielded immediate, tangible results.

	High-Level Results	Counterpart Institutions
Objective 1	Executive level of government at the central and state government levels able to develop and articulate a shared vision, plan strategically, define policy, ensure implementation of plans and policies, lead effectively across ministries and levels of government, engage citizens, and manage development partners	<ul style="list-style-type: none"> • Presidency <ul style="list-style-type: none"> - <i>Offices of the President and Vice President</i> • Ministry of Cabinet Affairs
Objective 2	Executive and legislative institutions at the central and state government levels able to develop and effectively execute a harmonized legal system	<ul style="list-style-type: none"> • Ministry of Justice • National Legislative Assembly <ul style="list-style-type: none"> - <i>Ministry Parliamentary Affairs (former)</i>
Objective 3	Executive and human resource institutions at the central and state government levels able to guide and facilitate human capital development across government	<ul style="list-style-type: none"> • Ministry of Labour, Public Service and Human Resource Development
State level implementation	Mirror implementation of national-level activities in the states of Jonglei, Northern Bahr el Ghazal, and Upper Nile	<ul style="list-style-type: none"> • Governors' Offices • State Legislative Administrator • State Legislative Assemblies • State Ministry of Labour and Public Service and Human Resource Development

Results in Year 1

In Year 1 with PROGRESS support the RSS made significant strides in laying the groundwork for RSS driven policy making, legislative drafting and capacity development. In addition, PROGRESS also worked to ensure that PROGRESS' and the RSS work plans showed complementarity.

Under Objective One, PROGRESS' primary aim is to improve processes, procedures and management at the national level within the Presidency (Office of The President, Vice President and the Ministry of Cabinet Affairs, MoCA). With project support the MoCA significantly **improved the policy-making process by streamlining cabinet** procedures. Policies reviewed by the National Council of Ministers (NCoM) are now vetted and annotated and researched allowing the cabinet members a chance to make decisions based on objective research and/or evidence.

In August 2013, PROGRESS introduced technical review committees to vet policies before they reach the NCoM for review. The budget impact of a policy is now reviewed against the national budget at this technical review committee. As a result the cabinet is now rejecting many submissions that would have otherwise unnecessarily taken up the time of the cabinet. Presently new submissions are evidence-based and ministries are required to consider implementation actions and report back to the NCoM on progress. These changes could have a revolutionary impact across the government as RSS is better able to set policy and drive the government agenda based on priorities. The project also supported revisions to the **cabinet handbook** a document designed to improve workflows across the government.

Some policies are used to drive the drafting of legislation. Working in the MoCA, the MoJ, and the NLA PROGRESS is uniquely positioned to harmonize communications throughout government institutions along each step of the process. These steps include

1. policy formulation
2. policy prioritization
3. drafting bills,
4. review of bills ,
5. enactment of law; and
6. dissemination of laws.

In the first year, the PROGRESS Objective Two team focused on addressing the legislative structure and **harmonizing legislative processes**. The PROGRESS advisors worked with the MoJ leadership to work on strategic issues such as legislative prioritization, reporting to the cabinet and international conventions and agreements. In year 2, and with the appointment of a new minister of Justice, PROGRESS is well positioned to help the RSS review and endorse key international conventions.

PROGRESS also supported the MoJ to revise its **five-year strategic plan** that established the MoJ's priorities over that period, as well as the implementing annual and individual action plans. The project provided ongoing **training to thirteen staff in legislative drafting** to

improve the quality of bills that are produced by the MoJ. Working with the former Ministry of Parliamentary Affairs (now situated in the MoCA) the project laid the ground work for establishing a **legislative tracking mechanism**. The legislative tracker is a database developed by PROGRESS to allow the MoJ to track and report on the status of Bills. In year 2, the legislative tracker will be expanded to include status of bills as they are being reviewed in the National Legislation.

PROGRESS strengthened operations of legislative bodies through training on processes, coordination workshops, and connecting the national assembly with bodies at the state levels. In July 2013 the project supported the 6th Speakers' Forum – to identify policy gaps. Held under the theme: ***Celebrating our diversity, managing conflict, and enhancing the unity of South Sudan***, the Forum convened over 200 members of the executives and legislatures from the national level and the ten states. The Forum served as a platform for South Sudan's leaders to take stock of two years of governance since independence. Participants identified a range of resolutions and recommendations, such as: improving coordination through a bill tracking system; more effective distribution of funds to the states; and prioritizing legislation and policies to build infrastructure, stimulate agricultural growth and ultimately improve service delivery to the people. These priority actions are now back with the line ministries to identify a way forward to address these gaps through policy and informed legislation.

Underpinning PROGRESS efforts to harmonize the flow of policy and legislation among the executive and legislative branches is the work under Objective Three designed to improve institutional and staff capacity across the civil service. In April 2013, the MLPS&HRD, with PROGRESS support, conducted the first **Training Needs Assessment** to identify and prioritize the immediate training needs of the civil service. Over 350 civil servants at all levels across 18 RSS institutions were surveyed. The results will drive development of the master curriculum for the public service and training will commence in the next project year. The project is also supporting the MLPS&HRD to **identify and address recruitment gaps**, which will help the RSS to attract and retain talent necessary for effective government functioning. The project also supported the ministry to develop **standardized job descriptions for positions across all RSS institutions** and standardize the nominal roll.

Notable Achievements during Year 1

- *Revolutionized the cabinet process to facilitate evidence-based decision-making and more efficient cabinet meetings; as a result, cabinet meetings are shorter and more decisive and cabinets submissions are more complete.*
- *Facilitated development of five-year (2013-18) Strategic Plans for the MoCA and MoJ. For MoCA, the Strategic Plan marks the watershed in the Ministry's past engagement with the executive level of government, and ushers in a new framework for defining roles and improving service delivery.*
- *Finalized the MOCA Quarterly Resolutions Report and cabinet resolutions tracker. The report is the result of a cabinet resolutions monitoring system that tracks National Council of Ministers resolutions and the status of their implementation.*
- *Established initial network of Cabinet and Parliamentary Liaison Officers tasked to support line ministries to track and report on implementation of cabinet and parliamentary resolutions.*
- *Established formalized legal drafting training in the Ministry of Justice. Training is now conducted by PROGRESS advisors both in a classroom manner and on the job with two teams of providing full time instruction.*
- *Assisted the Ministry of Justice to prepare the first official RSS response to the UN Human Rights Council on measures taken to improve the human rights situation in South Sudan.*
- *Assisted the Ministry to prepare for and achieve adoption by the National Council of Ministers of eight key human rights conventions, including CEDAW.*
- *Support the Ministry to establish the first Legal Aid Fund to provide legal counsel to indigent defendants.*
- *Constituency Development Fund Workshop held to clarify roles of legislators.*
- *Council of States workshop completed on roles and responsibilities.*
- *Support to the 6th Speakers Forum to address significant governance challenges, such as low institutional capacity, conflict between the branches, and ineffective inter-branch communication and coordination.*
- *First Forum on Good Governance and the roles and responsibilities of the three government branches in Northern Bahr el Ghazal conducted.*
- *Training Needs Assessment completed at the national level giving a catalogue of training gaps. The MLPS&HRD can now direct capacity building assistance to specific institutions or skills needs.*
- *RSS Training Policy adopted by the National Council of Ministers.*
- *National and state coordination among ministries of labour, public service and human resource development supported.*

3 SOUTH SUDAN CONTEXT

Tuesday, July 23, 2013, saw H.E. Gen. Salva Kiir Mayardit issue a series of presidential decrees relieving his Vice President, Dr. Riek Machar Teny, dissolving the national cabinet and reducing the number of national ministries. The decision taken by President Kiir occurred at a time when the Republic of South Sudan was facing a number of fiscal challenges as a result of the on-going oil row with its northern neighbor.

The decision by the President to relieve his Vice President and dissolve his entire cabinet received positive responses from the citizens of the Republic of South Sudan. The President's decision to streamline the executive-arm of the national government was widely viewed as a new era of governance underpinned by efficient service delivery. Indeed, the transition was described by the Secretary General of the Government of the Republic of South Sudan as a response to calls from the citizenry, for a cost-effective, streamlined and service-orientated national government. The abrupt dissolution of the national government required PROGRESS to be extremely responsive to the priority shifts faced by the RSS and subsequent change of realities.

Communications support

Despite the positive in-country feelings towards the downsizing of the national government, the lack of active communication between the political leadership and South Sudan's citizens and international partners posed potential for misconceptions being formed in the absence of official communication. In light of this, PROGRESS advisors worked closely with the Secretary General of the Government to prepare a press conference announcing steps that the government was taking during the time of transition.

To supplement the communications support provided by project advisors to the Secretary General, PROGRESS staff helped the RSS prepare a news release providing updates on the transition and dispelled misconceptions as to the reasons for the political reshuffle. With project support, the RSS was able to maintain communication lines with its citizens and wider community in order to circumvent a potentially devastating information-void.

Gender balance

The first set of decrees issued by the President announcing the National Cabinet did not reflect a gender affirmative action as specified in the constitution. PROGRESS advisors working with women leaders in the executive and in the legislature were able to raise this issue which was redressed in the revised decree announcing the National Cabinet.

Supporting institutional reorganization

With the announcement of the reconfigured national ministries, PROGRESS concentrated its efforts on ensuring that the incoming ministers were aware of the mandate of their respective ministries. In support of this, project advisors worked closely with the Secretary General of the Government to recalibrate the roles, functions and responsibilities of the national ministries. This critical document articulates the expected outputs of the national ministries

and acts as a reference document for the national government. It is expected that the document will soon be presented to the NCoM for approval.

Conducting the business of government

The new cabinet has a heavy burden. It must redress inefficiencies in government, compact corruption, fix processes, streamline communications, disseminate decisions and work in a planned manner towards an agreed upon set of objectives. Towards that end PROGRESS is working with counterpart institutions to:

1. Develop a national priority policy agenda which will drive legislative priorities, budget envelopes, and institutional mandates.
2. Integrate the National Priority Policy Agenda into the legislative process both in terms of drafting priorities as well as review priorities.
3. Build the capacity of staff in executive offices as well as the civil servants.
4. Integrate the work accomplished in the national level with state counterparts.

Democratic institutions are most effective when they are fully engaged in robust dialogue internally, with the citizens and in the case of South Sudan, with international partners. Dissemination, discussions are emphasized through the gazette process, internal and external messaging and fora like the Government-Donor-Roundtables which is institutionalized by the PROGRESS advisors working in the presidency.

Figure 1: PROGRESS Chief of Party Gabriel Abraham discussing cabinet procedures with former President of Botswana, Festus Mogae



4 OBJECTIVE 1: EXECUTIVE DECISION MAKING

The leadership of the Republic of South Sudan has the ambitious goals of establishing sound mechanisms for policy development that in turn enable leaders to effectively govern and make decisions aligned to a collectively defined national vision. Improved and well-coordinated actions across government institutions and within executive-level entities will be the bulwark by which national policies can be put to best effect. Coordination however, must be premised upon a clear set of guidelines that clearly outline the roles of policy makers.

Operating within this nascent policy-making framework, policy development must happen with budget review, with active debate, and with information accessible to all stakeholders.

PROGRESS advisors working at the apex of the government have been instrumental in moving the decision making process towards one that is more transparent and streamlined.

Decisions that are made within the leadership must be tracked and constantly evaluated against measureable goals. Accountable government means that leaders are accountable to each other, to national policies and most importantly to the population. PROGRESS advisors have been working with the Ministry of Cabinet Affairs (MoCA) to institutionalize monitoring mechanisms. Monitoring against resolutions and performance, the MoCA has embraced its role as secretariat of government, and with PROGRESS support has started a Policy Research Unit which will review submissions as well as performance.

WITH PROGRESS support a technical review mechanism was established on the Ministry of Cabinet Affairs. Prior to the technical review almost all submissions made it through the cabinet process; today, the cabinet sends back many submissions to the originating ministries for edits and inclusion of analysis on how the policy impacts the development, national priorities and the budget.

Figure 2: Minister Martin Elia Lomuro giving closing remarks at a PROGRESS supported training of Cabinet Liaisons Officers



The Offices of the President, Vice President, and the MoCA, which services the National Council of Ministers (NCoM), all fall under the President's purview. These institutions are working in a collaborative manner to redress duplicative roles and capacity gaps. Overlapping and duplicative functions such as security, protocol, communications and public relations are being reassessed to improve efficiencies. PROGRESS advisors are assisting with the development of unit work plans, job descriptions and staff reporting/evaluation mechanisms.

The compounded impact of all of these activities will improve weekly meetings and outcomes at the NCoM. The PROGRESS project has developed a strong partnership with MoCA to develop protocols and mechanisms for reviewing and setting policies, budgets and laws, and driving inter-ministerial coordination. It is through this complex interdisciplinary approach that PROGRESS Objective One activities aim to improve executive policy and

decision-making. Since January 2013, PROGRESS has been working to rectify these challenges, supporting the RSS to build and implement effective policy-making processes at executive-level institutions. Results in the first year are significant and have the potential to fundamentally alter how the RSS conducts its business.

The primary activities of Objective One are denoted in the summary table below, and are further described in the following report narrative.

Work Plan Results	Achievements to date
Result 1: Functional executive offices at the central and targeted state levels	<ul style="list-style-type: none"> • Organizational Assessment of MoCA • Completed structural review of the Vice President's Executive Office • Finalized position of South Sudan's Border Committee at the AUHIP-led negotiations presented to President Salva Kiir Mayardit • Supported completion of the MoCA's' five-year Strategic Plan • Harmonized structure of the MoCA approved by the National Council of Ministers • Identified ICT needs of the MoCA and presented report to leadership
Result 2: A national vision and/or strategic plan that will guide the achievements of the RSS. Linkages between strategic planning, revenue forecasting, and budgeting such that resource allocation is driven by established, functioning, and institutionalized strategic planning processes at the central and targeted state levels	<ul style="list-style-type: none"> • Convened the first Undersecretaries' Forum to facilitate communications and building of linkages across institutions
Result 3: More efficient process of policy development	<ul style="list-style-type: none"> • Identified and implemented cabinet procedural improvements to streamline policy development • Technical review committees, clusters • Supported the MoCA to stand up its policy and research unit • Supported the MoCA to develop and institutionalize an annual government calendar
Result 4: More effective process of ensuring plan and policy implementation	
Result 5: More efficient use of COM time	<ul style="list-style-type: none"> • Provided recommendations to the MoCA to better prepare for and support NCoM meetings • Implemented cabinet procedural improvements resulting in less time spent in NCoM meetings
Result 6: Functional processes through which frameworks developed, decisions made, and implementation managed and tracked	
Result 7: Communication strategy developed, adopted, and implemented by the Office of the President and the RSS	<ul style="list-style-type: none"> • Communications assessment, increased production of press releases

Office of the President

In an effort to strengthen the institutions within the Presidency (including the Office of the President [OoP] and Office of the Vice President [OoVP]) the project provided technical support and executive coaching with the goal of building the functional capacity of these offices.

Assistance focused on both strengthening institutional capacity and executive coaching to individuals within the Office of the former Vice President, Dr. Riek Machar Teny. The project also provided support on strategic communications, press relations, and media engagement to select counterparts within the OoP.

To improve deficiencies in public relations the project conducted an assessment of external communications within the OoP to establish a baseline from which to build from in future years.

A USAID facilitated formal introduction to the OoP did not occur in the first year. In anticipation of more robust, formal engagement with the OoP in the second year, the project focused activities on providing ad-hoc assistance within OoP institutions (notably the OoVP and the communications office in the OoP) in the areas of strategic planning, policy development, communications, and international engagement. Without the formal engagement of H.E. President Salva Kiir, support to his legal office (legislative streamlining), advisors (decision making and policy making), and Directorate of Intergovernmental Linkages (support to state executives) have had to be delayed until USAID is able to provide official introduction and a formalization of the project.

Functional Executive Offices

To help key executive-level institutions improve their overall operational performance over the long-term, the project set out first to help counterparts identify organizational strengths and weakness to inform and prioritize technical assistance. In the Office of the former Vice President, Dr. Riek Machar Teny, the project conducted a preliminary institutional assessment which identified gaps in the organizational structure and skills required to perform various functions. The assessment yielded a report that highlighted weaknesses in the current alignment and a set of recommendations to improve overall functioning of the office. For example, the assessment uncovered inefficiencies resulting from duplicative and overlapping functions that hinder progress toward achieving efficient cross-functional coordination with other offices in the Presidency as well as with the MoCA.

Figure 3: Project advisors engage with former Vice President Dr. Riek Machar on a communication assessment



Policy Development

In pursuit of encouraging a more efficient policy-making process, the project provided initial policy development support to select units within the OoP. Absent full engagement with the Presidency, assistance was limited to specific activities such as the National Reconciliation campaign and support to development of select policy briefs. Advisors also provided general recommendations for improved governance such as comparative studies from other regional presidential systems. Working with the OoVP and the Deputy Minister Cabinet Affairs, the project prepared a comparative study of regional presidential systems to inform decisions on streamlining the flow of information throughout the executive office.

PROGRESS advisors provided project management support to the National Reconciliation Campaign whilst the Organization Committee was under the direct supervision of the former Vice President, Dr. Riek Machar Teny, and chaired by the Presidential Advisor on Decentralization and Inter-Governmental Linkages, Hon. Tor Deng Mawien. The committee served as the think-tank charged with visualizing, shaping and articulating the national campaign, as well as a platform for dialogue on reforms for improved governance and inter-ethnic dialogue throughout the country. PROGRESS' support centered on strategic technical advice to the Presidential Advisor, Hon. Tor Deng Mawien, as well as the Chairperson of the South Sudan Peace and Reconciliation Commission, Hon. Chuol Luoth Rambang, and the former Vice President's office in conceptualizing South Sudan's national reconciliation campaign and dialogue.

International Engagement

In response to the difficult fiscal situation that resulted from the RSS' decision to cease oil operations in January 2012, South Sudan's international partners began discussing the potential for holding a meeting that would allow for discussion geared towards supporting the RSS through its difficulties, as well as attracting investors that can help reinvigorate the country's dwindling private sector. These discussions ultimately resulted in the April 2013 South Sudan Economic Partners Forum organized and hosted by the USG in coordination with the Governments of the United Kingdom, Norway, and the European Union. The April meeting brought together South Sudan's traditional and non-traditional partners in order to affirm and reaffirm both old and new partnerships in the spirit of the *New Deal for Engagement in Fragile States*. Prior to the April meeting, project advisors helped coordinate activities between the RSS and the donor community. This was followed by technical secretariat support, which culminated in the creation of an implementation matrix that captured the multitude of commitments made by the donors. PROGRESS assisted the RSS in developing an implementation matrix and capacity building of the secretariat that was established to support this activity within the MoCA.

PROGRESS supported the RSS in its attempts to advance relations with the Republic of Sudan. Under the previous USAID-funded Economic Governance Project in South Sudan (EGPSS), PROGRESS advisors had provided assistance to the RSS' negotiations team at the AUHIP-led Addis Ababa negotiations. Previous support had centered on building the capacity of the RSS' technical secretariat for the Border Committee. The negotiations ultimately resulted in the development of nine agreements, collectively known as the

September 2012 Cooperation Agreements, intended to resolve outstanding issues between the two nations. One of the protocols agreed to was the formation of a High-Level Committee chaired by the Vice Presidents of each nation to meet and discuss implementation of the agreements. With direct PROGRESS support, the RSS' Border Committee was able to move from no documentation in support of the RSS' border position, to three packages of well-catalogued and well-evidenced documentation highlighting the RSS' position on the claimed and disputed border areas. In May, 2013, the Border Committee's position paper was endorsed by the President, and has since become the official stance of the Republic of South Sudan.

In light of the tension that developed between the Republics of Sudan and South, which ultimately culminated in President Bashir's decision to close the pipeline connecting South Sudan's oil to the global market, the NCoM of June 14, 2013 resolved that the RSS should engage its northern neighbor in direct discussions. This decision by the RSS adhered to the formation of a High-Level Committee stipulated in the Implementation Matrix signed by both countries in March 2013. PROGRESS carried forth assistance in this area and provided support to the former Vice President during the bilateral discussions in Khartoum, Sudan. PROGRESS advisors helped prepare the former Vice President, who acted as the technical secretariat for the delegation, and his support staff for the visit. Assistance aimed at helping staff to effectively manage documentation; record meeting minutes; prepare executive briefs for the delegation; prepare end-of-day reports; and engage with both local (South Sudanese) and international media houses. The meeting was successful in defusing tensions and the team continued ad-hoc engagement on follow up items until the RSS transition in late-July 2013.

The tension that developed with Sudan culminated in President Bashir's decision to close the pipeline connecting South Sudan's oil to the global market. On June 14, 2013, the NCOM resolved to engage its northern neighbor in direct discussions. This decision by the RSS adhered to the formation of a High-Level Committee stipulated in the Implementation Matrix signed by both countries in March 2013. PROGRESS advisors provided support to the former Vice President during the bilateral discussions in Khartoum, Sudan. PROGRESS advisors helped prepare the former Vice President for the visit. Assistance aimed at helping staff to effectively manage documentation; record meeting minutes; prepare executive briefs for the delegation; prepare end-of-day reports; and engage with both local (South Sudanese) and international media houses. The meeting was successful in defusing tensions and the team continued ad-hoc engagement on follow up items until the RSS transition in late-July 2013.

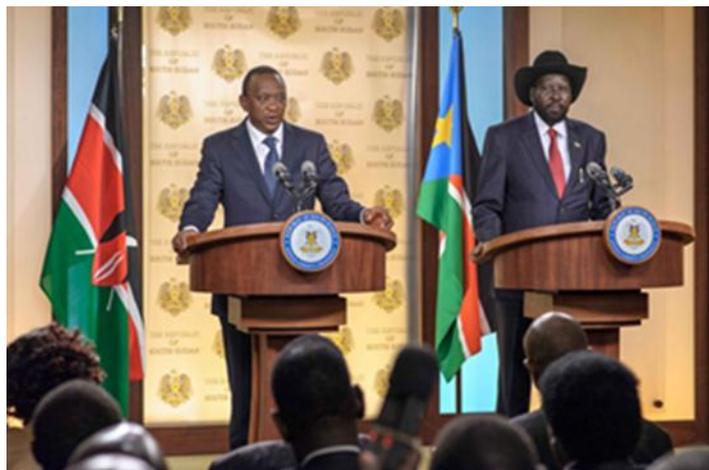
The team also supported the former Vice President's office to conduct monthly Government-Donor Roundtable (GDR) meetings. The GDRs stemmed from the need to bolster communication between the RSS and its international partners. The meetings served as a forum for dispelling mutual misperceptions as well as a space for coordinating RSS-donor activities. The monthly meetings ended in July with the government transition and have yet to resume.

Communications

At the outset, the project intended to focus its communications assistance primarily within the OoP, which should be driving both intra-governmental communication and external messaging to the RSS' citizenry and wider international community through the use of domestic and international media. Absent the full endorsement of the OoP for the project's full activities in year one, and the lack of a permanently appointed Press Secretary at the OoP, project advisors provided support when requested by the Communications Directorate of the OoP. Activities centered primarily on improving media relations, strategic messaging, staging media events, and providing assistance during the recent government transition. At the same time, communication advisors worked closely with the Minister of Information and Broadcasting (MoIB), who doubles as the official RSS government spokesperson, and with other counterpart ministries. The dual track strategy of advising the Presidency and key ministries produced a holistic approach to enhancing government communication structures and outreach activities.

The PROGRESS advisors assessed communications in the OoP by developing a scorecard to determine the existing capabilities in the OoP and how these can then be benchmarked against a desirable end state. The scorecard evaluated the areas of communication infrastructure, planning mechanisms, event implementation, and monitoring & evaluation. Advisors then determined a baseline score for year one of the project and integrated remedial steps into the work plan for the second year.

Figure 4: President Uhuru Kenyatta of Kenya and President Salva Kiir Mayardit of South Sudan hold a joint press conference with messaging support from PROGRESS advisors.



This benchmark has assisted in establishing the foundation for more unified and coordinated communications by the OoP and RSS ministries by introducing toolkits such as communication plans, public affairs guidance and FAQs.

Highlights from this approach include:

- Increasing information flows about government activities through targeted news releases on diverse topics. Releases were prepared and disseminated for the OoP on President of Kenya Uhuru Kenyatta's state visit, a rebel group accepting President Kiir's amnesty offer (this release was personally approved by the President) and on the new cabinet formation process. News releases were also drafted and disseminated for the former Ministry of Parliamentary Affairs, Ministry of Information and Broadcasting and the Ministry of Justice;

- Assisting the OoP with staging various events at the J1 news room, such as press conferences for the President of Sudan's landmark visit to Juba on April 12, President of Kenya Uhuru Kenyatta's state visit on May 24, and President Kiir's address to the nation on relations with Sudan on June 10. Other events included the presentations of credentials by Ambassador Robert Rusoke of Uganda to RSS and Ambassador Ian Noel Hughes of the UK. The communication team also sent audio recordings from such conferences to local radio stations around the country;
- Supporting the OoP during the government transition period in July/August in form of recommendations on how to keep the public abreast of changes and developments, developing talking points and coaching the Secretary General of the government for a news conference, writing the above mentioned news release and delivering a communication plan for the 100-day political honeymoon period;
- Providing the OoP with operational support during President Kiir's visit to Khartoum by connecting the President's Press Secretary with international journalists based in Khartoum. A media analysis report was also produced that gauged the effectiveness of government communication and made suggestions for future improvements;
- Developing and discussing a detailed communications plan for former Vice President Dr. Riek Machar Teny's visit to Khartoum in June 2013, establishing media contacts with international journalists based in Khartoum and monitoring the news coverage concerning the trip. A detailed media analysis report was produced after the trip which proffered lessons learned for future strategic communications activities by the Presidency;
- Preparing the Minister of Foreign Affairs and International Cooperation for his visit to the 68th UN General Assembly. Advisors assisted with drafting of talking points and developed a communications plan for the Minister, which outlined engagement opportunities with think-tanks, television talk shows and civil society organizations. The same materials were also provided to the Press Secretary of the Vice President's Office;
- Delivering communications support to 6th Speaker's Forum through numerous activities such as event planning, staging a background briefing with the Undersecretary Gabriel Gabriel Deng, inviting the media to the opening ceremony, coaching the Undersecretary on his opening speech, and drafting and disseminating a news release;
- Compiling a daily press digest which summarizes relevant news to the RSS published in the local and international media. This report is circulated to senior government officials by mid-morning. It provides them with situational awareness so they can cogently engage the media and be aware of thematic story developments.

Ministry of Cabinet Affairs

The NCoM's mandate spans reviewing and setting policies to following through on implementation, oversight and executive action. PROGRESS technical assistance at the MoCA in year one focused on strengthening the policy making process, including review and incremental implementation of the cabinet handbook to inform and streamline policy

formulation and how decisions are made. Support also focused on mechanisms for transmission and interpretation of policies.

Policy Development

One of the most important roles of the MoCA is to provide objective research and analysis to inform policy development and facilitate evidence-based decision-making in the NCoM. Despite the critical need for a policy and research arm, this function has yet to be institutionalized within the MoCA. As a result, cabinet decisions are often made without sufficient evidence, research or analysis. Policy proposals were not sufficiently scrutinized for technical relevance and budgetary impact, briefs were not developed to prepare ministries for weekly meetings and cabinet meetings tended to be long and drawn out as the cabinet struggled to hone in on the most important issues for discussion. All of these tasks fall to the MoCA, yet the ministry has struggled fulfill its mandate in supporting the NCoM. With PROGRESS support the MoCA has begun a systematic approach toward improving the functioning of the NCoM.

Figure 5: PROGRESS supported the Undersecretaries Forum with their regular meetings



Recognizing the need for this function, the MoCA's Strategic Plan discusses the formation of the Directorate of a Directorate of Policy Analysis and Research. Responding to this counterpart initiative, during the first year the project took initial steps to support the MoCA to stand up this Directorate. Working in close collaboration with MoCA counterparts, PROGRESS supported the ministry to develop a scope of work for the Directorate; templates for policy briefs and analyses; and job descriptions for policy researchers. After laying the groundwork, PROGRESS supported recruitment efforts to fill positions within the Directorate and provided initial training and guidance to staff on the development of policy papers. Once fully operational, the Directorate should be able to provide the NCoM with sound, objective policy research and analysis to facilitate evidence-based decision-making in the NCoM in line with the overarching goal of streamlining the policy development process.

Improving the quality of policy proposals that reach the cabinet was prioritized by the ministry as a critical first step toward improving overall NCoM operations. To this end, PROGRESS supported the MoCA in its efforts to revamp cabinet procedures. In the first half of the year, the MoCA proposed introducing a new step in the cabinet process designed to scrutinize submissions for their technical relevance and budgetary impacts before they reach the cabinet for discussion. The new procedures introduce technical review committees comprising undersecretaries across three clusters – economics, governance, and services – to review and vet policy submissions before they reach the cabinet. This added layer of review has improved the quality of cabinet submissions that reach the NCoM for discussion. In the past, detailed technical discussions tended to dominate cabinet meetings detracting

ministers from focusing on impact. With the introduction of the technical committee step, technical details are fleshed out by subject matter experts in the cluster meetings, saving time for the cabinet to focus on more important decision-making and implementation considerations. Prior to the technical review cluster step, almost all submissions made it through the cabinet process; today, the cabinet is sending many submissions back to the line ministries for edits and inclusion of analysis on how the policy impacts the development agenda and the budget. This should result in the adoption of better policies, more efficient decision-making and cultivation of linkages and efficient working relationships among RSS entities.

PROGRESS also supported the MoCA to prepare for weekly NCoM meetings more effectively. PROGRESS advisors introduced a new template and process for formulating the NCoM's weekly agenda. Coupled with better policy submissions that have been reviewed and vetted from a technical angle, the time ministers spend in cabinet meetings has been significantly reduced. The impact is significant. Now the cabinet meetings last no more than two hours, and the cabinet discusses on average between five and seven agenda items. In the past the same number of agenda items would require a full day of deliberation. Furthermore the ministers are now able to go back to their ministries, whereas in the past Fridays were dedicated to cabinet alone. It is the aim of PROGRESS to support MOCA to incrementally increase the number of agenda items discussed to twenty within the same two hour slot.

At a more macro level, the project has supported the MoCA to move away from engaging the NCoM in an ad hoc manner, but rather through a planned approach through the use of an annual policy calendar. With project support, the MoCA developed and distributed a ministry-wide circular requesting the annual plans of all national ministries. The project is now supporting the MoCA to standardize the documents received, with the view of establishing an official annual policy calendar that will help track the activities of the executive branch of government. This will also serve to hold ministries accountable for policy implementation as ministries will be required to report back to the cabinet on the status of implementation on a regular basis.

Strategic Planning and Performance Management

Given the MoCA's important role within the government, it is vital that the ministry has a clear vision and roadmap to guide its day-to-day activities. With a host of pivotal tasks under the MoCA's purview – support to NCoM, implementation of the cabinet handbook and government calendar, protocol, tracking and monitoring policy implementation, to name a few - efficient internal operations are a prerequisite for overall efficient government functioning. Equally important are prioritizing and allocating resources for optimal organizational performance. By asking key questions – *what are the ministry's strengths and how can they be leveraged?* And *what are the gaps and can they be closed?*



– PROGRESS, working alongside MoCA counterparts, supporting the ministry on its journey to build capacity in strategic planning to improve ministry operations.

Figure 6: PROGRESS advisor Joseph Tucker reviewing notes from the PROGRESS supported Cabinet Liaison training with Mr. Yein Thiang Luony Director of Policy Analysis in the Office of the Minister of Cabinet Affairs.



To this end, PROGRESS reviewed the ministry’s structure, conducted an organizational assessment, and provided recommendations to facilitate the completion of the MoCA’s five-year Strategic Plan (2013-2018). The Strategic Plan marks an important milestone in the Ministry’s past engagement with the executive level of government, and lays the groundwork for improved performance that can help shape government operations and improve how

the RSS conducts business. Following an organizational assessment, PROGRESS recommended a more streamlined organizational structure for the Ministry, which aims to increase productivity. Through the assessment and contributions to the Strategic Plan, PROGRESS guided MoCA to prioritize its activities and articulate a more realistic, actionable medium-term vision. In April 2013, the former Minister of the MoCA, Hon. Deng Alor Kuol, presented MoCA’s Strategic Plan to the NCoM where it was subsequently adopted and then presented to the National Legislative Assembly by the former Deputy Minister of Cabinet Affairs, Hon. Wek Mamer Kuol.

Monitoring and Tracking

Following adoption of the MoCA Strategic Plan, PROGRESS assistance then turned to implementation of key actions identified, such as establishment and implementation of mechanisms to report on and track cabinet resolutions. PROGRESS supported the MoCA to develop a Cabinet Resolutions Tracker and is working with staff to institutionalize its use within the ministry and NCoM. This will serve to help MoCA better track and monitor progress of policy implementation. Further, with an eye toward improving MoCA’s oversight role of reporting on government decisions, PROGRESS also supported MoCA to develop Quarterly Resolutions Reports that articulate information on cabinet resolutions and the status of policy implementation.

Poor coordination across RSS institutions has stifled the MoCA’s ability to effectively communicate resolutions throughout the government and monitor implementation. During year one, PROGRESS worked with the MoCA to identify actions to strengthen coordination on policy decisions and improve the follow of information back to the NCoM. A key activity in

this area was the identification of Cabinet Liaison Officers (CLOs) from RSS institutions to serve as focal point representatives in the line ministries to coordinate and report back to the MoCA and NCoM on policy implementation. The CLO concept was introduced both to improve policy implementation in the line ministries and open communication channels with line ministries and the MoCA. CLOs are tasked with policy monitoring and regularly reporting back to the MoCA on challenges. The CLO role is designed to build a structured process for reporting and tracking the implementation of decisions and for holding different institutions to account for delivering on actions promised in their Strategic Plans.

PROGRESS also supported the RSS to build and leverage linkages across institutions and strengthen communication channels. Collaborating with RSS counterparts, PROGRESS supported the MoCA to convene the first Undersecretaries' Forum in September 2013, which will bring together the chief technocrats from each ministry to monitor progress against strategic plans and policies and raise implementation issues requiring higher level decision-making. The success of the first forum is a positive sign toward building and sustaining linkages within the RSS to improve implementation of policy decisions. PROGRESS will work closely with the MoCA to hold the forum on a regular basis.

If properly supported and sustained, the Undersecretaries' Forum and the CLO roles could become powerful tools for building linkages across the government and improving implementation, monitoring, and tracking of critical RSS decisions and policies.

Problems Encountered and Proposed Solutions

Lack of traction with the Presidency: PROGRESS was not formally introduced to the Office of the President in the first project year. The lack of an introduction not only affects Objective One activities substantially but PROGRESS activities overall. Lack of meaningful engagements between USAID and Presidency and clear buy-in of PROGRESS at the highest level limits the integration of project advisers and counterparts. In some instances advisors have been perceived as spies rather than technical advisors.

One potential way forward is to engage the OoP through the Office's Chief Administrator.

In the communications work stream, project advisors proceeded with limited engagement with the President's Press Secretary. Another way forward (that was being pursued at the end of Year 1 and start of Year 2) is to continue to work through presidential advisers, the Ministry of Foreign Affairs, the MoCA and other government bodies. This has been programed into the project's Year 2 work plan.

5 OBJECTIVE 2: HARMONIZED LEGAL SYSTEM

Formulating and adopting rational, forward looking policies by the Council of Ministers are the first of many required steps before these policies bear fruit, primarily in the form of improved public services, safety and security, and economic opportunity for the South Sudanese population. As South Sudan improves the mechanisms for developing and monitoring policy at the apex of government, it will need to strengthen its systems for drafting the legislation and regulations required to actualize the policies. And as policies will often remain dormant without the required enabling legislation, the enabling legislation will be ineffective without a vastly upgraded South Sudanese public service capable of implementation of the new laws. Two years into its existence, the government is still struggling to capture the entire process into a seamless whole. Different institutions continue to set their own legislative priorities, draft poorly-constructed bills in a vacuum and eventually overload the legislative process with inadequate, low priority draft legislation that will be difficult to implement by even well-trained civil servants.

To assist the RSS improve this legislative drafting bridge, PROGRESS is working with the key institutions tasked with ensuring a consistent and coherent legislative framework – the Ministry of Justice, the Ministry of Cabinet Affairs and the National Legislature, as well as their counterparts at the state level. The primary goal is capacity building - building the fundamental skills necessary to draft, review, question and amend legislation in accordance with established policies, with the separate perspectives of the executive and legislative branches taken into account. For instance, while the Ministry of Justice will attempt to ensure that bills are drafted in conformance with prevailing legislation and within established policy parameters, the National Legislature must also act as a counterweight to the executive, probing both the underlying policy and ensuring the resulting bill adequately addresses outstanding concerns. In addition, the team is working with these institutions on strengthening the underlying processes that support legislative drafting – prioritization and tracking, document management and review, and, ultimately, dissemination to the public through the Official Gazette. Finally, PROGRESS also is looking at each institution as a whole to identify interventions to assist them better to implement their recently adopted strategic plans and supplementary annual action plans.

In addition, the project will provide demand driven support to the National Constitutional Review Commission as it develops the initial draft of the Permanent Constitution of the Republic of South Sudan.

Work Plan Results	Achievements to date
<p>Result 1: Faster and more efficient review of and action upon laws by various levels of government</p>	<ul style="list-style-type: none"> • Assisted the Ministry of Justice to finalize its Strategic Plan, Annual Action Plan and Directorate level work plans • Continued to work with the Ministry of Justice to produce a legislative tracker • Assisted the Ministry of Justice to present and have the NCoM approve eight human rights conventions • Assisted the Ministry of Justice to prepare and present South Sudan's human rights report to the UN Human Rights Council • Trained the first group of Parliamentary Liaison Officers • Conducted a workshop with the Council of States on its constitutional

Work Plan Results	Achievements to date
	<ul style="list-style-type: none"> roles and responsibilities, including in relation to review and adoption of legislation Assisted the NLA and MPA to plan and conduct the 6th Speakers Forum
Result 2: A comprehensive, consistent legal framework that supports the functioning of the RSS	<ul style="list-style-type: none"> Worked with the Ministry of Justice to form the first legal drafting teams with PROGRESS support. Assisted the Ministry of Justice to review thirty-five bills before cabinet submission Conducted a workshop with the National Legislative Assembly on the Constituency Development Fund Act implementation. Assisted the NCRC to train its civic engagement participants before gathering public opinion on constitutional issues
Result 3: A statute book containing all necessary laws for a functioning government	<ul style="list-style-type: none"> Prepared the initial templates for the Official Gazette Prepared a business plan for the Gazette Office, as well as roles and responsibilities Prepared an opinion on the legal requirements to start the Gazette for the MoJ
Result 4: Improved capacity of state Legal Administration Departments in the targeted states to deliver legal services through a decentralized system of legal administration.	<ul style="list-style-type: none"> Assisted the Ministry of Justice to develop and have adopted the first Legal Aid Strategy for the nation, as well as having Legal Aid funded with five million SSP (Legal Aid will primarily be rolled out at the state level).

Ministry of Justice

Like all RSS institutions, the Ministry of Justice (MoJ) is experiencing significant growing pains. Tasked with many functions, from legislative drafting and review to public prosecution and legal aid, the MoJ is a critical link both in the implementation of policy at all levels of government, but also facilitating fundamental tenets of the Transitional Constitution, including access to justice, legal aid and protection of basic human rights enshrined in international conventions, among many other things. The MoJ suffers from a lack of institutional resources to perform these functions adequately. The consequences include a growing but still deficient legal framework of which most citizens still have no knowledge and weak rule of law, with significant human rights issues being documented before international bodies, such as the Human Rights Council of the United Nations.

During the first two reporting periods of this year, as documented in the first two Quarterly Reports, PROGRESS built on existing relationships with the Ministry to expand the team's profile and engage in a broader, more strategic set of activities. The technical assistance provided through June set the stage for the comprehensive reforms envisaged by PROGRESS through the end of the project. While the details of these activities are provided in the previous Quarterly Reports, the following is a summary of the main accomplishments:

- Formation of two legislative drafting working groups by MoJ leadership, with each group supported by a PROGRESS advisor;
- Comprehensive assistance provided to the MoJ's leadership team to prepare a report for the UN Human Rights Council on the measures taken by the RSS Government to reduce human rights violations and to present that report in Geneva;

- Technical assistance to the Minister to prepare eight key international human rights conventions for adoption by the NCoM, and subsequent presentation to the National Legislature for ratification;
- Support to the MoJ to prepare the documentation for the establishment of a Legal Aid Fund that would provide legal counsel to defendants without means, which was approved by the NCoM with an initial funding of five million South Sudanese Pounds;
- Support to the MoJ to prepare and finalize its Strategic Plan and Annual Action Plans;
- Ongoing technical assistance to the MoJ leadership to review and prepare draft 35 pieces of legislation for submission to the NCoM by the end of September.

The final quarter of the reporting period, as mentioned above, witnessed a cabinet reshuffling during which nearly all sitting ministers were replaced. The MoJ was at the center of a dispute between the President and the National Legislative Assembly, as the proposed presidential candidate was rejected and has since not been named. This has resulted in a leadership vacuum at the MoJ since August, although the Deputy Minister has remained in office, but is less able from that position to promote reforms to the NCoM (concerning the Gazette, e.g.). However, despite this obstacle the project continued its successful trajectory by:

- Providing full-time, concentrated support to the two legislative drafting teams, with a focus on key draft legislation, including an array of public pension bills and legislation regulating small arms.
- Working closely with the Objective One Team and the Ministry of Information and Broadcasting to actuate the Government Printing Press and accelerate the christening of the Official Gazette.

Institutional Capacity Building

PROGRESS has been providing ongoing assistance to the MoJ to develop its underlying policy and strategic plans that will guide its development over the duration of PROGRESS and beyond. First, the project assisted the development of the MoJ's five-year Strategic Plan, which establishes its basic internal structure and sets priorities for the MoJ's activities. PROGRESS followed that up with support for effective planning through annual action plans that implement the Strategic Plan, and then assisted the MoJ's eight directorates to develop individual work plans.

During the last quarter, the project engaged in ongoing discussions with MoJ leadership about a Ministry of Justice Act to replace the prior Ministry of Legal Administration and Constitutional Development Act, which would also provide more substance to the functions of the MoJ and the mandates of its individual directorates. A framework bill has been developed, and should be further fleshed out and then put into the legislative process during the next annual reporting period.

In the last quarter, the project has also worked hard to get the agreement of the MoJ leadership to work with the MLPS&HRD and the PROGRESS' Objective Three team to conduct a performance assessment of the MoJ, as well as assist the MoJ to develop its job descriptions and establish its overall scheme of service. The Undersecretary has agreed and

the wheels are in motion to have this interaction commence in the first quarter of the next annual reporting period, with the full performance assessment occurring in early 2014 (after the MLPS&HRD has completed it for itself and learned how to deploy it).

Legislative Drafting and Process Support

The most significant inroad during the first nine months of PROGRESS was the establishment of legal drafting teams with which the project could work and build capacity. A serious deficiency with public attorneys in South Sudan is English language skills in general and legislative drafting skills in particular. Even more specifically, the members of the legislative drafting team are not the most qualified for this important task within the MoJ itself, so institutional issues compound an already serious problem. The project team is working with those whom the MoJ has appointed, but the expectation is that, as a result of the performance assessment and scheme of service activities outlined above, the foundation will be established to change the members of the team so that they at least meet the minimum qualifications for the task, which the majority currently do not.

The project kicked-off the support to these two groups with an initial working group session to discuss the perceived flaws and deficiencies both in drafting and the legislative review process. Working side-by-side with MoJ staff, PROGRESS advisors prepared a set of recommendations on how to improve legislative drafting – together identifying the most common errors and recommendations on how to fix them. Subsequently, the team began day-to-day working sessions with these teams on bills under actual preparation, beginning with the Small Arms Bill and then continuing with an array of public pension bills.

During these day to day sessions, the team has been striving to improve the MoJ's overall legislative review process, and not simply focusing on imparting drafting skills. For instance, the team has emphasized the need to interact with the originating line ministry to ensure that a proper policy statement exists that supports the legislation, and to ask for additional information about the intent of the legislation, which rarely happened before. The team has also advised, and worked closely with, the drafters and MoJ leadership to consider the interplay among legislation and related policies, as well as to consider prevailing legislation. A case in point is the recent spate of public pension bills (SPLA, police, law enforcement agencies), all of which deviate completely from the standard set just last year by the Pension Fund Act, 2012, and the recently adopted Civil Service Pension Act, 2013. The MoJ was set simply to pass the bills as they were (derivatives of the mirroring Sudanese legislation), without reference to existing legislation. This has resulted in a series of meetings with the line ministries and the MLPS&HRD to find a way forward and to discuss the proper standards, which simply would not have happened without PROGRESS support and advice.

On an ongoing basis, PROGRESS has been closely coordinating with counterparts at the MoCA and MoJ to include legislative tracking and a legislative agenda as part of the new cabinet procedures described earlier. This work remains ongoing, but is the next step necessary to integrate the global legislative development process so that only the most vital bills reach the MoJ.

Legal Aid

Increased international scrutiny has focused on the RSS' poor human rights record, including poor access to justice, as a result of which offenders and innocent civilians must battle a legal system that they do not necessarily understand. Particularly, low-income defendants are often tried without legal counsel present, and more than 200 inmates are reported to have been or still are, on death row without ever having had access to legal counsel. These alarming statistics formed the basis of the Human Rights Council's Technical Report on South Sudan in 2013 (see below), which noted severe deficiencies in the application of the rule of law in South Sudan.

To address this problem, the MoJ, with PROGRESS support, prepared a Legal Aid Strategy to improve citizens' access to justice. The NCoM approved the strategy and then subsequently approved the creation of a five million SSP Legal Aid Fund, the framework for which the MoJ prepared and submitted with PROGRESS assistance. In order to operationalize the Fund, the MoJ, with support from PROGRESS, UNDP and UNMISS, held a joint workshop to decide on the model for delivery of the assistance. Assistance will continue, particularly at the state level, to implement legal aid and provide the framework for the RSS to support defendants in need.

International Engagement on Human Rights Issues

Supporting RSS institutions to engage actively in the international arena was a significant project achievement. PROGRESS was able to support the MoJ to spearhead an RSS-wide effort to respond to the United Nations Human Rights Commissioner's Report on Technical Assistance and Capacity Development for South Sudan, both with a formal written submission to the United Nations and with assistance on making the formal presentation in Geneva. The project team guided the Ministry on how to approach the report and what questions to anticipate. The result was a widely-praised submission by the United Nations with additional commitments from other nations to South Sudan to help it address its many capacity needs and improve the human rights situation in the new nation.

Eight International Human Rights conventions and optional protocols approved by the National Council of Ministers with support from PROGRESS:

1. Convention on Special Aspects of Refugee Problems in Africa
2. African Charter on Human and People's Rights
3. Conventions on the Right of the Child
4. Convention on Elimination of all forms of Discrimination Against Women
5. International Covenant on Civil and Political Rights
6. International Covenant on all Forms of Racial Discrimination
7. International Covenant on Economic, Social and Cultural Rights
8. Covenant against Torture and other Cruel, Inhuman or degrading Treatment or Punishment

Dissemination of Laws and the Official Gazette

The issues surrounding the Official Gazette are complex, institutional and, therefore, difficult to resolve. The importance of the Gazette is not in question – each government needs an official vehicle to publish and disseminate its acts, decisions, law, regulations, appointments, notices and other official business. In some jurisdictions, these official acts are only official

once published in the Gazette. In any system, however, the Gazette acts as the mechanism for formal notice to the population of a new legal requirement. In South Sudan, the Official Gazette is mentioned in pre-independence legislation, but does not exist in reality, and few among South Sudanese can be said to be aware of the legal framework that governs their activity and behavior.

The MoJ has a tenuous institutional authority to publish the Gazette, but not the facilities or the human resources. The Ministry of Information and Broadcasting (MoIB) has the facilities and the manpower in the Government Printing Press (GPP), but not the official mandate. The project has been working with the two institutions to bring them together, and the appointment of the former Minister of Justice to the information and broadcasting portfolio is a very positive step. The project has commenced efforts to have the issues brought up before the NCoM for direction, since neither of the two institutions individually is capable of deciding the matter.

With the MoJ, the project has developed templates for the Official Gazette and, at the MoJ's request, provided written legal opinions on how to establish the Official Gazette. MoJ leadership, however, remains paralyzed on the issue, at least until the new minister is appointed. The project continues to work with the MoIB to establish oversight and operations over the GPP so that the RSS can begin to print the Official Gazette once the institutional arrangements have been established.

National Legislature

PROGRESS support to the National Legislature comprises technical assistance to three different institutions:

- Ministry of Parliamentary Affairs (MPA), which, until the summer cabinet reshuffle, was tasked with representing the executive branch in the National Legislature and building the capacity of its staff and members;
- National Legislative Assembly (NLA), the primary legislative body at the RSS level and one part of the National Legislature (NL); and
- Council of States (CoS), the other part of the NL, which is tasked with oversight over decentralization and the states, and to ensure that legislation adopted at the national level properly accounts for states' issues, concerns and rights.

Figure 7: Former Speaker of the Assembly James Wani Igga giving closing remarks at the PROGRESS supported Speakers Forum



The NL has yet to act as the proper check and balance on executive authority; even the presence of the MPA as a significant actor in legislative affairs implied a blurring and weakening of legislative authority. The NLA, as the successor to the pre-independence Southern Sudan Legislative Assembly, is the more well-established of the two NL chambers, but the members of which are far less experienced than the CoS, which was a post-independence invention primarily to place parliamentarians from the prior Government of National Unity. The CoS continues to be plagued by a misunderstanding of its role and purpose, while the NLA suffers from a lack of capacity to prioritize and manage its legislative affairs, including review of legislation, and to maintain a proper oversight role over the executive.

PROGRESS technical assistance to the National Legislature is another area aimed at helping South Sudan build democratic institutions that support the rule of law. Assistance aims to facilitate the capacity of the legislature as an independent arm of government. A well-functioning legislature is one that exercises its core mandates of legislation, oversight, representation and services in an expeditious, fair and just manner. During the first year, PROGRESS has found it necessary to emphasize the central role the constitution plays in spelling out the mandates and competencies of each arm of government. This is necessary in ensuring that the legislative and executive branches' constitutional roles and the functions of each branch and their associated entities are properly understood to minimize overlaps and reduce unnecessary tension.

PROGRESS' primary goal is to improve the legislative drafting and review process at the NL. This broad scope includes support for tracking bills in the NL, support for developing and improving Code of Business Regulations (primarily at the CoS and the inter-house committee), and working with key committees in both chambers as they consider, review, amend and report on bills. Institutional support in terms of strategic plan development and infrastructure upgrades are also potential areas of additional support moving forward into the second year of the project.

Until the final quarter of this reporting period, the project worked closely with the MPA to design a series of interventions and workshops with both the NLA and the CoS. These activities were designed to initialize PROGRESS activity in the NL and provide the platform for future engagement. Highlights from the previous periods, include:

- Organization of a workshop with the Council of States that covered the latter's constitutional roles and responsibilities and its relationship with the NLA, the executive branch and the states;
- Review of the operations of the Constituency Development Fund with the entire NLA over two days, including the legal foundations, reporting on expenditures, the manner of projects selected, etc.;
- Training Parliamentary Liaison Officers from each ministry on their roles and responsibilities in coordinating and tracking ministerial response and implementation of parliamentary resolutions;
- Assistance in reviewing and finalizing the MPA's Strategic Plan and annual action plan;
- Working with the MPA to establish its job descriptions and scheme of service.

With the government transition over the summer, the MPA was absorbed into the MoCA, with the latter assuming the MPA’s mandate and functions (the Undersecretary of MPA has since become the Undersecretary of MoCA). As such, the MoCA has a strengthened mandate to track the development of legislation, from policy through enactment by the NL, a previous function of the MPA. It continues to promote good governance and political participation by youth and women’s groups. In the last quarter of the reporting period, project highlights included:

- Spearheading the 6th annual Speakers’ Forum and the first since independence. The Forum brought the governors, speakers and other key representatives of the states to address governance issues, particularly the frayed relationships between executive and legislative branches at all levels of government, as well as the relationship between national and state governments;
- Assisting the MPA to merge its functions into MoCA, including aligning the strategic and annual action plans;
- Assisting the Centre for Democratic Governance, Policy Research and Parliamentary Studies (CDG), a think tank attached to the MPA/MoCA, to develop curriculum for two master programs for civil servants, one on policy studies and the other relating to political governance, to be provided in coordination with the University of Juba;
- Establishing new relationships with the new Speaker and Deputy Speakers of the Council of States and National Legislative Assembly.

In working with the former MPA on a filing and registration system for bills ready for tabling in Parliament, RSS noted issues to flag with the National Legislature on the bills to be introduced in the Assembly. Key bills include access to international treaties and conventions, and the Customs Service Bill which seeks to provide a regulatory framework to govern and regulate functions and powers of the Customs Service.

Ministry of Parliamentary Affairs (now MoCA)

Institutional Support

Prior to MPA’s absorption into MoCA, PROGRESS assisted MPA to finalize its core strategic documents and commenced developing its scheme of service, nominal roll and job descriptions, in conjunction with the MLPS&HRD. The project also conducted an assessment of the IT needs of the MPA. This work was not in vain, as the project then worked with the MoCA to incorporate the MPA, including absorbing its directorates and working to modify the MoCA’s Strategic Plan and Annual Action Plans to include the MPA.

Legislative Tracking Support

In response to the need for both a set timeframe for steps in the legislative life-cycle and better tracking mechanisms, PROGRESS supported the MPA to identify the specific need for a legislative bill tracker and outline a roadmap for implementation. The tracker will serve as a tool to promote coordination and collaboration on legislative drafting, policy formulation, and the introduction of legislation into the NL. The project also worked with the MPA to establish a filing and registration system for bills ready for tabling in Parliament.

To achieve better coordination with the NL and line ministries, PROGRESS supported the former MPA to identify Parliamentary Liaison Officers (PLOs) to serve as the main points of contact for the legislative branch to follow up on parliamentary resolutions. The PLOs would support their respective ministries under the coordination of the MPA, as the bridge between the executive and legislative branches. Following discussions with the respective Undersecretaries, each Ministry identified and appointed the PLOs. In June 2013 the project held a workshop for the newly appointed PLOs to explain their function and duties. With the government reorganization, the project is working with the MoCA to determine the future of the PLO function.

Centre for Democratic Governance, Policy Research and Parliamentary Studies

The Centre for Democratic Governance, Policy Research and Parliamentary Studies (CDG) is in its infancy at the former MPA. The CDG was established with the policy goal of improving democratic governance, public policy making and parliamentary practices for achieving sustainable development in South Sudan (MPA Policy Framework and Strategic Plan 2012-2017). The CDG is uniquely positioned to help strengthen South Sudan's democracy and rebuild its rule of law institutions, but it first must establish itself as a think tank with an independent legal mandate, although interdependent on the Executive.

Presently, CDG has very limited capacity in terms of developed structures and permanent staff. In response to this, during the first year, PROGRESS focused on providing support to the operations and is working to develop CDG's legal and policy framework, provide skills training to CDG personnel, and develop and manage programs. In May 2013, PROGRESS completed the first phase of a needs and capacity assessment for CDG to guide further support and technical assistance.

Since June 2013, the project has been working with the Centre to develop curricula for the following two master degree programs: 1) Policy research; and 2) Political management. The programs will be offered to civil servants in conjunction with the University of Juba.

Council of States

Institutional Support

Figure 8: Question and answers during the workshop with Council of States



PROGRESS conducted a workshop on the roles, responsibilities, and challenges facing the CoS in executing its mandate. The CoS was formed late in the constitutional process to accommodate the South Sudanese members of the Council of States in Khartoum and other presidential appointees as per the Transitional Constitution. The CoS workshop provided a forum for members to: clarify relationships with the executive, the National Legislature, and state governments; identify areas of constitutional weaknesses and means to address them; and

identify bottlenecks and/or areas that could be immediately corrected to improve

effectiveness. The resolutions adopted by the CoS in the workshop formalized commitments to work with the project and a foundation for further PROGRESS activity.

PROGRESS has commenced working with the CoS on finalizing its Code of Business Regulations and will assist that body's committees to review key pieces of legislation that have significant impact on the decentralized system of government in South Sudan.

National Legislative Assembly

Institutional Support

PROGRESS' first intervention with the NLA was at the latter's request to assist in the understanding and subsequent strengthening of the Constituency Development Fund (CDF), which is essentially a fund for NLA members to finance projects in their home districts. With the MPA and NLA, PROGRESS held a high-level workshop on that topic and focused on the mechanism for implementing projects – including local buy-in and consultation as well as tracking progress and accounting for funds – as well as the efficacy of the current CDF Act. The CDF workshop outlined the issues facing implementation and identified deficiencies to be addressed. Besides identifying challenges and opportunities in the uptake and utilization of the CDF, the workshop identified the need for amending the CDF Act 2007 to bring into conformity with best practice and the requirements of the Transitional Constitution, and the NLA requested PROGRESS' assistance on that score, which work will commence in year two.

The 6th Annual Speakers' forum: In his speech opening the 6th Speakers' Forum, President Salva Kiir Mayardit charged the participants to take collective action and identify concrete solutions that harmonize the legislative process, improve oversight functions, and strengthen mechanisms to root out corruption.

Results: Participants outlined a range of legal, administrative, and constitutional mechanisms to address challenges including: improved coordination through a bill tracking system; more effective distribution of funds to the states, and prioritizing legislation and policies to build infrastructure, catalyze agricultural growth and ultimately improve service delivery to the people of South Sudan.

Speakers' Forum

To improve coordination between the executive and legislative branches and the understanding of government officials of their roles, PROGRESS supported the NLA to host the 6th annual Speakers' Forum. Convened under the theme, "Celebrating our diversity, managing conflict, and enhancing the unity of South Sudan", the Forum brought together over 200 members of the executive units and legislatures across the ten states. During the three-day event, officials engaged in dialogue on parliamentary practices, legislative oversight of the executive branch, and the drafting processes for the Permanent Constitution. Events such as the Speakers' Forum help to improve linkages across RSS institutions and strengthen checks and balances among the executive and legislative branches.

As a result of the Forum, the participants considered how to develop locally inspired solutions to resolve the unique challenges facing their states and collectively developed a set of resolutions designed to streamline governance in South Sudan through accountable and transparent democratic processes. The resolutions outlined a range of legal,

administrative, and constitutional mechanisms to address challenges including: improved coordination through a bill tracking system, more effective distribution of funds to the states, and prioritizing legislation and policies to build infrastructure, catalyze agricultural growth and ultimately improve service delivery to the people..

National Constitutional Review Commission

The Republic of South Sudan has given itself the task of is currently writing a Permanent Constitution of South Sudan (PCSS). This process is not an entire overhaul of the current Transitional Constitution, but rather an effort to build on it. The road map and the timeframes are clearly articulated in the Transitional Constitution but the process continues to face serious funding challenges. On its part, PROGRESS has identified the need for awareness building on the Transitional Constitution as key to understanding the current state and mandates of the various players and as a necessary step towards informing the provisions of the PCSS. Every workshop convened by Objective Two has had a session on the drafting process for the PCSS and the constitutional implications of the issues addressed in the workshop.

In collaboration with USAID funded South Sudan Transition and Conflict Mitigation projected, implemented by AECOM, the project facilitated a two-day workshop in Aweil, Northern Bahr el Ghazal (NBeG). The executive and legislative branches in NBeG requested training in their constitutional roles and functions as per the Transitional Constitution, and how they can participate in the drafting process for the Permanent Constitution and, thereby, inform its content. One of the resource persons at the NBeG workshop was Mr. John Natana, Secretary General of the National Constitutional Review Commission.

In conjunction with NDI, the project assisted the National Constitutional Review Commission to conduct a training of civic education officials designated to gather public input on the ongoing constitutional development process. Using material prepared by NDI, the project helped facilitate the workshop and provided expert commentary on constitutional issues raised during the discussions.

Problems Encountered and Proposed Solutions

Lack of qualified drafters- Legislative drafters at the MoJ are poorly qualified and suffer from a lack of discipline. The project intends to use the performance assessment in year two to drive a change in the composition of the team to reflect better the job description and qualifications required to be a legislative drafter.

Mandate of the Gazette- There is an institutional struggle over the mandate for the Official Gazette between the MoJ and the MoIB. The project intends to force the issue by having it brought to the NCoM for resolution and direction.

6 OBJECTIVE 3: CAPACITY DEVELOPMENT

Without a capable civil service workforce, none of the policies, strategies, or decisions made by the National Council of Ministers, nor any of the laws enacted by National Legislature, will be implemented properly. The real impact is the RSS' inability to deliver basic services to its citizenry, which will set back the development of the nation for many years.

The RSS has long struggled with low capacity across the public service, which has been used more as a substitute for welfare and retirement schemes, on the one hand, and for endemic nepotism on the other. No reliable figures are available to count or classify public servants, which impedes the development of well-considered capacity development strategies for the civil service. Poor recruitment policies have resulted in staff working in roles for which they are not qualified and a misallocation of resources, and heterogeneous interpretation of the Civil Service Act has led to multiple approaches to recruitment, retention and promotion across the public service institutions. There are no standardized job descriptions for positions in the government that outline the qualifications, tasks, and deliverables of staff. This has contributed to productivity issues and uncertainty within institutions over roles and responsibilities and accountability. Further there is no standardized document or "Nominal Roll" that accurately reflects staffing levels and resource allocation. The lack of job descriptions and a training strategy coupled with the dearth of information on resource levels has resulted in a largely unproductive public sector workforce in the RSS.

The Ministry of Labour Public Service and Human Resource Development (MLPS&HRD) is the RSS institution tasked with addressing low staff capacity and human resources management matters across the public service. Despite the importance of its mandate (and ramifications for the sustainability of all development aid projects in the government) the MLPS&HRD itself has been plagued by lack of resources and remains understaffed and underperforming in its key departments. Given the internal organizational challenges at the MLPS&HRD, the ministry has struggled to develop a strategy to address capacity development for the government.

With these environmental challenges in mind, PROGRESS activities under Objective Three aim to support the RSS to assess, plan, implement, and track capacity development across government institutions, with the ultimate goal of building a productive civil service workforce capable of effective service delivery. While Objective Three's main goal is to support capacity development by working through the national and state-level MLPS&HRDs, the activities of Objective Three cut across and have ramifications for all project technical areas. PROGRESS works through target MLPS&HRDs directorates at the national and state-level to establish the policy and strategic framework necessary for the RSS civil service to reach desired, sustainable levels of performance over the long-term.

During the reporting period, the project executed the first **Training Needs Assessment** of national-level RSS institutions to identify immediate training needs of public servants. The information identified in the assessment is being used to develop the RSS master curriculum and prioritize training delivery for staff.

Work Plan Results	Achievements to date
Result 1: Functional HRD and MLPS&HRD at the central and targeted state levels	<ul style="list-style-type: none"> • Provided ad hoc coaching of the new Minister of MLPS&HRD, Undersecretary PS&HRD, Undersecretary of the Recruitment Board, and Director Generals • Developed South Sudan context specific CYPRESS organizational assessment methodologies which led to the development and prioritization of Ministry performance goals in line with the MLPS&HRD Strategic Plan for 2012-2016, parameters to be utilized reflect baseline capacity of institution and civil servants • Assisted the MLPS&HRD, in collaboration with other development partners, to finalize the Public Service Regulations to be submitted to the NCoM for final approval (pending approval within NCoM) • In collaboration with other development partners, developed and introduced standardized Nominal Roll to be utilized by all Ministries as centralized source for Payroll, HRIS, and Pension data • Assisted the DMS to develop a standardized Job Description template format to be utilized by all Ministries (pending approval RSS approval) and ran a pilot with the Ministry of Cabinet Affairs • Assisted the Ministry to conduct several coordination meetings with state Director Generals on the various reform initiatives occurring across the nation, including the roll-out of the training needs analysis
Result 2: Baseline training needs analysis, training strategy and training framework for the civil service	<ul style="list-style-type: none"> • Assisted the DHRD, to conduct the baseline Training Needs Assessment (TNA) with participation of nearly 400 civil servants across national RSS institutions. • Prepared and submitted a TNA report of findings to the MLPS&HRD for approval, with anticipated subsequent submission to NCoM for approval leading to the development of a National Public Service Skills Development Strategy (NPSSDS) • Assisted the MLPS&HRD, in collaboration with other development partners, to finalize and secure NCoM approval of the National Training Policy.
Result 3: Effective use of HRIS by MLPS&HRD and RSS to inform HR policy and make staffing decisions	<ul style="list-style-type: none"> • In collaboration with CBTF and other development partners, developed and introduced standardized Nominal Roll to be utilized by all Ministries as centralized source for Payroll, HRIS, and Pension data • Conducted collaboration/transition discussion with CBTF to identify activities to monitor and transition as part of CBTF phase-out [i.e. Payroll, HRIS, Pension, IT room support (specification developed, PROGRESS funding share identified, concept note developed and submitted to USAID for approval), training, etc.]
Result 4: Improved skills leading to improved job performance by civil servants	<ul style="list-style-type: none"> • Conducted English language training (Levels 1-4 – Beginner English, Elementary English, Intermediate English, and Advanced English) for 32 staff from MoCA, MoFEP, OoVP, and OoP. This training was a continuation of training from 2012 EGPSS. • Assisted the MLPS&HRD, in collaboration with other development partners, to finalize and secure NCoM approval of the Induction to the Civil Service Manual
Result 5: Further development of modules of the RSS training curriculum	<ul style="list-style-type: none"> • Assisted DHRD, with the support of Skills for South Sudan, to revise Master Curriculum for Public Administration and Management course outlines for Induction to the Civil Service and Records Management
Result 6: More efficient process of linking appropriate trainees with appropriate training	<ul style="list-style-type: none"> • Assisted the DHRD to identify preliminary trainee lists for Induction to the Civil Service, Records Management, and English Language

Ministry of Labour, Public Service and Human Resource Development

To support the MLPS&HRD in its institutional mandate as the entity responsible for building human and intuitional capacity across the government, PROGRESS work in Year 1 focused on identifying immediate, generic training needs of civil servants to inform roll out of the RSS master training curriculum, and improving the institutional capacity of the ministry itself.

Information collected on civil servants' training needs will be used to develop the RSS master training curriculum and prioritize initial training delivery. The project also initiated an organizational capacity assessment of the ministry and provided coaching to key counterparts to strengthen functioning of targeted partner directorates.

PROGRESS also supported MLPS&HRD to develop essential human resources management tools for eventual use across the public service. With PROGRESS support the ministry designed a standardized job description format to use for positions across the RSS. This is a huge step toward streamlining and refocusing work of individuals across the government. Additionally, PROGRESS collaborated with other donors at the MLPS&HRD to coordinate assistance. Working closely with the CBTF, PROGRESS supported development of a nominal roll for the government. At the close of the first year, PROGRESS had made marked progress toward mapping out job descriptions across two target institutions (the MoCA and the MLPS&HRD) and rolling out the nominal roll.

Institutional Support

Functional Executive Leadership Office within the MLPS&HRD

Due to some historical issues, establishment of a productive relationship with the MLPS&HRD was an essential undertaking at the outset of the first year. This was successfully accomplished and the Ministry accepted the PROGRESS as a key development partner. This led to cementing close relations with the executive leadership of the MLPS&HRD (Acting Minister, Undersecretaries and Director Generals), including ongoing coaching.

With the appointment of a new minister in August the project quickly began building close relations with his office and began providing ad hoc coaching, including assisting in the development of the 100 Day ministerial work-plan, as required by the Office of the President.

The project also developed a plan to bolster executive operations within target ministries. The plan consists of seven modules, which are being further developed for full implementation during the project's second year. During this past reporting period, the project conducted initial training on "How to manage an Executive Office" for the staff of the Minister of Cabinet Affairs.

Donor Collaboration within the MLPS&HRD

Collaboration with other donor funded projects at the MLPS&HRD is a key component of the PROGRESS work plan. The project took care to coordinate efforts with other donors to realize synergies, avoid duplication of efforts, and secure maximum benefits from their initiatives. Collaboration with the Capacity Building Trust Fund (CBTF) on the development and introduction of the nominal roll (to be utilized by all ministries as a centralized source for payroll, HRIS, and pension data) is just one highlight of successful donor coordination during the year. Further, with CBTF programs coming to an end by January 2014, PROGRESS has been playing a key role in assisting the MLPS&HRD to develop and implement a transition plan to safeguard the sustainability of the HRIS, South Sudan Electronic Payroll System (SSEPS) and the pension system. PROGRESS will continue to play a key role in this area, particularly in helping to make sure the HRIS is sustained.

Performance Assessment

Since the summer of 2013, PROGRESS has worked carefully with the MLPS&HRD to prepare for a performance assessment of the ministry, which will guide capacity development activities going forward as well as business process alignments. The goal was to socialize the approach with the ministry by working jointly to tailor the methodology and assessment tools specifically to the South Sudan context to achieve the best results. In addition, a key goal of the project was to begin to develop the capacity of the Directorate of Management Services to participate directly in the assessment, and then be able to roll it out with the project across other ministries.

In September, PROGRESS officially kicked off the process with a goal setting workshop, during which key MLPS&HRD directorates identified their key performance goals and targets and merged these goals with those of the ministry as a whole in line with the MLPS&HRD Strategic Plan for 2012-2016. These goals will form the foundation for the following steps in the assessment, as well as the desired end state against which the MLPS&HRD progress will be measured. In addition, the workshop assisted the ministry to comply with its requirement to submit its “100 Day Goals” to the NCoM.

Implementation and use of the Nominal Roll supports better Public Financial Management – If institutions do not know how many staff they have, they cannot effectively plan or allocate budgets. Data screening of the Nominal Roll screening of the nominal roll may result in reduced wages, change in grades, and removal of “ghost” staff from payroll

PROGRESS will continue to work with the MLPS&HRD Organizational Assessment Focal Group to implement the assessment, which will continue into the second year. The next phases of the assessment will focus on a skills gap analysis. This information will also feed into the development of recruitment policies and inform the ministry of gaps in human resources.

South Sudan Public Service Regulations

In an effort to promote a unified interpretation of regulations cross the civil service, the project supported the MLPS&HRD to finalize the South Sudan Public Service Regulations. CBTF held a workshop and PROGRESS provided inputs into finalizing the document.

Nominal Roll

In collaboration with the MLPS&HRD and CBTF, PROGRESS supported development of a nominal roll template to enable the RSS to understand basic statistics about its workforce, reduce corruption and misallocation of resources, and streamline payroll procedures. The nominal roll is a vital tool that enables the government to know how many civil servants exist in the workforce and in what positions. With project support, the nominal roll was introduced through the SSEPS, the RSS government payroll tool, for immediate use by government institutions. Training was provided to ministry users by the CBTF with PROGRESS support. As the system moves into the implementation and adoption phase, the nominal roll will be certified by all ministries (DG of Finance and Administration) prior to monthly payroll. This adds a new layer of transparency and accountability that RSS institutions previously lacked:

the roll must be submitted according to SSEPS specifications or else it will be rejected. This is a positive step as there are currently many “ghost” employees listed in manual payroll systems. There are still a few loopholes, which will be addressed through the introduction of a national identification card for all government employees targeted for December 2013.

The importance of the nominal roll is that it helps address information gaps and can help to improve allocation of resources. First and foremost it will assist with “clarity of establishment” of each institution and give a clearer picture of an entity’s true organizational structure. The nominal roll will indicate all employees’ levels and departments. Secondly, it will help the government to know how many civil servants are in the system based on the civil service regulations and classifications. Once the nominal roll is fully implemented, the government should finally have a better sense of the statistics of its workforce. This will support efforts to improve recruitment practices across the government and enable RSS to develop sound recruitment policies based on actual needs. This will also help RSS to craft recruitment policies that target women or other marginalized populations to improve diversity within the workforce. Third, an approved and standardized nominal roll aligned to the RSS budget supports improved Public Financial Management (PFM) practices. If the government does not have a clear picture of how many employees it has and where they are working, it is impossible to develop accurate institutional budgets that correctly account for payroll expenditures. Ultimately this improves resource allocation and transparency and should reduce corruption.

PROGRESS is now working alongside the MLPS&HRD and CBTF advisors to develop the national ID card for government employees. The national ID card will be reflected in the nominal roll to reduce the ghost workers and increase the credibility of the payroll system.

Job Descriptions

Institutionalizing job descriptions is a critical aspect of well-functioning institutions. Adoption and use of standardized job descriptions will set the foundation for:

- improving recruitment practices across the RSS, including proper hiring of appropriate and qualified civil servants for each position;
- assisting institutions to select and target appropriate training courses to build the skill-set of staff in specific technical positions and make sure the right employees are selected to attend relevant trainings (instead of ad-hoc training for anyone wants to attend); and
- developing career succession plans for public servants to help staff achieve their professional goals.

The RSS currently lacks standardized job descriptions, resulting in many employees with insufficient knowledge of what their position actually entails. In response to this issue, PROGRESS assisted the MLPS&HRD to develop a job description template for use across the RSS. Institutionalizing the use of job descriptions that map out the roles, responsibilities, qualifications, and expected outputs of staff and aligned to the nominal roll contributes to the overarching goal of developing a more efficient and effective civil service.

During the first year, PROGRESS worked with two ministries (MLPS&HRD and MoCA) to populate and develop actual job descriptions for specific categories of positions. In the MLPS&HRD and the MoCA, PROGRESS completed job descriptions for staff within the Offices of the Minister, Deputy Minister, Undersecretary, and the Directorate of Finance and Administration. Job descriptions were also developed for other key offices in these institutions, including the Office of the Secretary General. At the MLPS&HRD the team populated job descriptions for the Recruitment Board and the Directorate of Human Resources Development. Remaining directorates of both institutions were in progress at the close of the year and will be completed within the next quarter.

Once complete, PROGRESS will submit these job descriptions to the MLPS&HRD who will use them as a standard format for all public institutions across the country. The next phase will be institutionalizing job descriptions and supporting ministries to make sure employees are appropriately staffed according to the qualifications in the descriptions and able to fulfill newly identified areas of responsibility. The project will focus on descriptions for the MoJ and the Office of the Presidency.

Building linkages with state MLPS&HRDs

PROGRESS advisors working at the MLPS&HRD and at the state level collaborated to help build linkages among state and national MLPS&HRDs to improve coordination and communications. In support of this effort the project convened the following sessions with state level MLPS&HRDs:

- In the second quarter, PROGRESS assisted the MLPS&HRD to bring nine state ministers of LPS&HRD to Juba for a two-day workshop to develop proper linkages between the ministry and state ministers, share the outcomes of the TNA, and develop consensus on how to address challenges.
- In July, the MLPS&HRD, CBTF and PROGRESS brought the state DGs to Juba for a Joint National & State Public Service Steering Committee Meeting to review and discuss activities of USAID/PROGRESS and CBTF. This meeting set the groundwork for further close collaboration between PROGRESS and other development partners. PROGRESS also shared outcomes of the TNA survey and informed participants of the key areas of training needs of civil servants at the national level.
- In September, PROGRESS and the CBTF assisted the MLPS&HRD to conduct a two-day meeting with all State DGs to introduce the new Minister of LPS&HRD and promote necessary linkages across the states and among development partner programs.
- Following the meeting with state DGs in September, PROGRESS held a special working session for the DGs from the project's target states - Jonglei, Northern Bahr el Ghazal and Upper Nile - to review PROGRESS activities and prepare for the TNA survey in the states. The first state-level TNA will be conducted in November 2013 in Jonglei.

Training Needs Assessment (TNA)

Responding to the urgent need for a comprehensive, well-coordinated capacity development approach across public institutions, the MLPS&HRD, with PROGRESS support, executed a Training Needs Assessment (TNA) of civil servants working at the national level. The assessment survey was designed to identify generic and non-technical training needs of civil servants at the national level to inform the development of targeted capacity development programs and professional development courses.

Working closely with the MLPS&HRD and its development partner, the Kenya School of Government, the team surveyed 392 civil servants (Grades 1 to 10, 12 and 14) across RSS institutions. The assessment itself was conducted in an abbreviated timeframe in order to document the most urgent training needs inhibiting current performance levels.

Preliminary findings of the assessment indicate an immediate need for training in public administration practices and standards. As part of the assessment, the project is currently in the process of development of new and updated Master Curriculum for Public Administration and Management: Induction to the Civil Service, Records Management, Information and Communication Technology (ICT) and English language training. The curricula for these immediate priority topics will be finalized and delivered within Year 2.

Figure 9: The figure below represents a simplified roadmap for targeted and systematic training of civil servants within South Sudan. A more detailed roadmap is included within the Training Needs Assessment Report.



Results of the Training Needs Assessment survey were shared with the former Acting Minister of MLPS&HRD, Hon. Kwong Danhier Gatluak and the Undersecretary of PS&HRD, Hon. Angeth Acol De Dut. The TNA report has also been shared with the new MLPS&HRD Minister, Hon. Ngor Kolong Ngor for institutional approval, as is pending submission to the NCoM for final approval, paving way for subsequent development of a National Public Service Skills Development Strategy (NPSSDS). In addition, the results of the TNA have been presented to the following audiences:

In the second year, the project plans to further roll-out national TNA results in a 2-day workshop with Training Managers across all RSS institutions, establishing practical linkages between identified priority training topics to draft training plans at the individual institutional level

The project is in the process of rolling out the TNA at targeted state-levels (Jonglei, Northern Bahr el Ghazal), starting with Jonglei in late November 2013. Project state team representatives are currently canvassing state-level institutions within Jonglei to capture count of civil servants by grade and institution.

Civil Service Training Policy

Responding to the urgent need for a civil service training policy to build capacity across the work force, PROGRESS collaborated with other development partners and assisted the

MLPS&HRD to finalize and secure NCoM approval of the Civil Service Training Policy. The policy provides guidelines for management and coordination of training and capacity building efforts across the civil service, and affirms the RSS' commitment to this important effort. Linked to the RSS Master Curriculum for Public Administration and Management, the Civil Service Training Policy outlines procedures for consistency in management decisions regarding equitable and strategic training allocations, as well as individual, program and institutional performance measurement of capacity development interventions.

The approval of this policy is an important component of the foundation for improving the capacity of civil servants to deliver public services efficiently. This policy is closely related to necessary components of standardization outlined within the TNA and slated for inclusion in a National Public Service Skills Development Strategy (NPSSDS).

Training Delivery

The TNA identified a priority list of generic, non-technical trainings immediately applicable to civil servants across RSS institutions. The project focused on the following topics for immediate revisions to the Master Curriculum revision: Induction to the Civil Service; Records Management; and Information & Communication Technology (ICT). In addition to the three aforementioned topics, the project identified the need to develop a standardized English language curriculum for use with the context of the civil service in South Sudan.

During the first year, the project completed the initial footwork to address curriculum development and training logistics. The project team collaborated with the MLPS&HRD to develop and secure NCoM approval of the Induction to the Civil Service Manual. In addition, the team assisted the DHRD to review the Master Curriculum for Induction to the Civil Service and Records Management, and outlined revisions to address the needs of the current civil service population. In preparation for trainings to be conducted in November and December, 2013, the project has assisted the DHRD to identify preliminary target trainee lists. Course materials for Records Management and Induction to the Civil Service were still under development at the end of the reporting year. These materials will be included as standardized curricula within the updated Master Curriculum.

In response to the findings of the TNA, particularly the pervasive lack of English skills throughout the government, the project collaborated with the MLPS&HRD to define a targeted series of language courses and an initial audience. The overall goal of effort is to enable civil servants to effectively function and utilize their institutional skills to operate in an English language environment (i.e. draft memos, write reports attend and document meetings, etc.).

At the urgent request of the MLPS&HRD, the project conducted English language training (Levels 1-4 – Beginner English, Elementary English, Intermediate English, and Advanced English) for 32 staff from MoCA, MoFEP, OoVP, and OoP. This training was a continuation of training from the EGPSS project and addressed an immediate need for foundational English language skills. The continued urgency of this request paved the way for consideration of more robust language programming to address a critical need for standardized and accredited English training within the civil service. As such, the project

developed a concept note to develop A1-A2 Common European Reference Framework (CEFR) level curriculum for use within the RSS civil service. Once developed, within the second project year, this curriculum will be utilized to address the critical training needs of 82 civil servants who had previously worked within the system in Khartoum (grades 7-12).

The project has sought approval from USAID to engage the British Council to develop an updated curriculum based on identified needs and skills gaps, couched within Adult Learning Andragogy and Content Language Integrated Learning (CLIL) pedagogy and utilizing the civil service lexis of the Master Curriculum. If agreed to by USAID, in order to prepare participants with the foundational English required to undertake A1 level training, the project will begin to train civil servants at A0 level, utilizing basic in-house curriculum. In anticipation of this A0 training and A1/A2 curriculum development, all 82 participants will undergo placement testing to inform language levels and class placement in the next quarter.

Problems Encountered and Proposed Solutions

Lack of human resources - The ministry does not have sufficient staff in key directorates. For instance, only three of the twenty-eight positions allocated to the DHR are filled, and two out of the fifteen positions allocated to DHRM. This has caused tremendous challenges and problems for the ministry to operate and for PROGRESS to have a counterpart to train and assist. The Recruitment Board for the entire civil service has only four officers. In reality, the “Recruitment Board” is non-existent and not functional.

The new minister has prioritized this challenge and has indicated he will establish a system to bypass the current hiring freeze and appoint suitable individuals. PROGRESS has offered to assist in writing job descriptions, and participate in the evaluation and appointment processes if assistance is required in these areas.

Lack of financial resources – Due to austerity measures, the MLPS&HRD has few financial resources to undertake meaningful activities and is progressively becoming dependent on donors for all capacity building activities. Through the institution assessment process and placement of an international advisor in the **Directorate of Policy, Budget and Planning**, PROGRESS is becoming directly involved in planning activities and budgeting for 2014-2015. Hopefully, PROGRESS will be able to rationalize the budgeting process and its allocation in a more systematic manner.

Lack of discipline and low morale across the civil service – There is an alarming lack of discipline and low morale within the civil service. This is caused by lack of incentives (including, occasionally, unpaid salaries for months). Further, the civil service is flooded with many non-classified, unskilled personnel on the one hand, and jaded older public servants simply waiting out for their pensions (some are over 70), on the other. This leaves the “middle” group, sandwiched between these two groups, frustrated and demoralized.

PROGRESS has been encouraging the CBFT (as the lead donor working on the pension fund) to expedite pension issues. PROGRESS has actively taken part in workshops, trainings, and meetings to help whenever possible on this issue.

7 STATE LEVEL IMPLEMENTATION

The ten states of South Sudan face similar, if not more pronounced, governance challenges as the national government. With more scarce human resources, greater infrastructure needs and limited access to training, the states are hard-pressed to build the governance structures necessary to deliver the services and implement their own, as well as national level, policies and strategies.

In addition, an unequal balance of power exists between the executive and legislative branches, with the executive branch as clearly dominant. The capacities of the State Legislative Assemblies are low and the State Legal

Administration Departments, which are the representatives of the national Ministry of Justice and serve in an advisory role to both branches, do not have the technical expertise to provide the support needed to assist with law making at the state level.

By the end of the year, the project officially launched operations in Jonglei and Northern Bahr el Ghazal across all three objective areas. Each advisor supports the implementation of one of the three key objectives of PROGRESS. Consistent with PROGRESS support at the national level, assistance in the states targets the following institutions: Offices of the Governors; State Legislative Assemblies; State Legal Administration Departments; and state MLPS&HRDs. Project advisors in the states, as at the national level, work from the offices of counterparts to provide daily coaching and mentoring.

In the first quarter of Year 2, the project will commence operations in Upper Nile. Activities implemented in the states aim to improve executive decision making, harmonizing the legal system, and building the capacity of civil servants.

Jonglei

Executive decision-making

One of the key activities of the work plan for Jonglei included assessing the basic functions of the executive office. During the assessment process, senior government officials expressed a need for systematic and structural reforms in the government to create efficiency in the system. The assessment also found significant human resource and organizational structure gaps including a lack of job descriptions, a clear organizational

Figure 10: States where PROGRESS operates. National government support in Juba, Central Equatoria and State support in Jonglei, Upper Nile and Northern Bahr el Ghazal



structure, reporting lines, and training in areas such as inter-alia, office management and time management. The assessment includes concrete recommendations on improvements and training including improvements on file storage and recording, time management, and processes for reviewing documents and meetings.

In the second year, PROGRESS support to the executive leadership in Jonglei will focus on implementing the recommendations of the assessment.

PROGRESS also began assisting the states to improve cabinet procedures by identifying support to build the capacity of the Secretariat General to fulfill its mandate as well as establishing intergovernmental clusters to inform decision making. This support will be carried into Year 2 and will include the below activities to ensure that new procedures are established and implemented in Jonglei (as well as Northern Bahr el Ghazal and Upper Nile).

- Helping to establish/reinvigorate intergovernmental clusters,
- Providing training for relevant state government officials on the roles and responsibilities of the clusters,
- Supporting the implementation of the clusters,
- Assisting with revising the Council of Ministers Handbook, and
- Assisting with monitoring Cabinet procedures as outlined in the COM Handbook.

Harmonized Legal System

Because donor technical assistance has tended to focus more on the executive branch, PROGRESS support to the SLA has been warmly received. Despite the limited time advisors have been present at the state level; PROGRESS has made gains with counterparts and established a strong foundation for implementation in year two.

PROGRESS support to the legislative leadership in Jonglei began in the final months of the project year, which found the Jonglei SLA in the middle of the third session. During the short time spent in Jonglei, PROGRESS has worked closely with the Committee on Legislation in the SLA to analyze motions moved on the floor and coached the Committee on how to produce committee reports for debate and adoption by the plenary. This assistance resulted in the passing of the Jonglei State Revenue Authority Bill, 2013. While additional support will be provided to strengthen the Committee on Legislation in the next year, this initial support has led to the Committee becoming more capable of analyzing motions and producing reports.

PROGRESS also provided support to the staff of the Office of the Clerk to the Assembly, first in reviewing the functions of the office and recommending changes to improve the role this Office holds in the SLA, including the need to realign responsibilities of current staff to avoid duplication and ensure essential responsibilities are provided. A filing system was also introduced to assist the Office in organizing and storing sensitive SLA documents. The advisor also coached staff in the Office of the Clerk in recording and producing Hansard (record of parliamentary proceedings). While there is a challenge due to the lack of required equipment (such as recorders and a transcribing studio), the staff have been able to

incorporate some of the best practices of Hansard and improve the quality of records of parliamentary proceedings.

Capacity building at the state level MLPS&HRD

In order to build individual staff capacity of civil servants at the state level, the Project embedded a full-time capacity development specialist in the Jonglei MLPS&HRD. Upon hitting the ground, the advisor supported the Ministry to update its organizational chart. The organizational chart now more clearly identifies staffing levels and delineates reporting and communication lines for employees across the Ministry's directorates and departments. The project also supported the Ministry to improve the managing of its assets and coaching for the Director General on presentation skills.

Aside from direct support to MLPS&HRD, the Project advisor has worked with the state Ministry and Juba-based advisors to prepare for the TNA. Baseline data has been gathered and shared with Juba-based advisors and logistical arrangements are current underway in Jonglei. The anticipated start of the Jonglei TNA is set for the end of November 2013. PROGRESS advisors supporting the national government, a representative from the national MLPS&HRD, along with the Jonglei State advisor and state MLPS&HRD will carry out the assessment. Project advisors from Northern Bahr el Ghazal and Upper Nile along with the director generals from those state MLPS&HRDs will also be invited to participate in the Jonglei TNA. This exposure will enable them to learn about the TNA process as well as prepare them for carrying out the TNA in the remaining two states.

Northern Bahr el Ghazal

Executive decision-making

Figure 11: US Ambassador Susan Page greets Governor of Northern Bahr el Ghazal H.E. Paul Malong Awon at the opening of the PROGRESS office in Aweil



In Northern Bahr el Ghazal, preliminary assessments of the Secretariat General indicated the lack of an organizational chart for the Office of the Governor as well as job descriptions. The team also found that intergovernmental clusters do not exist in the state to assist the decision making process of the state Council of Ministers.

Responding to weak institutional capacity of state executive offices, PROGRESS provided a range of support to the Office of the Governor and other executive-level leaders. In line with activities to promote better governance at the state level, the project worked with the state government

to establish intergovernmental clusters, mirroring efforts at the national level. By September 2013, the project had supported counterparts to draft the preliminary terms of reference for establishing the intergovernmental clusters. In line with activities at the national level, the

clusters will serve in a technical capacity, reviewing and vetting government issues and newly introduced policies, prior to tabling these issues for discussion by the state Council of Ministers. The role the clusters play in the decision making process contributes towards reducing the amount of time the executive leadership spends in meetings, increasing the time spent on implementing government initiatives.

In Year 2, PROGRESS advisors at both the national and state levels will work together to fully implement the clusters as well as introduce to the state of Northern Bahr el Ghazal the new cabinet process recently adopted by the national government.

Harmonized Legal System

PROGRESS support to the legislative leadership in Northern Bahr el Ghazal has resulted in several significant achievements in the first year, including a governance workshop, support to the SLA in reviewing the Northern Bahr el Ghazal 2013-2014 budget, legislative review of the Appropriations Bill and assistance in strengthening the oversight role of the SLA, in particular the Finance Committee.

In August 2013, PROGRESS, VISTAS, and NDI joined efforts to organize and facilitate a workshop, titled ***“Understanding the Constitution: a Path to Good Governance in Northern Bahr el Ghazal State,”*** which brought together over 70 participants from the executive, legislative, and judicial branches of the state government. The goals of the workshop included clarifying the constitutional roles and functions of the executive, legislature and the judicial branch and strengthening the inter-governmental linkages between these branches of government as well as linkages between state and the national institutions. The workshop resulted in concrete recommendations for implementation by all three branches. Another immediate output of the event was the identification of mechanisms for improved coordination across the government and improved relations among the three arms. The workshop was the first of its kind to bring together officials from all three branches in one forum to discuss improved coordination.

The Deputy Governor Salva Chol Ayat officially opened and closed proceedings, calling the event a great milestone that for the first time brought together all three arms of government. The workshop was a coordinated effort between USAID partners: SSTCM, PROGRESS, and NDI. In her opening remarks, Achol William, Speaker of State Legislative Assembly thanked “all the partners for bringing the three arms of government together for the first time in the history of the State.”

In addition, Project advisors assisted the Finance Committee of the Northern Bahr el Ghazal State Legislative Assembly to review the 2013-2014 budget and drafted a report on the findings of the budget review. The report provides recommendations for improving the budget review process in the next fiscal year. Support was also provided in the review of the Appropriations Bill, in which PROGRESS provided recommendations for revisions to the bill.

Capacity building at the state level MLPS&HRD

Support to the MLPS&HRD in Northern Bahr el Ghazal began at the end of Year 1. The Project advisor has conducted a preliminary assessment of the Ministry to better understand the structure of the Ministry, the challenges it faces in carrying out its mandate and needs

PROGRESS may be able to address. These needs include training in English language skills, computer skills, and administrative and management skills. The advisor has also been coordinating with his counterpart in Jonglei and Juba-based advisors to prepare for rolling out the TNA in Northern Bahr el Ghazal in February 2014.

Problems Encountered and Proposed Solutions

State implementation faced several challenges in Year 1. Some of these challenges occurred during the startup phase, while others were encountered as project implementation began. Each individual state also faces its own state specific challenges.

Startup- Startup challenges are related to the delay in the selection of the three states and the lengthy time in the approval of state advisors. Because it took time for USAID to approve the three PROGRESS states and the candidates proposed as state advisors, startup was slow, resulting in an imbalance in the support provided in each work stream and fewer activities by the end of Year 1.

Low capacity and limited Infrastructure- At the state level, the capacity of civil servants is low and limited infrastructure exists, in terms of office space and equipment. The combination of the two compounds the challenges faced by state advisors in building the capacity of counterparts as basic skills are lacking. Support thus, often is targeted towards building these basic skills and understanding constitutional roles and mandates before more technical training can take place. The limited infrastructure found in the states also means that there is not enough office space and equipment for the staff of counterpart institutions, which not only discourages counterparts to come to work, but results in the inability of counterparts to adequately perform their responsibilities. For those who do report to work, it is common that most do not work a full day. PROGRESS realizes that support in the states will need to start with the fundamental skills before moving on to technical skills and activities are calibrated to meet the needs the counterparts. Where PROGRESS is not able to have an influence is in the area of limited infrastructure, as material support to counterparts is not within PROGRESS mandate.

Changes in Leadership- Each state also faces its own unique challenges which can impact the project's ability to make gains. In this first year, PROGRESS found a strong partner in the Jonglei State government; however, with the appointment of the Governor of Jonglei as the national Minister of Defense following the reshuffle of the national cabinet, the state has been virtually without a leader. The former Governor's exit from the state led to other key government officials leaving the state for significant lengths time, resulting in the absence of decision makers. More than two months after the Governor's departure (during

Figure 12: PROGRESS Staff presenting at the Strategic Retreat with USAID



which time the state should appoint a new governor), a successor still has not been named. The lack of a Governor has created divisions in the state, drawing the attention of government officials towards politics rather than governing. Support to the Office of the Governor in Jonglei as a result has had set backs as the government officials serving as the Acting Governor have been hesitant to make decisions on PROGRESS support. To circumvent this challenge, the Project has for the time being re-directed support to other institutions within the Secretariat General, namely the Ministry of Cabinet Affairs, and activities have focused more on preparing for larger initiatives, such as introducing the new cabinet process, and practical training for support staff.

8 CROSS-CUTTING

Gender mainstreaming and citizen participation are key activity areas that are integrated and incorporated across all project objective activities both at the national and state levels.

Gender mainstreaming and citizen participation are two areas that the RSS has struggled to adequately address. Women face significant barriers to participation in public and private life, from outright discrimination to marginalization. Despite a constitutionally-mandated 25% quota, women continue to be under-represented in government at all levels and, consequently, policy and decision making processes. Relations between the state and society are also weak, with little opportunity for citizens and civil society organizations to provide inputs into laws, policy, and government decisions.

Gender mainstreaming and citizen participation are two important cross-cutting development priorities of the USG and likewise key activity areas for the PROGRESS project.

Development efforts to eradicate discrimination, promote gender equality and female empowerment, and the voices of citizens to contribute to policy debate are inextricably linked to the overall goal of promoting good governance. While all citizens suffer from the harmful effects of weak government institutions and corruption, particularly in the public sector, there are differential impacts on various social groups, with marginalized populations, such as the poor, among its greatest victims. Corruption serves as a deterrent to investment, reduces resources for poverty reduction and development activities, and deprives marginalized populations of advancement opportunities. PROGRESS's gender strategy encourages synergy between gender and citizen participation efforts. The project seeks to understand the dynamic interplay between gender equality, citizen participation, and efforts to promote good governance across all objective areas within the context of the PROGRESS scope and will propose appropriate measures designed to both address promoting public voice in government and gender issues.

The PROGRESS team is integrating gender across all program activities in accordance with USAID's "Gender Equality and Female Empowerment Policy" (March 2012). All activities are considered and viewed through a gender and citizen participation "lens" during the work planning stage. As such gender and citizen participation activities are integrated throughout the work plan and harmonized across all project activities.

Gender

PROGRESS is committed to gender equality and female empowerment and integrating these critical development concepts into activities across all project objectives. During the first year, the project produced a Gender Strategy and Analysis that is currently under review with USAID at the close of the first project year.

Project advisors met with the Deputy Minister of Gender, Child & Social Welfare (MGCSW) twice and agreed to assist the Ministry to begin to develop key legislation, such as a Family Act and amendments to the Child Act, that are necessary to address legal issues that hinder female empowerment in the RSS. In addition, the project worked to facilitate RSS signatory approval to eight key human rights conventions, inclusive of the Convention on Elimination

of All forms of Discrimination Against Women (CEDAW) and Optional Protocol (1979). The Objective Two team will work with the MoJ and the MGCSW on full implementation of the CEDAW. In addition to support to legal frameworks to address gender issues, the project has completed a Training Needs Assessment (TNA) within 18 government institutions, including MGCSW, to determine existing civil servants' skills gaps that will need to be addressed to strengthen their ability to effectively provide services to the citizenry of South Sudan.

The team also established a cooperative relationship with the women's caucus in the NLA, which led to several opportunities to strengthen the role of female leaders in government during the first project year. The first of these opportunities was during the change in government, when the NLA was considering and vetting the President's proposed slate of candidates for cabinet positions. The Speaker of the NLA specifically asked the project for its opinion on the constitutional twenty-five percent requirement. The project pointedly advised the Speaker that the proposed slate of candidates failed the constitutional requirement and that the NLA had the right to demand a different demographic profile. The NLA ultimately rejected the proposal and demanded the proper quota be given to female candidates – a direct result of PROGRESS support and advice.

In addition, the project's relationship with the new female leaders in government, both the new female ministers as well as the women's caucus in the NLA, prompted a request from them to hold a monthly meeting to discuss implementation of gender-issues, such as the gender policy, and how women leaders could coordinate across the two branches to bring strength to their voices. Unfortunately, USAID rejected the project's proposal to support this meeting because it involved providing the leaders a meal. The project will have to overcome a blow to its credibility with these women leaders because of this rejection.

Training and qualification of female civil servants, as well as project staff, remain issues to be addressed. During this past quarter, 64 women were included in trainings, out of a total 365 trainees. The project is working with government counterparts to improve gender sensitivity in trainee selection criteria to ensure more of a gender balance in project supported trainings. Training efforts are targeting a 50/50 gender balance in all trainings whenever possible. Extended recruitment efforts for core project staff have also included a special focus on the location of qualified female staff to support programming, but identification of such staff has proven difficult within the current context of the available South Sudanese workforce.

Moving into the second year, the project has embarked on an effort to assess interventions to improve gender issues within the scope of activities. This will include functional assessments across the government and Juba University to launch the Women in Government program.

Citizen Participation

The PROGRESS project plans to provide support to RSS institutions at the national and sub-national levels to better engage citizens in planning, budgeting, and decision making. During the first year the project identified a long-term advisor to support civil society and

citizen engagement. The advisor deployed to Juba in 2013 but spent the majority of her time supporting activities under Objective Three.

During the second year, the project will focus on building the outreach capacity of national and state-level institutions to increase citizen participation in planning and decision making processes. The project will work to build strong relationships with executive and legislative counterparts to create a sustainable, embedded, and ongoing process for citizen engagement in an effort to establish and support inclusive governance. Potential activities identified in the first year and programmed into the second year work plan include:

- Building strong relationships with national and state government institutions, civil society groups, and other interest groups
- Developing innovative approaches, policies, and strategy for civic engagement in planning, budgeting and decision making
- Conducting citizen surveys and related qualitative measures to baseline and track progress of citizen participation and satisfaction with government
- Engaging with the public through targeted advocacy to encourage citizen participation and understand the desires of citizens, and the challenges to greater participation
- Working with communities and local organizations to conduct public consultations in Juba and in the targeted states between government officials and interested citizens around core concerns.

Problems Encountered and Proposed Solutions

Lack of counterpart commitment to good governance including efforts for gender mainstreaming- The RSS Government has still few champions for gender mainstreaming, and the current demographic profile within the civil service means that there are still far more men than women in the project's target training population.

Lack of public participation in the decision-making process- A top-down decision-making approach prevails, meaning that the level of citizen participation in the development of policies and laws varies from little to none.

Women Leaders- USAID's rejection of project support for the monthly women's leaders group has resulted in damaged credibility for both USAID and the project, and also deprives the project of an opportunity to assist this key partner-group to work towards mutual objectives.

9 APPENDIX

9.1 Performance Management Plan

The PMP table below contains a list of indicators for year one of the PROGRESS project. The performance data for each indicator is provided for the quarterly reporting periods as well as annual aggregations from January 7, 2013 through September 30, 2013. The first quarterly reporting period of USAID fiscal year was not considered because PROGRESS started on January 7. The table includes a column which is intended to provide context to the data and an explanation for missing or exceeding the indicator target by 10%.

Please note that several indicators are marked as NA. This is largely because either 1) this version of the PMP was submitted in August 2013 and approved in October 2013, and/or 2) data for some indicators are reported once a year.

Indicator #	Indicator Name	Indicator Definition	Unit of measure	2013 Baseline	Year 1 Target	Q2	Q3	Q4	Year 1 Actual	Comments – Target Missed or Exceeded by 10%
Goal: Effective, Inclusive and Accountable Governance Strengthened										
OVR-OVR-001	F2.2.2 Government Effectiveness Index Score	Government effectiveness is defined as the quality of public services, the quality of the civil services and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies. This is a composite indicator, which includes survey of perceptions, leading to some degree of subjectivity.	Score	-1.87 (2011)	-1.87	NA	NA	-1.59	-1.59	Data obtained from World Bank for the year 2012. Data is released once a year in September. This is a context indicator on governance issues.
Objective 1 Executive Decision Making Processes										

Indicator #	Indicator Name	Indicator Definition	Unit of measure	2013 Baseline	Year 1 Target	Q2	Q3	Q4	Year 1 Actual	Comments – Target Missed or Exceeded by 10%
Ob1-OVR-060	Senior Advisors Facilitate Regular Leadership Group Meetings to National and State Executive Units on Organizational Capacity-Building Issues	The number of periodic group meetings facilitated by PROGRESS Senior Advisors to leadership in various national and state executive units to give technical assistance on demand for a wide range of organizational capacity-building issues	Number	0	8	NA	NA	14	14	Due to the needs of our counterparts, the project has exceeded the target by 75%. At the time of the development of the PMP, the MoCA leadership did not show enthusiasm for support. This changed with the transition in leadership within MoCA.
Ob1-OVR-058	Senior Advisors Conduct Regular Individual Coaching Meetings with Leadership in National and State Executive Units	The number of biweekly individual meetings conducted by PROGRESS Senior Advisors to leadership in various national and state executive units to give technical assistance on demand for a wide variety of leadership-specific issues	Number	0	6	NA	NA	7	7	There was a 16.7% increase from 6 to 7 because most of the coaching sessions were driven by the need to focus on groups rather than individuals.
Ob1-OVR-063	International Coordination Meetings Facilitated	Number of international coordination meetings facilitated by PROGRESS Senior Advisors on technical assistance for a wide variety of organizational capacity-building issues	Number	0	3	3	3	1	7	Increase by 133%. PROGRESS did not anticipate continued support from the Presidency. This indicator included Donor round-table monthly meetings convened by OoVP from January to July 2013, until the cabinet was reshuffled. PROGRESS advisors assisted with agenda setting, minute preparation and reporting.
Ob1-OVR-064	National	Number of initiatives	Number	0	3	NA	NA	0	0	The policy and research

Indicator #	Indicator Name	Indicator Definition	Unit of measure	2013 Baseline	Year 1 Target	Q2	Q3	Q4	Year 1 Actual	Comments – Target Missed or Exceeded by 10%
	Initiatives Developed	assisted by PROGRESS Senior Advisors on national-scale policy issues								unit of the executive has not been constituted.
Ob1-OVR-065	International Treaties or Conventions Reviewed and Adopted	Number of international treaties or conventions developed with technical assistance	Number	0	3	NA	2	0	2	<p>Decrease by 33%. The transition in government put a halt to international engagement in Q4.</p> <p>PROGRESS advisors provided input into the review of two inter-governmental agreements (IGAs): (1) between South Sudan and Kenya and (2) between South Sudan, Ethiopia and Djibouti, both for cooperation in the development, construction and operation of two proposed crude oil pipelines:</p> <ul style="list-style-type: none"> • Intergovernmental Agreement between the Republic of South Sudan and the Republic of Kenya on the Construction of the Oil Pipeline to Lamu Port • Intergovernmental Cooperation Agreement on Development, Construction and Operation of the

Indicator #	Indicator Name	Indicator Definition	Unit of measure	2013 Baseline	Year 1 Target	Q2	Q3	Q4	Year 1 Actual	Comments – Target Missed or Exceeded by 10%
										South Sudan-Ethiopia-Djibouti Petroleum Pipeline
Result 1.1: Functional Executive Offices										
Ob1-R1-003	Organizational Capacity Development Score	Scoring based on Deloitte's proprietary CYPRESS methodology that produces a set of performance measurements of capacity at multiple levels with regard to missions, programs, services, internal operations, and external environments.	Score	NA	Baseline	NA	NA	No data	No data	Implementation of the CYPRESS model has not started in the executive offices, slated for Year 2.
Result 1.2: National vision and /or strategic plan at RSS and state levels and linkages between planning, revenue forecasting and budgeting										
Ob1-R2-004	Annual Policy Agenda Developed	Existence of an Annual Policy Agenda	Binary (not/exists)	--	Process Started	NA	NA	Doesn't exist	Doesn't exist	Will be supported by the Directorate of Analysis and Research – which has not been established. PROGRESS will provide technical assistance once established.
Ob1-R2-008	Undersecretary Forum Meetings	Facilitated meetings of ministry undersecretaries on at least quarterly basis	Number	--	1	0	0	1	1	With project support, the Secretary General convened the first Undersecretaries Forum on September 23, 2013. PROGRESS advisors supported both conceptualization and implementation; particularly on the drafting and

Indicator #	Indicator Name	Indicator Definition	Unit of measure	2013 Baseline	Year 1 Target	Q2	Q3	Q4	Year 1 Actual	Comments – Target Missed or Exceeded by 10%
										dissemination of relevant documentation.
Result 1.4 More effective process of ensuring plan and policy formulation										
Ob1-R4-014	Quality of Annual Government Performance Reports	Scoring based on quality characteristics of annual government performance reports	Score	--	Baseline	NA	NA	No data	No data	RSS annual report has been compiled with PROGRESS assistance and will be presented to NCoM for review. The final document was categorized as confidential by the RSS and therefore not made available for assessment scoring. In light of these access limitations, it has been recommended that this indicator be removed in Year 2.
Result 1.5 More efficient use of NCoM time										
Ob1-R5-052	Cabinet Procedures Established and Implemented in NCoM	Scoring of adherence to Cabinet Procedures based on quality characteristics found in Cabinet Handbook	Score	Piloting	Baseline	NA	NA	No data	No data	PROGRESS developed a scorecard to capture meeting preparation, use of relevant documents, attendance, management of the meeting and duration. The tool was piloted for cluster meetings and there were data validation issues (high self-scoring). As a result, we are reviewing the methodology.
Ob1-R5-066	NCoM Time per Agenda Item Reduced	The average amount of time spent per NCoM agenda item reduced	Number	Piloting		NA	NA	No data	No data	During the July 2013 Cabinet reshuffle, project advisors were no longer

Indicator #	Indicator Name	Indicator Definition	Unit of measure	2013 Baseline	Year 1 Target	Q2	Q3	Q4	Year 1 Actual	Comments – Target Missed or Exceeded by 10%
										able to attend Cabinet meetings and did not have access to the data to measure this indicator. Methodologies for data collection have been addressed and revised for Year 2.
Result 1.6 Functional processes through which frameworks developed, decisions made, implementation managed/tracked										
Ob1-R6-018	Ministry of Cabinet Affairs produces Resolutions Tracker and reports to the COM	Existence of Resolutions Tracker and reports to COM	Binary (not/exists)	--	Exists	NA	NA	Exists	Tracker Exists	PROGRESS helped to develop the original tracker which has been retained by the RSS. The Tracker is currently being reviewed to include financial implications of resolutions passed.
Result 1.7 Communication strategy developed, adopted and implemented by office of the President and RSS										
Ob1-R7-020	Government Communications Improved	Scoring of government communications capacity based on quality characteristics found in best practices	Score	0	Baseline	NA	NA	CI - 31%, CP - 8%, CIP - 13%, M & E- 0%	CI - 31%, CP - 8%, CIP - 13%, M & E- 0%	A baseline survey was conducted in Q4 and will be measured on an annual basis. The Q4 scorecard scores are as follows: 1) Communication Infrastructure 32%, 2) Communication Planning Systems 8%, 3) Communication Implementation, 13% and 4) Monitoring and Evaluation 0%
Objective 2: Executive and legislative institutions at the RSS and targeted state government levels able to develop and effectively execute a harmonized legal system										

Indicator #	Indicator Name	Indicator Definition	Unit of measure	2013 Baseline	Year 1 Target	Q2	Q3	Q4	Year 1 Actual	Comments – Target Missed or Exceeded by 10%
Ob2-OVR-022	F2.2.1-4 Executive oversight actions taken by legislature receiving USG assistance	Number of executive oversight actions taken by legislature receiving USG assistance	Number	0	2	NA	2	0	2	<p>Revised from Q3 Report to reflect more accurate application of definition. Previous higher figures were reported for Q3, but upon review of project assistance, figures were clarified within a more specific definition.</p> <p>Two actions include:</p> <p>PROGRESS adviser helped MoJ to draft a document to NCoM on the constitutionality of the Republican Decrees No. 06/203 and No. 13/2013 for removal of the Elected Governor of Lakes State.</p> <p>PROGRESS advisor also assisted the Minister to draft the response/statement to the CoS. on the Dura Sorghum scandal.</p>
Ob2-OVR-061	Senior Advisors Facilitate Regular Leadership Group Meetings in the MoJ, other Ministries, and other Executive Units on Law-Related Capacity-	The number of periodic group meetings facilitated by PROGRESS Senior Advisors with leadership in the MoJ, other ministries, and other Executive units to give technical assistance on demand for a wide range of law-related capacity-	Number	0	18	NA	NA	14	14	There was 22.2% decrease from 18 to 14 because the removal of the Minister of Justice created a leadership vacuum. For a period of time, most of the Ministry's staff did not come to work. As of September 30, 2013 the Minister of Justice has yet to be appointed.

Indicator #	Indicator Name	Indicator Definition	Unit of measure	2013 Baseline	Year 1 Target	Q2	Q3	Q4	Year 1 Actual	Comments – Target Missed or Exceeded by 10%
	Building Issues	building issues								
Ob2-OVR-067	Senior Advisors Conduct Regular Individual Coaching Meetings with Leadership in the MoJ, other Ministries, and other Executive Units	The number of biweekly individual meetings conducted by PROGRESS Senior Advisors to leadership in various national and state executive units to give technical assistance on demand for a wide variety of leadership-specific issues	Number	0	6	0	0	1	1	<p>There was 83.3% decrease from 6 to 1 because the complete removal of government leaders created a vacuum, esp. as it pertains to legislation.</p> <p>This indicator was added in Q4 and the PROGRESS started collecting data on this indicator in Q4 when the Ministry was experiencing the absence of leadership.</p> <p>As of Sept 30, 2013 the Minister of Justice is still not in office.</p>
Ob2-OVR-068	Parliamentary Events to Strengthen Cooperation and Information Sharing Between Branches of Government	The number of parliamentary events intended to strengthen cooperation and information sharing between the legislature, the executive at national and state levels, and the judiciary	Number	NA	3		1	3	4	<p>There was a 33.3% increase in events targeted for this indicator. This is a reflection of a growing appetite in the government for the clarification of roles.</p> <p>Events included the NBeG training on governance, the 6th Speaker's Forum, training of Parliamentary Liaison Officers and Cabinet Liaison Officers training.</p>
Result 2.1 Faster, more efficient review and action upon laws by various levels of government										

Indicator #	Indicator Name	Indicator Definition	Unit of measure	2013 Baseline	Year 1 Target	Q2	Q3	Q4	Year 1 Actual	Comments – Target Missed or Exceeded by 10%
Ob2-R1-023	MoJ Strategic Plan for 2013-17 and Annual Work Plan Developed	Existence of Strategic and Work Plans	Binary (not/exists)	--	0	NA	NA	Both plans exist	Both plans exist	PROGRESS advisers assisted the MoJ to develop 2013-17 strategic plan and 2013/2014 annual plan.
Result 2.2 Comprehensive legal framework supporting the functioning of RSS beyond 2012										
Ob2-R2-055	Draft Bills Revised with technical assistance	Number of draft bills revised based on coaching by Senior Advisors	Number	0	25	NA	NA	53	53	PROGRESS has exceeded the target by 112%. With the onboarding of a legal trainer, PROGRESS was able to make significant inroads with the Directorate of Legislation, Printing, Publication, and Gazetting. This was further bolstered by the creation of two continuous legal drafting training sessions.
Ob2-R2-029	Quality of Bill Development by MoJ	Scoring based on quality characteristics of draft bills	Score	--	Baseline	NA	NA	Pr. 15% Al. 29% Co. 35%	Pr. 15% Al. 29% Co. 35%	<p>The baseline was conducted in Q4 and will be measured annually. The score for content was previously reported as 48%, upon review of the database and new score was calculated at 35%.</p> <p>Process: 15% Alignment: 29% Content: 35%.</p> <p>The scores are based on an Index that was applied to capture three dimensions of the bills: process, content and alignment, based on best</p>

Indicator #	Indicator Name	Indicator Definition	Unit of measure	2013 Baseline	Year 1 Target	Q2	Q3	Q4	Year 1 Actual	Comments – Target Missed or Exceeded by 10%
										practices and embedded within PROGRESS' technical assistance. This data aims to constitute a baseline and provides evidence of what we have observed on PROGRESS.
Ob2-R2-071	Workshops, Formal Presentations, or Research Papers on International Examples of Constitution Design	Number of workshops, formal presentations, and research papers focusing on international examples of constitution design	Number	0	3		1	1	2	<p>There was a decrease of 33.3% in workshop, formal presentations and research papers supporting this indicator. The National Constitution Review Commission was not as receptive as anticipated, especially with the extension of its mandate.</p> <p>A presentation was made during a workshop on the Constitution in NBeG, as well as a PROGRESS presentation and expert commentary within a NDI funded event in Juba on constitutionalism.</p>
Objective 3. Executive and human institutions at the RSS and targeted states able to guide and facilitate human capital development										
Ob3-OVR-062	Senior Advisors Facilitate Regular Leadership Group Meetings to National and State Executive and Human Resource Units on Human	The number of periodic group meetings facilitated by PROGRESS Senior Advisors to leadership in the MLPS&HRD, other ministries, and other Executive units to give technical assistance on demand for a wide range	Number	0	3	NA	2	6	8	Meetings supporting this indicator increased by 166% as PROGRESS held numerous sessions focused on the development of job descriptions, the annual work plan and individual work plans as endorsed by the Undersecretary of

Indicator #	Indicator Name	Indicator Definition	Unit of measure	2013 Baseline	Year 1 Target	Q2	Q3	Q4	Year 1 Actual	Comments – Target Missed or Exceeded by 10%
	Capital Development Issues	of human resource capacity-building issues								Public Service and Human Resource Development.
Ob3-OVR-072	Senior Advisors Conduct Regular Individual Coaching Meetings with Leadership in National and State Executive and Human Resource Units	The number of biweekly individual meetings conducted by PROGRESS Senior Advisors to leadership in various national and state executive units to give technical assistance on demand for a wide variety of leadership-specific issues	Number	0	6	NA	NA	3	3	The number of anticipated meetings in support of this indicator decreased by 50% due to the fact that most of the coaching sessions were driven by the need for groups rather than individuals.
Ob3-OVR-073	International Coordination Meetings Facilitated	Number of international coordination meetings facilitated by PROGRESS Senior Advisors on technical assistance for a wide variety of organizational capacity-building issues	Number	0	2	NA	NA	2	2	Development Partners included (CBTF, Free Balance, IGAD, KSG and Public Administration International) discussing MLPS& HRD activities.
Ob3-OVR-056	Organizational Capacity Development Score	Scoring based on Deloitte's proprietary CYPRESS methodology that produces a set of performance measurements of capacity at multiple levels with regard to missions, programs, services, internal operations, and external environments.	Score	piloting	Baseline	NA	NA	No data	No data	Application of the CYPRESS model in the MLPS&HRD is ongoing and commenced with the STEP 1 workshop to set performance goals conducted in September 2013.
Result 3.1 Functional CBU and MLPS&HRD at RSS, targeted state levels										

Indicator #	Indicator Name	Indicator Definition	Unit of measure	2013 Baseline	Year 1 Target	Q2	Q3	Q4	Year 1 Actual	Comments – Target Missed or Exceeded by 10%
Ob3-R1-035	Critical individuals trained and mentored at target institutions	Number of critical individuals trained and mentored with Project assistance	Number	--	5	0	0	0	0	This indicator has been recommended for deletion in Year 2. Training is currently captured within Ob1-OVR-060, Ob1-OVR-58, Obj2-OVR-061, Obj2-OVR-067, Ob3-OVR-062, Ob3-OVR-072, and Ob3-R7-075j.
Result 3.2 Baseline training needs analysis, strategy, framework for the civil service										
Ob3-R2-036	Training needs analysis completed and submitted for inclusion in National Training Strategy	Number of training needs analysis completed with project assistance and then submitted to the Ministry	Number	--	Baseline	NA	NA	0	0	A Training Needs Assessment for Grades 1-9, 10, 12, and 14 at the national-level was developed and is currently with MPS&HRD Undersecretary and Minister for review/approval in July 2013. Once finalized per feedback RSS counterpart, this will be included as a deliverable and the Objective 3 team will proceed to conduct the same assessment at the sub-national level.
Result 3.4 More efficient process of linking trainees and training										
Ob3-R4-040	Training and capacity building database	Existence of TCB database (initially Excel by PROGRESS, to be uploaded to HRIS when possible)	Binary (not/exists)	--	Exist	NA	NA	Excel spreadsheet doesn't exist	Excel spreadsheet doesn't exist	A Training Monitoring and Evaluation System (a.k.a. Training Tracker) has been slated for development and data population commencing in November 2013 (aligned with HRIS). As of September 30 th , whilst internal MS Excel

Indicator #	Indicator Name	Indicator Definition	Unit of measure	2013 Baseline	Year 1 Target	Q2	Q3	Q4	Year 1 Actual	Comments – Target Missed or Exceeded by 10%
										tracking has been utilized, this has systematically not been transferred to the MLPS&HRD other than within training evaluation reports to capture training data.
Result 3.5 Improved job performance by civil servants										
Ob3-R7-075	Civil Servants Trained in Core Skills	Number of civil servants trained in core skills (English, email, office software, etc.)	Male	0	400	0	501	124	625	There was an increase of 91.5% from planned number of civil servants trained (400) to actual (766) for Y1, due to the needs of our counterparts and our staffing engagement.
			Female			0	129	12	141	
Result 3.6 Further development of modules of the RSS training curriculum										
Ob3-R8-045	New Modules Developed For Project-Provided Training	Number of new training modules developed	Number	0	3	NA	NA	0	0	<p>The Y1 target was not reached as curricula are currently under development. Curriculum for English Language was submitted, but not approved by USAID in Year 1.</p> <p>English language training was conducted for 32 civil servants using previously development curricula (Levels 1-4 EGPSS).</p> <p>Within PROGRESS the project has undertaking revision of the Master Curriculum for Public</p>

Indicator #	Indicator Name	Indicator Definition	Unit of measure	2013 Baseline	Year 1 Target	Q2	Q3	Q4	Year 1 Actual	Comments – Target Missed or Exceeded by 10%
										Administration and Management including the following topics: Induction to the Civil Service, Records Management, ICT. English Language (A0-A2) is currently under development and will be finalized in Year 2.
Ob3-R8-074	New Modules Developed For Training by MLPS&HRD and Other Executive Units	Number of new training modules developed	Number	--	--	NA	NA	0	0	No modules developed to-date for MLPS&HRD. PROGRESS will review the indicator in light of the Year 2 work plan.
Result 3.7 Presence of a capacity development plan										
Ob3-R9-057	MLPS&HRD Annual Work Plans Developed Based on Strategic Capacity Development Plan for 2012-16	Number of Annual Work Plans developed with technical assistance based on the Ministry's strategic capacity development plan for 2012-16 to guide training and other professional development	Binary (not/exists)	Exist	1	NA	NA	No annual work plan	No 2013/2014 plan	To date, Ministry has not developed the 2013/2014 plan. Through the roll-out of CYPRESS model, PROGRESS will assist the Ministry to develop a capacity-building action plan which will be integrated in the 2013/2014 Annual Plan, the activity related to this indicator are slated for Year 2 between November 2013-January 2014.
Gender										

Indicator #	Indicator Name	Indicator Definition	Unit of measure	2013 Baseline	Year 1 Target	Q2	Q3	Q4	Year 1 Actual	Comments – Target Missed or Exceeded by 10%
OVR-GND-047	Percent of women participating in trainings	Percentage of women participating in trainings	Percent	--	61%-80%	0	20%	9%	18%	<p>Shortfall of 70% in reaching the Y1 target due to the paucity of women candidates in the training pool/civil service.</p> <p>Efforts are being made to strengthen gender-balanced trainee selection.</p> <p>Data represents a proportion of Person Trainings Days for female participants in the different trainings.</p>
OVR-GND-G01	GNDR-1 Law, Policies, or Procedures Drafted, Proposed, or Adopted to Promote Gender Equality at the Regional, National, or Local Levels	Number of relevant events per standard USAID indicator definition	Number	0	5	0	7	0	7	<p>Increase by 40%. The passage of due to the approval of 1) Convention on Special Aspects of Refugee Problems in Africa; 2) African Charter on Human and People's Rights, 3) Conventions on the Right of the Child, 4) Convention on Elimination of all forms of Discrimination Against Women, 5) International Covenant on Civil and Political Rights. 6) International Covenant on all Forms of Racial Discrimination, 7) International Covenant on Economic, Social and Cultural Rights</p>

Indicator #	Indicator Name	Indicator Definition	Unit of measure	2013 Baseline	Year 1 Target	Q2	Q3	Q4	Year 1 Actual	Comments – Target Missed or Exceeded by 10%
OVR-GND-G05	GNDR-5 Law, Policies, or Procedures Drafted, Proposed, or Adopted that are Designed to Improve Prevention of or Response to Sexual and GBV at the Regional, National, or Local Levels	Number of relevant events per standard USAID indicator definition	Number	0	5	0	7	0	7	Increase by 40%. The passage of due to the approval of 1) Convention on Special Aspects of Refugee Problems in Africa; 2) African Charter on Human and People's Rights, 3) Conventions on the Right of the Child, 4) Convention on Elimination of all forms of Discrimination Against Women, 5) International Covenant on Civil and Political Rights. 6) International Covenant on all Forms of Racial Discrimination, 7) International Covenant on Economic, Social and Cultural Rights

9.2 Year 1 Work Plan Table

Progress against the Work Plan

The table below provides the implementation status of each activity in the PROGRESS work plan from January 7, 2013 through September 30, 2013. Comments are intended to provide precise details especially for activities that have not started or are in progress

Objective 1

Objective 1 - Executive level of government at the central and state government levels able to develop and articulate a shared vision, plan strategically, define policy, ensure implementation of plans and policies, lead effectively across ministries and levels of government, engage citizens, and manage development partners		
1.1 Result 1: Functional executive offices at the central and state levels		
Office of the President		
Performance Assessment		
1.1.1	Conduct a performance assessment in the Presidency (OoP)	<u>In Progress:</u> A preliminary assessment of the former Vice President's office was conducted using Deloitte's Organizational Maturity Model. The assessment was presented to his office and will be used with the new Vice President. No assessment of the remainder of the OoP was possible due to lack of official engagement.
Ministry of Cabinet Affairs		
Performance Assessment		
1.1.2	Undertake a desk assessment of the Ministry of Cabinet Affairs' organizational structure	<u>Completed:</u> Project advisors underwent a review of the Ministry's organizational structure in conjunction with the Ministry's leadership. The assessment findings are contained in the Ministry of Cabinet Affairs Institutional Organization Assessment report, dated September 2013
1.1.3	Produce a set of recommendations in support of the assessment undertaken	<u>Completed:</u> Upon the completion of the assessment, PROGRESS advisors recommended a more streamlined organizational structure for the Ministry, which aims to increase its effectiveness and productivity. Project advisors presented a Cabinet Ministry competency assessment and skills-needs assessment to the government's Secretary General and the former Deputy Minister of Cabinet Affairs.
1.1.4	Assist with the harmonization of the organizational structure of the Ministry and necessary preparation so as to allow for presentation at the NCOM	<u>Completed:</u> On April 5, 2013, the National Council of Ministers approved the Ministry of Cabinet Affairs' five-year (2013-18) Strategic Plan which formalized the MoCA's organizational structure. The Strategic Plan was also presented to the National Legislative Assembly on June 23, 2013. The project also assisted the MoCA to adjust the organizational structure to accommodate the absorption of the Ministry of Parliamentary Affairs.
1.1.5	Conduct a preliminary assessment of MoCA staff	<u>Completed:</u> Project advisors completed Ministry of Cabinet Affairs Institutional Organization assessment report dated September 2013 referenced in activity 1.1.2 above
1.1.6	Compile a preliminary needs assessment for MoCA	<u>Completed:</u> The comprehensive Training Needs Assessment conducted by the Ministry of Labour, Public Services and Human Resource Development in conjunction with the project encompassed the Ministry of Cabinet Affairs.

1.1.7	Assist the directorate develop job descriptions	<u>In Progress:</u> PROGRESS advisors from Objective 3 team assisted the MoCA's Directorate of Finance and Administration to review the Ministry's organogram. Advisors also provided hands-on training to MoCA staff, including the Acting Director General for Finance and Administration, the Deputy Director of Human Resources, Assistant Director of Record Management, and the Computer Operator to undertake the revision and development of job descriptions for each post within the Ministry. The advisors also assisted MOCA with developing a job description for the Policy and Research Unit
1.2	Result 2: A national vision and/or strategic plan that will guide the achievements of the RSS. Linkages between strategic planning, revenue forecasting, and budgeting	
Ministry of Cabinet Affairs		
Strategic Planning and Performance Management		
1.2.1	Work with NCoM leadership to develop a concept paper outlining the roles, functions and responsibilities of national Ministries.	<u>Completed:</u> Project advisors assisted the Ministry of Cabinet Affairs develop a document outlining the roles, functions and responsibilities of the National Ministries.
1.2.2	Assist counterparts to implement the performance management system in concert with the RSS strategic planning process	<u>In Progress:</u> The project assisted the Ministry of Cabinet Affairs to implement the five-year Strategic Plan. Specifically, PROGRESS <ol style="list-style-type: none"> 1. Assisted the Ministry of Cabinet Affairs conceptualize and conduct its Bi-Weekly Leadership Meeting in which the leadership articulates its achievements, plans and challenges faced with regard to the implementation of the Strategic Plan 2. Conducted a ministry-wide hands-on training on planning process and the creation of work plans on June 5-6, 2013. 3. Assisted MOCA to develop a standard guide for MoCA operations such as meetings 4. Strengthening MoCA ability to act as the government coordination agency through the creation of a network of Cabinet Liaison Officers
1.2.3	Assist in implementing suggested changes arising from the Undersecretaries' and National Council of Ministers ministerial forums	<u>In Progress:</u> PROGRESS supported, the Secretary General of RSS to convene the first Undersecretaries Forum on September 23, 2013. PROGRESS advisors supported both conceptualization and implementation; particularly on the drafting and dissemination of relevant documentation. Through the network of CLOs established with PROGRESS support, MoCA is able to coordinate activities of ministries.
1.3	Result 3: More efficient process of policy development	
Office of the President		
Policy Development (Directorate of Policy Analysis and Research)		
1.3.1	Develop a scorecard with the OoP on the preparation and dissemination of policy papers	<u>Not Started:</u> This activity can only start when PROGRESS receives required approval from the Chief Administrator to work with the Office of the President
1.3.2	Conduct an assessment on the number of policy papers produced by OoP in the 2013/14 fiscal year	<u>Not Started:</u> This activity can only start when PROGRESS receives required approval from the Chief Administrator to work with the Office of the President

1.3.3	Assist in identifying policy experts for Presidential Advisers, the Vice President and the Directorate of Policy Analysis and Research to produce policy papers that coincide with RSS strategies	<u>Not Started:</u> This activity can only start when PROGRESS receives required approval from the Chief Administrator to work with the Office of the President
1.3.4	Introduce the concept of bi-weekly meetings between Presidential Advisers	<u>Completed:</u> PROGRESS developed a concept note highlighting the importance of Bi-weekly Meetings between Presidential Advisers
1.3.5	Produce an Implementation Timeframe for bi-weekly meetings between Presidential Advisers	<u>In-Progress:</u> The proposed Implementation Timeline in the concept note referenced in activity 1.3.4 above is yet to be discussed by presidential advisors.
1.3.6	With the office of the Vice President and the Deputy Minister of MoCA, prepare a comparative study of regional presidential systems in order to inform decisions on streamlining the flow of information throughout the executive office	<u>Completed:</u> The project completed a regional comparative study of presidential systems. This document was presented to both the Deputy Minister of Cabinet Affairs and the Vice President of the Republic of South Sudan.
1.3.7	Prepare a concept note for an Advisory Council that would provide coaching to senior leadership on an ad hoc basis	<u>Not Started:</u> This activity can only start when PROGRESS receives required approval from the Chief Administrator to work with the Office of the President
1.3.8	Support the Presidency and the Presidential advisors on the National Reconciliation campaign (continued project management support and meeting attendance)	<u>Completed:</u> PROGRESS provided focused support to the National Reconciliation Organization Committee chaired by the Presidential Adviser on Decentralization and Inter-Governmental Linkages and led by the former Vice President. PROGRESS advisors helped conceptualize the campaign
1.3.9	Prepare a concept note on the importance of establishing an annual agenda on development priorities.	<u>Completed:</u> Project advisors prepared a concept note on the importance of establishing an annual agenda on development priorities for the Republic of South Sudan.
1.3.10	Continue to support the Government Donor Roundtable meetings chaired by the Vice President (support in the preparation of agendas and minutes as well as attendance at the monthly meeting)	<u>In Progress:</u> The project provided sustained support to the Government-Donor Roundtable meetings chaired by the former Vice President.
Ministry of Cabinet Affairs		
Directorate of Policy Analysis and Research		
1.3.11	Develop a scorecard with the MoCA on the preparation and dissemination of policy papers	<u>Not Started:</u> The Directorate of Policy Analysis and Research is not yet functional and is not producing policy papers.
1.3.12	Conduct an assessment on the number of policy papers produced by MoCA in the 2013/14 fiscal year	<u>Not Started:</u> The Directorate of Policy Analysis and Research is not yet functional and is not yet producing policy papers.
1.3.13	Assist in identifying policy experts for the Directorate of Policy Analysis and Research to	<u>In Progress:</u> The project has helped the Ministry of Cabinet Affairs develop a scope of work and job description for the Policy Research and Analysis expert. Project advisors also supported the preparation of policy brief and

	produce policy papers that coincide with RSS strategies	analysis templates in support of the future Directorate of Policy Analysis and Research.
1.3.14	With the Directorate, prepare a concept note on the importance of establishing an annual cabinet calendar that will provide more structure to the planning and implementation processes of the NCoM	<u>Completed</u> : The concept note was developed adopted by the National Council of Ministers.
1.3.15	Hold a workshop on the importance of an annual Government calendar	<u>Not Started</u> : Project determined there was no need for a workshop as the importance of the annual government calendar is stressed in the concept note
1.3.16	Produce an Implementation Timeframe for an annual calendar	<u>Completed</u> : The annual calendar has been institutionalized and is in a continuous process of updating to include more important government milestones, dates, deadlines, etc.
Ministry of Parliamentary Affairs		
Centre for Democratic Governance, Policy Research, and Parliamentary Studies		
1.3.17	Assist in establishing relationships with the Presidency, NLA and MPA	<u>In Progress</u> : Linkages have been established. Project advisors within the Ministry of Cabinet Affairs and the Ministry of Parliamentary Affairs met to discuss the importance of information exchange, the training of Parliamentary Liaison Officers and Cabinet Liaison Officers and building the capacity of Juba University.
1.3.18	Establish process through which the Centre receives requests, responds to requests, etc.	<u>In Progress</u> : The Centre's overall mandate and structure are in the process of formalization, including all functional positions and processes.
1.3.19	Assist the Centre to develop curriculum and conduct specialized training in policy, parliamentary, governance and democracy	<u>Completed</u> : The project assisted the Centre to produce two curricula on public policy and political governance with the University of Juba.
1.3.20	Assist in recruiting for key positions and line functions	<u>In Progress</u> : Recruiting will commence based on the functional organization and mandate.
1.3.21	Assist in strengthening relationships and explore twinning programs with sister institutions abroad	<u>In Progress</u> : Relationship with University of Indiana strengthened, as well as relationships with the Kenyan counterpart.
1.4	Result 4: More effective process of ensuring plan and policy implementation	
Ministry of Cabinet Affairs		
Government Performance Report		
1.4.1	Develop scorecards in order to assess the MoCA Directorate of Policy and Research's ability to gather relevant information for the Government Performance Report	<u>Completed</u> : The project did not develop a scorecard to assess the Directorate of ICT and Resolutions (not Policy Research) in this capacity, but began initial support to the Directorate to develop the templates, issue reminders to ministries to fill out performance report templates, etc.
1.4.2	Conduct a preliminary assessment of the Directorate's ability meet its mandated tasks	<u>Completed</u> : The project still needs to provide ongoing support to ensure the templates and reminders are provided.
1.4.3	Agree on an Action Plan for improving the Directorates' ability to meet its mandated tasks	<u>In Progress</u> : No specific action plan has actually been developed, but the government performance report operations are now functioning.
1.4.4	Design new templates for performance reporting,	<u>Completed</u> : Project advisors developed and shared the new reporting templates with the Ministry of Cabinet

	which will include more relevant reporting information	Affairs.
1.4.5	Assist the MoCA to produce Government Performance Quarterly Reports (systems for advanced information gathering, workshops, technical interventions, etc.)	<u>Completed:</u> PROGRESS assisted MoCA staff to compile the Government Quarterly report. The report is considered confidential and it is retained by MoCA
1.4.6	Assist the MoCA to produce the Annual Council of Ministers Performance Report	<u>Completed:</u> Project advisors supported the Ministry of Cabinet Affairs to compile the annual report. The report is the result of a cabinet resolutions monitoring system that tracks National Council of Ministers resolutions and the status of their implementation. The report is considered confidential and retained by MoCA
Ministry of Cabinet Affairs		
Information Technology (Directorate of Cabinet Resolutions and ICT)		
1.4.7	Conduct an ICT assessment of entire MoCA infrastructure	<u>Completed:</u> Project advisors conducted an ICT assessment of the Ministry of Cabinet Affairs, which led to a report subsequently shared with the ministries' leadership.
1.4.8	Agree on an Implementation Timeframe for improvements to the ICT infrastructure	<u>In Progress:</u> The project is establishing a timeframe for rolling-out its recommendations.
1.5	Result 5: More efficient use of COM time	
Ministry of Cabinet Affairs		
NCoM Operations (Directorate of Cabinet Resolutions and ICT)		
1.5.1	Develop scorecards on compliance to Cabinet Handbook Procedures	<u>Completed:</u> PROGRESS developed a scorecard to measure the National Council of Ministers' compliance to the Cabinet Handbook in the conduct of cabinet meetings.
1.5.2	Conduct assessments on compliance to Cabinet Handbook Procedures utilizing the scorecards	<u>Completed:</u> PROGRESS developed a scorecard referenced in activity 1.5.1 above to capture meeting preparation, use of relevant documents, attendance, management of the meeting and duration. The tool was piloted for cluster meetings and there were data validation issues (high self-scoring). As a result, we are reviewing the methodology.
1.5.3	Assist the MoCA to prepare guidelines on how best to abide by Cabinet Handbook implementation	<u>Completed:</u> Project advisors assisted with the development of a guide on the rules and procedures of a cabinet handbook and a checklist for submitting cabinet memorandum.
1.5.4	Conduct a workshop with the directorate on Cabinet Handbook Procedures	<u>Completed:</u> PROGRESS assisted MOCA to conduct the training of CLOs on the Cabinet Handbook Procedures
1.5.5	Assist the MoCA to prepare and distribute a reminding circular to all Ministries requesting them to submit a forward plan of the policy papers they intend to submit for cabinet consideration	<u>Completed:</u> Project advisors supported MoCA to prepare a reminder circular to all national ministries requesting that they all submit a forward plan of the policy papers they intend to submit for consideration at the National Council of Ministers in the upcoming six months.
1.5.6	Establish a framework for measuring the	<u>Completed.</u> Comprehensive framework has been developed and is being measured, currently by the

	effectiveness of Cabinet Meetings and establish targets for improvement	Undersecretary of Cabinet Affairs in the meetings.
1.5.7	Baseline Cabinet meetings in accordance with agreed framework/KPIs and agree the baseline	<u>In Progress</u> . With the recent cabinet reshuffle, PROGRESS advisors no longer attend cabinet meetings, but the Undersecretary of Cabinet Affairs is now measuring the meetings in accordance with the framework.
1.5.8	Assist in improving operational support for the cabinet by improving the adherence to protocol during meetings	<u>Completed</u> : The project supported the production of Cabinet Proposal Guidelines and a checklist for cabinet submission.
1.5.9	Prepare a concept note on the scope of an eCabinet solutions for further development	<u>Completed</u> : PROGRESS developed a concept note on the scope of e-cabinet
1.6	Result 6: Functional processes through which frameworks developed, decisions made, and implementation managed and tracked	
Ministry of Cabinet Affairs		
Negotiations with Sudan		
1.6.1	Provide continued support to the Border Committee of South Sudan's negotiations team for the AUHIP-led Addis Ababa negotiations	<u>Completed</u> : The project provided ongoing assistance to the Republic of South Sudan's Border Committee in order to help create a technical secretariat capable of conducting research, collecting, cataloging and archiving documentation at the AUHIP-led negotiations. PROGRESS advisors further assisted the RSS Border Committee to analyze the collected documents in order to help formulate and draft the RSS' comprehensive position on the disputed border areas. On 13th April, 2013, the President of the Republic, H.E. Gen. Salva Kiir Mayardit endorsed the 65 page report produced by the Border Committee. The project has also been supporting the High-Level Committee bilateral discussions led by Dr. Riek Machar Teny.
Directorate of Cabinet Resolutions and ICT		
1.6.2	Assessment of the current Resolutions Tracker	<u>Completed</u> : Project advisors reviewed and updated the tracker.
1.6.3	Hold a workshop with the Directorate of Cabinet Resolutions and ICT (to include Cabinet Liaison Officers) on tracking Cabinet Resolutions	<u>Completed</u> : PROGRESS assisted MOCA to conduct a one day workshop for Cabinet Liaison Officers on September 30, 2013
1.6.4	Assist MoCA prepare an implementation timeframe for improvements to the Resolutions Tracker	<u>Completed</u> : PROGRESS helped to develop the original tracker which has been retained by the RSS.
1.7	Result 7: Communication strategy developed, adopted, and implemented by the Office of the President and the RSS	
Office of the President		
1.7.1	Develop scorecards to assess communication within the OoP	<u>Completed</u> : PROGRESS, in partial consultation with the Office of the President, developed a comprehensive scorecard to assess the office and conducted a baseline assessment. The scorecard can be used to assess other institutions, e.g. the Office of the Vice President, as well as monitor performance changes in the communications cycle.
1.7.2	Assist the OoP in conducting an assessment of	<u>In Progress</u> : Elements of this activity such as the utilization of the national media are contained in the

	communications at the internal level, executive level and its utilization of national media	communication scorecard, whereas others such as assessing communication at the internal and executive level will be very difficult to ascertain in a formal manner.
1.7.3	Develop a communications scorecard to capture goals, project support, action by OoP, target dates, and results	<u>Completed:</u> PROGRESS, in partial consultation with the Office of the President, developed a comprehensive scorecard to assess the office and conducted a baseline assessment. The scorecard can be used to assess other institutions, e.g. the Office of the Vice President, as well as monitor performance changes in the communications cycle.
1.7.4	Assist the OoP compile a communications policy in conformance with the Communications Assessment Report to reach all RSS line ministries	<u>Not Started:</u> The Communications Directorate of the Office of the President does not acknowledge the mutual benefits from working with various line ministries, even though such a structure would greatly improve government communications. This mindset needs to be changed before a relevant policy can be drafted.
1.7.5	Design and implement a training program for the Office of the Communications	<u>In progress:</u> Training needs are being assessed on a continual basis and appropriate course materials are under development. The lack of a formalized relationship with the Office of the President up to the end of October 2013 has prevented the implementation of training courses.
1.7.6	Prepare a concept note on the importance of conducting a national survey to measure knowledge, attitudes, and practices relevant to OoP communications	<u>Completed:</u> The concept note outlines the role of research within the communications cycle and overviews existing surveys and polls with information relevant to audience segmentation and targeting. It recommends, for now, that the Office of the President relies on secondary research instead of funding a national survey due to cost and logistical reasons.
Public Liaison Office (OoP)		
1.7.7	Prepare a concept note on the importance of a Public Liaison Office (PLO)	<u>Completed:</u> The concept note provides a rationale for instituting a Public Liaison Office, outlines some basic functions and suggests two possible organizational structures. This note needs to be socialized with the Office of the President in order to finalize the recommendations and proposed next steps.
Ministry of Cabinet Affairs		
Online Portal (Directorate of Resolutions and ICT)		
1.7.8	Assessment of the Ministry of Cabinet Affairs online portal	<u>Completed:</u> Project advisors discussed the need to assess the Ministry of Cabinet Affairs' online portal with the Deputy Minister of Cabinet Affairs. Project advisors subsequently assessed the current online portal and made recommendations to the ministry's leadership.
1.7.9	Provide recommendations on areas in need of improvement with regards to communicating the mission and vision of the Cabinet via the online portal	<u>Completed:</u> Project advisors presented recommendations on ways to improve the Ministry of Cabinet Affairs' online portal to the Deputy Minister. Recommendations included the following: <ul style="list-style-type: none"> • Communicating the Ministry's vision and mission • Profiling the Ministry's leadership • Creating a more interactive user interface
1.7.10	Assist with gathering relevant information on the Ministry of Cabinet Affairs and support efforts to communicate said information via the portal	<u>In Progress:</u> Project advisors are continuing to work the Ministry's staff to ensure that the online portal is fully populated and updated.

Objective 2

Objective 2 - Harmonized legal system at the national and state levels

2.1 Result 1: Faster and more efficient review of and action upon laws by various levels of government		
Ministry of Justice		
Strategic Planning and Performance Management		
2.1.1	Facilitate, and provide technical assistance in support of workshop among the MoJ Undersecretary and Directors General to review the internal structures and processes of the Ministry of Justice	<u>Not Started:</u> The sequencing/timing of this activity on the part of the ministry follows the completion of the strategic and annual plan referenced in activity 2.1.4 below
	Provide technical assistance (inputs) to the draft MOJ Bill as a result of the decisions made at the workshop.	<u>In-Progress:</u> Though the workshop referenced above was not conducted, PROGRESS through regular discussions assisted MOJ develop a draft MoJ Establishment Bill that is still undergoing internal discussion.
2.1.2	Establish key performance indicators for Deloitte linked to the MOJ strategic plan	<u>Completed:</u>
	Measure MOJ performance	<u>Not Started:</u> This is a MoJ-driven activity. MOJ should submit a formal request for the Ministry of Public Service to conduct a performance assessment (planned for year 2)
2.1.3	Conduct periodic meetings to review progress of work plan implementation	<u>In Progress:</u> These meetings are ongoing.
2.1.4	Assist Directorates to develop Annual Work Plan and individual work plans to implement the Strategic Plan	<u>Completed:</u> Project advisors facilitated the process and the final strategic plan was completed. The project also provided assistance to different directorates on the development of the annual work plan 2013/14, which has been finalized. This activity was followed by informal discussions on individual work plans
2.1.5	Develop data tracking tools and a process for collecting data and work with MoJ staff assigned to perform M&E of strategic plan implementation to institute.	<u>In Progress:</u> The project worked with the MoJ to complete its strategic and annual plans, which required most of year one. The project assisted the MoJ to prepare for the first Undersecretaries Forum, which is designed for reporting purposes on the Strategic Plan. Using the performance template cited above, the project will continue to work with the MoJ to track implementation.
2.1.6	On an ongoing basis, provide support to the Minister and his team to develop reports, submissions and other documents as necessary (example – reports required by the UN on Rule of Law, etc.). Assistance will be provided by working with the MoJ team to develop templates/drafts, work with them on content, assist in developing drafting capacity, etc.	<u>In Progress:</u> The project assisted the Minister to prepare RSS report to the UN on Rule of Law and Human Rights on May 27. The report was well received and resulted into a statement of support for increased international assistance to RSS to improve human rights situation. PROGRESS advisors also helped the Minister of Justice to draft an interpretation on the constitutionality of Decrees No. 06/203 and No.13/2013 to NCoM for removal of the Elected Governor of Lakes State. PROGRESS advisors also assisted the Minister to draft the response/statement to the CoS on the Dura/Sorghum scandal
Legislative Prioritization and Tracking; Annual Legislative Agenda		
2.1.6	Work with MoJ, MPA and MoCA to have cabinet resolution on overall legislative process adopted, including prioritization, development of annual legislative agendas, and requirements for legislation to proceed (assistance through workshops, meetings, assistance with amendments)	<u>In Progress:</u> Cabinet resolution has been drafted and sent to both the U/S of MPA and the Minister of Justice, and is under review. However, it is likely that this will now not be necessary, as the new cabinet procedures adopted by the NCoM contemplate this process.

2.1.7	Work with MoJ Undersecretary and Cabinet and Parliamentary Resolutions Officer (as well as MPA counterparts) to develop a plan for strengthening the Legislative Tracker to include a process for systemic inputs, upgraded features and usability, tying the tracker to the Cabinet Resolution implementation (2.1.6) and increasing its use at the NCoM; Plan will also include plan for operational turnover of the system to the RSS.	<u>In Progress:</u> The project worked with the MPA to establish a filing and registration system for bills ready for tabling in parliament. In addition, the project and the MPA convened an induction training for PLOs to go over their responsibilities and begin establishment of a network to find out where bills are in process. The activity has not been finalized pending agreement on the specifications of the tracker
Information Technology		
2.1.8	Conduct assessment of current infrastructure and operations Agree on implementation action plan and commence implementation, to include installation of document management/version control system	<u>In Progress:</u> PROGRESS will conduct a full IT assessment in year two, and will build on prior assessments performed. Project has recommended the installation of a new pre-fab office space to house the project, the legal drafting teams, and the legislative tracker.
2.1.9	ICT Training (update the MOJ website, training on equipment and computer management skills, preparation for wider eGovernment solution)	<u>Not Started:</u> This activity will commence in year two, after the assessment is complete.
Directorate of Training and Research (MoJ)		
2.1.10	Develop a plan to update existing information in the database	<u>Not Started:</u> The project has shifted this activity to year two to align with the performance assessment to be undertaken by the MLPS&HRD, and the development of the scheme of service and job descriptions, which will inform the structure and content of the database (in line with the HRIS) as well as the required training needs.
2.1.11	Develop a skills and competency survey questionnaire for updating the database Administer the questionnaire to all MoJ Legal counsel Assist the Ministry management on how to use the database	<u>Not Started:</u> The project has shifted this activity to year two to align with the performance assessment to be undertaken by the MLPS&HRD, and the development of the scheme of service and job descriptions, which will inform the structure and content of the database (in line with the HRIS) as well as the required training needs.
Ministry of Parliamentary Affairs (MPA)		
Strategic Planning and Performance Management		
2.1.12	Assist the MPA to finalize performance assessment tools, agreed organizational structure, and implementation of the action plan	<u>In Progress:</u> Project advisors have met with the MPA Directorate Generals and the MPA has established a working group to establish the MPA's scheme of service (to include job descriptions, etc.). NOTE: now absorbed into MoCA and will be part of performance assessment process there.
2.1.13	Review of the annual plan and work with Ministry to develop the 2013/2014 annual plan (workshops, meetings, technical interventions, drafting support)	<u>Completed:</u> The MPA annual work plan 2012/2/13 was reviewed. PROGRESS assisted MPA to develop and complete 2013/14 annual Work Plan. However, the implementation of the plan is not clear with the recent integration of MPA into MoCA per Republican Order No. 14/2013, dated August 9, 2013
Improved Legislative Review Process		

2.1.14	Assist to develop a Handbook on the Working of the Ministry of Parliamentary Affairs	<u>In Progress</u> : Concept had been agreed, but has become moot due to MPA merger into MoCA.
2.1.15	Assess the training needs for Parliamentary Liaison Officers	<u>Completed</u> . No formal assessment was conducted. However, the project and the MPA held discussions with PLOs from 23 ministries in order to go over responsibilities and the role, and to assess the skills of the officers. Discussions culminated into a 2-days training of PLOs in June 2013
2.1.16	Review and customize the parliamentary liaison officers and leader of parliamentary business manual	<u>Not Started</u> : This activity is on hold due to the integration of MPA into MOCA.
2.1.17	Assist the MPA with logistical, technical and, if agreed with USAID, financial support to hold a Speakers' Forum	<u>Completed</u> : The 6 th Speakers Forum was held in July, with significant intellectual, logistical and other support from PROGRESS and other implementing partners (IRI, ACCORD, UNMISS).
2.1.18	Design a capacity building program for Ministers at State level	<u>Not Started</u> : PROGRESS has incorporated capacity related activities such as trainings in the year 2 work plan. PROGRESS activities in the States have only started recently.
2.1.19	Assist MPA to establish a liaison with state legislatures	<u>Completed</u> . Following a governance workshop in NBeG, PROGRESS facilitated a meeting between the State Ministry for Parliamentary Affairs and the Undersecretary for MoCA (formerly Undersecretary of MPA at national level) to discuss the resolutions of the workshop and linkages between State and National Ministry of Cabinet Affairs. Speakers' Forum also strengthened links and reporting mechanisms.
2.1.20	Assess the feasibility of support to the National Council of States	<u>Completed</u> : The project held a kickoff workshop with the Council of States on their roles and responsibilities, which identified a number of areas for project support, including finalizing the conduct of business regulations. Work with the Council of States has commenced.
2.1.21	Assist the Ministry in mapping the legislative drafting procedures from NCoM, to final enactment and presentation to MoJ, identify bottlenecks, and make recommendations to address the bottlenecks	<u>In Progress</u> : The activity commenced but had to be delayed due to MPA absorption into MoCA and the change in procedures engendered by new cabinet procedures.
2.1.22	Assist in the preparations leading to the holding of a national conference on Women in the democratic process in RSS	<u>Not Started</u> : The project assisted the MPA to initiate three major workshops in the summer of 2013, and there was simply no time or bandwidth to do this or the following workshop (2.1.23).
2.1.23	Assist in the preparations leading to a national conference on the role of political parties in the democratic process	<u>Not Started</u> : Same as above. However, the project did work with the Centre for Democratic Governance, Policy Research and Parliamentary Studies to develop a draft curriculum for an MA program on political party management from the Centre and the University of Juba.
National Legislative Assembly (NLA)		
Parliamentary Procedure and Operations		
2.1.24	Facilitate training for the BOM (Deputy Clerks and directors), to develop and manage their budgets)	<u>In Progress</u> : The project has begun day to day assistance to the BOM, particularly the Clerk/Deputy Clerk.
2.1.25	Assist the NLA to develop systems and procedures for managing committee resources	<u>Not Started</u> : Deferred to Year 2.
2.1.26	Assist NLA to identify, and procure IT solutions for internet and word processing needs	<u>Completed</u> : The assessment was conducted and report developed with sets of recommendations for the purchase of the IT solutions to NLA.

2.1.27	Assist in exploring the feasibility of digital recording, transcribing and printing machines for the Hansard Department of the NLA	<u>In Progress</u> : Preliminary survey done to identify the technical needs. Further work is expected to finalize specifications and prepare EOI and Tender documents.
2.1.28	Initiate the process of developing a hand book on the working of the National Legislative Assembly of RSS	<u>Not Started</u> : Deferred to Year 2.
2.1.29	Assist NLA, MoJ, and MPA to construct a single bill tracking system; focus on developing a module for bill tracking at the NLA, with an operational plan to turn the system over to the RSS	<u>In Progress</u> : A bill registration system has been developed that tracks their entry into NLA, which will be a fundamental input into the tracker. However, implementation is at an early stage.
Support for Key Committees		
2.1.30	Assist in the design of capacity building programs for the Parliamentary committees	<u>Not started</u> : The first step is to have a session with the Board of Management at the NLA and CoS. Training programs are scheduled for next financial year.
2.1.31	Facilitate the Committee for Constituency Funds in the performance of its functions	<u>In Progress</u> : The project held a successful two-day workshop with the Committee that covered the operation of the CDF, the shortcomings, international practice, and training to NLA members on how to plan and deliver projects. The CDF Act requires amendments.
2.1.32	Establish a working relationship with the Parliamentary Committee on Legislation and Legal affairs and the Assembly Business Committee	<u>Completed</u> : Connections with key committee Chairpersons have been made and work has begun. Work on public procurement legislation in next year will be first major activity.
2.1.33	Assist NLA to identify and implement constitutional provisions for legislative oversight	<u>In Progress</u> : Ongoing discussions with 3 Committees: Constituency Funds, Justice and Legal Affairs committee and Economy, Finance and Planning Committee.
2.2	Result 2: Comprehensive, consistent legal framework that supports the functioning of the RSS	
Ministry of Justice		
Directorate of Legislation, Gazette, Printing and Publishing		
2.2.1	Provide ongoing technical assistance (mentoring, coaching advising and review) to the teams of legal drafters of the MOJ	<u>In Progress</u> : The project provided ongoing support to the MoJ on specific bills through two MOJ legislative drafting groups.
2.2.2	Establish a baseline on legislative drafting with MoJ	<u>Completed</u> : PROGRESS created a scorecard for legislative drafting and established a basic baseline for current MoJ drafting capacity.
2.2.3	Finalize and adopt the legal drafting handbook developed under the CBTF project	<u>In Progress</u> : PROGRESS team has initiated discussions at MOJ to review and adopt the legislative drafting handbook.
2.2.4	Explore integration of external experts in legal drafting on gender and civic participation	<u>In Progress</u> : The project has approached the Ministry of Gender on drafting basic gender related laws.
Customary Law Centre		
2.2.4	Procure relevant books and literature for the Customary Law Centre library	<u>In Progress</u> : PROGRESS is in the process of identifying the relevant materials for the customary law center library.

Ministry of Parliamentary Affairs		
Cross Cutting		
2.2.5	Assist the MPA to develop a program for establishing youth parliaments	<u>Not Started</u> . Activities of this nature will be discussed with MOCA which has annexed MPA (further activity in this area will be reconsidered in year two).
2.2.6	Assist the MPA to hold a forum for women's role in enhancing democracy in RSS	<u>In Progress</u> . This is no longer a function of MPA/MoCA, but a factor of direct support to the new women leaders group, which intend to drive forward their own agenda in a cohesive, cross-branch manner. The project has been in discussions with the group on mechanisms for support.
2.2.7	Assist the MPA to prepare and hold a conference on the role of political parties in the democratic process, in conjunction with other USAID implementing partners	<u>Not Started</u> . This is deferred to Year 2 Activity is a duplication of 2.1.23. This will be reconsidered as falling outside the core scope of PROGRESS and more in line with other USAID implementing partners (IRI).
National Constitutional Review Commission (NCRC)		
2.2.8	Coordinate with other USAID implementing partners and donors regarding support to the NCRC, including division of labor, if any.	<u>In Progress</u> : The project assisted NDI and the NCRC to train civic engagement officials.
2.2.9	Provide legal drafting and coordinate demand driven expertise in discrete substantive areas for Constitution	<u>In-Progress</u> : PROGRESS continues to work on a position paper on issues around the Transitional Constitution and the development of the Permanent Constitution through the Centre.
2.3	Result 3: A statute book containing all the necessary laws for a functioning government (<i>note – to be changed at next annual work plan</i>)	
Ministry of Justice		
Official Gazette		
2.3.1	Provide technical assistance (facilitate inter-ministerial meetings, provide legal opinion/advice) to the MOJ to take the actions needed to establish a functional Gazette Office	<u>In Progress</u> : PROGRESS supported Ministry of Justice to discuss and agree on the legal modalities for the Gazette. The team worked with the Ministry of Information and Broadcasting on the use of Government Printing Press and Government Bulletin.
2.3.2	Assist in developing Gazette Templates	<u>In Progress</u> : Project advisors supported MOJ team in the preparation and development of the Gazette template.
2.3.3	Support the MOJ in the staffing of the Gazette office (defining roles and responsibilities, job description, and standard operational procedures)	<u>In Progress</u> : An operational plan has been developed.
2.4	Result 4: Improved capacity of the state legal administration department in the states to deliver legal services to citizens through a decentralized system of legal administration	
Ministry of Justice		
Legal Aid		
2.4.1	Assist the Ministry to finalize Legal Aid Strategy (meetings, revised the strategy, prepare a cabinet memorandum accompanying the legal aid strategy)	<u>Completed</u> : The project assisted the MoJ to finalize the Legal Aid Strategy and Policy and presented through a cabinet Memo to NCoM and NLA.
2.4.2	Organize and facilitate a stake holder's workshop to	<u>Completed</u> : The MoJ, the project and UN agencies held a workshop to explore further methods of

	agree on implementation framework and qualification criteria for Legal Aid	implementing the Legal Aid Fund by looking at successful models elsewhere and determining the best fit for RSS circumstances.
2.4.3	Assist in drafting of procedures for accessing Legal Aid	<u>In Progress</u> : Discussions between PROGRESS and MOJ were held on how the project will assist the development of the legal aid bill.

Objective 3

Objective 3 – Executive and human resource institutions at the central and state government levels able to guide and facilitate human capital development across government		
3.1	Result 1: Functional MLPS&HRD at the central and state levels	
Ministry of Labour, Public Service and Human Resource Development (MLPS&HRD)		
Directorate of Management Services		
3.1.1	With the DMS, implement preliminary organizational and performance assessments to determine current level of directorate capacity to implement specific defined activities as indicated in the baseline data of MLPS&HRD activities	<u>In Progress</u> : The process to conduct organizational assessments using the CYPRESS model was officially launched within MLPS&HRD. Step 1 of performance goal setting has been conducted across MLPS&HRD Directorates through a workshop. A draft report has been submitted to the Ministry detailing workshop methodology and results.
3.1.2	With the DMS, undertake organizational assessment for MLPS&HRD and 4 target ministries	<u>In Progress</u> : To date, the organizational assessment exercise has been launched within the MLPS&HRD. The project intends to focus on organizational assessments within 3 RSS institutions (MoCA, MoJ, and OoP) in Year 2. (related to Activity 3.1.1)
3.1.3	With the DMS, evaluate current MLPS&HRD nominal roll and include i) job descriptions, ii) skills required, and iii) qualifications and training with linkages to the being-established HRIS/CBTF	<u>In Progress</u> : PROGRESS advisers assisted MLPS&HRD to develop a standardized nominal roll to be utilized across all RSS institutions. Assisted the MLPS&HRD DMS and MoCA (pilot ministry) to develop standardized job descriptions for the staff within the Office of the Minister, office of the Secretary General, Office of the Deputy Minister, Office of the Undersecretary, and the Directorate of Finance and Human Resources (note that these are cross-cutting generic posts that are applicable to all other ministries, other MoCA Directorates require technical descriptions). Linkages will be made to the HRIS system, inclusive of skills, qualifications and training requirements for each post.
3.1.4	Guide the development and review of schemes of service for career development, succession planning/management and performance management in public service institutions	<u>In Progress</u> : The scheme of service for the Directorate of Human Resource Development has been reviewed with PROGRESS assistance.
3.1.5	In conjunction with Objective 1 activities, develop agreement and implementation plan on support for Performance Management exercises across government	<u>Not Started</u> : In conjunction with the Kenyan School of Government (KSG), the ministry has developed and proposed a performance management system, and submitted this proposal to the National Council of Ministers for official approval to implement. Given KSG's comprehensive involvement on this initiative, this activity has been slated for removal from the PROGRESS Year 1 and 2 work plans.
3.1.6	Implement the Performance Management System (with GoK)	<u>Not Started</u> : PROGRESS advisors were not associated with the first step of this process, which was conducted with assistance from Government of Kenya, and is awaiting the Ministry's decision for implementation. Per the note related to Activity 3.1.5, this activity will be slated for removal from the PROGRESS Year 1 and 2 work plans.

Recruitment Board (RB)		
3.1.7	With the RB, develop organizational KPIs and baseline current level of performance (O & P Assessments)	<u>In Progress:</u> The process to conduct organizational assessments using the CYPRESS model was officially launched within MLPS&HRD. The step 1 performance goal setting has been conducted across MLPS&HRD Directorates through a workshop. A draft report has been submitted to the Ministry detailing workshop methodology and results. (related to Activity 3.1.1)
3.1.8	With the RB, develop action plan to reach identified KPIs, implement plan	<u>In Progress:</u> The process to conduct organizational assessments using the CYPRESS model was officially launched within MLPS&HRD. Step 1 performance goal setting has also been conducted across MLPS&HRD Directorates through a workshop. A draft report has been submitted to the Ministry detailing workshop methodology and results. (related to Activity 3.1.1)
3.1.9	With the RB, develop a statement of work and the organizational structure assessments for central and states	<u>In Progress:</u> The current Recruitment Board at National level is dysfunctional due to understaffing, (undersecretary has been on extended leave) and lack of policies, regulations and guidelines. The main concern of the current RB is the drafting of a recruitment board which would essentially make the organization a standalone independent entity. This activity has been rolled up into activity 3.1.10. The project has assisted with developing the RB's mandate and to identify the process for transition to an independent body.
3.1.10	With the RB, establish, implement, and disseminate recruitment policies, regulations, and guidelines to government units (including inclusive and non-discriminatory policies emphasized for diversity – gender, religion, ethnicity, language, etc.)	<u>In Progress:</u> PROGRESS advisors assisted the RB to develop its mandate. The activity has been extended to year 2.
3.1.11	With the RB, develop and implement tailor-made training program for RB staff	<u>Not Started:</u> The Training Needs Assessment (TNA) and organizational assessment will lead to identification of specific training needs to inform the training program. The RB is also barely staffed. Based on the aforementioned assessments, as well as standardized job descriptions, this activity has been slated for Year 2.
3.1.12	With the RB, review RB nominal roll and add job descriptions, skills and qualifications required. This should be in line with HRIS/CBTF	<u>In Progress:</u> The Nominal Roll and accompanying job descriptions for current employees within the RB has been developed. This activity is in the process of being finalized contingent on determination of whether or not the RB will be rolled out as an independent entity.
Directorate of Human Resource Development (DHRD)		
3.1.13	With the DHRD, determine organizational KPIs and baseline current level of performance – O & P Assessments	<u>In Progress:</u> The process to conduct organizational assessments using the CYPRESS model was officially launched within MLPS&HRD. Step 1 performance goal setting has also been conducted across MLPS&HRD Directorates through a workshop. A draft report has been submitted to the Ministry detailing workshop methodology and results. (related to Activity 3.1.1).
3.1.14	With the DHRD, use Maturity Model Benchmarking Tool to determine current level of directorate capacity as well as desired level	<u>In Progress:</u> The process to conduct organizational assessments using the CYPRESS model was officially launched within MLPS&HRD. Step 1- performance goal setting - has been conducted across MLPS&HRD Directorates through a workshop. A draft report has been submitted to the Ministry detailing workshop methodology and results. (related to Activity 3.1.1)
3.1.15	With the DHRD, conduct survey to determine the number of female employees across government institutions	<u>Not Started:</u> This activity has been moved to Year 2 and was not possible given the current level of ministerial resources and information.

3.1.16	With the DHRD, conduct survey to determine number of annual female graduate from RSS universities and higher institutions	<u>Not Started:</u> This activity has been moved to Year 2.
3.1.17	With the DHRD, conduct preliminary assessments for development and implementation of internship program for placement of female graduates in the government institutions	<u>In-Progress:</u> A preliminary concept note was submitted detailing the spirit of this endeavor, but will be assessed (based on the aforementioned gender surveys) and updated as part of an overall gender strategy for implementation in Year 2.
Directorate Policy, Planning, and Budget (DPPB)		
3.1.18	With the DPPB, determine organizational KPIs and baseline current level of performance – O & P Assessments	<u>In-Progress:</u> The process to conduct organizational assessments using the CYPRESS model was officially launched within MLPS&HRD. Step 1 - performance goal setting - has been conducted across MLPS&HRD Directorates through a workshop. A draft report has been submitted to the Ministry detailing workshop methodology and results. (related to Activity 3.1.1)
3.1.19	With the DPPB, use Maturity Model Benchmarking Tool to determine current level of directorate capacity as well as desired level	<u>In-Progress:</u> The process to conduct organizational assessments using the CYPRESS model was officially launched within MLPS&HRD. Step 1 performance goal setting has also been conducted across MLPS&HRD Directorates through a workshop. A draft report has been submitted to the Ministry detailing workshop methodology and results. (related to Activity 3.1.1)
3.1.20	With the DPPB, assess possibility of development of a “Resource Center”	<u>Not Started:</u> The activity has been slated for removal due to lack of resources on the part of the Ministry.
3.1.21	With the DPPB, develop specific training courses in the area of Policy formulation planning and Budget and OBT	<u>Not Started:</u> This activity has been moved to Year 2.
3.2	Result 2: Baseline training needs analysis, training strategy and training framework for the civil service with full articulation of options considered and choices made	
Directorate Human Resource Development (DHRD)		
3.2.1	With the DHRD, conduct a training needs assessment (TNA) across government institutions at national level for 3 categories i) Grades 7-14, ii) Grades 3,4 & 5, and Grades 1 &2	<u>Completed:</u> An assessment of generic training needs across all RSS institutions at national level has been completed in collaboration with KSG and the MLPS&HRD.
3.2.2	With the DHRD, share the outcomes of the TNA with senior management across government institutions for inclusion of their comments	<u>In Progress:</u> The TNA results have been shared with the former Acting Minister of MLPS&HRD, Hon. Kwong Danhier Gatluak and the incoming new Minister, Hon. Ngor Kolong Ngor, as well as the Undersecretary of PS&HRD, Hon. Angeth Acol de Dut. In addition the report has been circulated to all MLPS&HRD DGs, executive management at MoCA/MPA, Undersecretaries/Directors/Deputy Directors of all RSS institutions, Ministers at the state level (9), as well as MLPS&HRD DGs at the state-level (all 10 states). The project has slated an additional sub-activity to review TNA results with Training Managers across all RSS institutions in Year 2, resulting in the creation of draft institutional training plans for use in annual planning of training.
3.2.3	With the DHRD, conduct training needs assessment (TNA) across the civil service in states: for 3 categories i) Grades 7-14, ii) Grades 3,4 & 5, and Grades 1&2	<u>In Progress:</u> PROGRESS held a national TNA results orientation session with MLPS&HRD DGs from all states. The team will be conducting a state-level TNA within targeted states (Jonglei, Upper Nile, and Northern Bahr el Ghazal) in Year 2. Jonglei has been slated as the first state to be assessed in the first quarter of Year 2. In preparation to the roll out of the TNA to the states, the team oriented the three

		MLPS&HRD DGs within the target states to become familiar with TNA methodologies and development of an action plan for implementation.
3.2.4	Assist the DHRD to develop a comprehensive TNA report for submission to NCoM which will be used for development of National Training Strategy for RSS Civil Service	<u>Completed:</u> The report was submitted to the MPS&HRD for onward submission to the NCoM for approval.
3.2.5	Based on the TNA preliminary results, assist the DHRD to develop and conduct training for civil service in the following areas: 1) Induction to government and public institutions, 2) Record management, and 3) English language. Assistance to include identifying budget resources, training the trainers, planning and tracking, etc.	<u>In Progress:</u> Draft modules for RSS Master Curriculum for Public Administration and Management topics, Induction to the Civil Service and Records Management are currently under development for finalization and delivery within Year 2. The project supported the MLPS&HRD to develop and secure NCoM approval for the Induction to the Civil Service Manual within Year 1, which serves as the foundation for curriculum development for the Induction to the Civil Service. Course outlines have been generated based on the original Master Curriculum and reviewed by the MLPS&HRD as a foundation for curricula expansion. A concept note for English language (A1-A2) has been prepared and approved by USAID. The project will conduct A0-A2 English language training in Year 2.
3.2.6	Based on National Training Policy, assist the DHRD to develop training strategy with priorities, donor assistance, and identified gaps	<u>Not Started:</u> The project supported the MLPS&HRD to develop and secure NCoM approval of a RSS National Training Policy. This policy, in conjunction with an approved TNA will serve as the foundation for the development of a National Public Service Skills Development Strategy (NPSSDS) to be developed in Year 2.
3.3	Result 3: More efficient process of linking appropriate trainees with appropriate training	
Directorate of Human Resource Development (DHRD)		
3.3.1	Assist the DHRD to develop workflow processes to link appropriate trainees to training	<u>Not Started:</u> The RSS National Training Policy was approved by the NCoM laying the foundation for appropriate trainee selection. In addition, the MLPS&HRD is currently working to finalize and implement HRIS across the RSS. This activity will be rolled up into other activities within Year 2.
3.3.2	Assist the DHRD to create procedures to identify and tracking trainees, update records, delivery and assess training	<u>In Progress:</u> The ministry has a tracking system for training which is non-functional. Preliminary information has been gathered about this system and the project has managed to obtain the system. The revival and data update of this system have been slated as key activities within Year 2. Additionally, once operationalized, this system will be linked to HRIS.
3.3.3	Assist the DHRD to evaluate RSS Master Curriculum for Public Administration and Management to determine and develop required unavailable courses	<u>In Progress:</u> The review of the MC has commenced and new modules, or revisions to modules, have been preliminarily identified.
3.4	Result 4: Effective use of HRIS by MOLPS and RSS to inform HR policy and make staffing decisions HRIS integrated with MOFEP Free Balance FMIS and payroll, and RSS decision-makers able to use these systems for public sector management	

Directorate of Human Resource Development (DHRD)		
3.4.1	Assist the DHRD to assess MLPS&HRD needs and CBTF HRIS activities at center and state levels to determine what, if any, activities are needed in year one, given that CBTF is the lead donor and implementer.	<u>In Progress:</u> Close collaboration with CBTF has been initiated and maintained, inclusive of regular collaboration meetings organized between CBTF and PROGRESS. One core collaboration activity identified included the movement and equipping of the MLPS&HRD IT room to support IT functionality within the MLPS&HRD. A concept note was developed and submitted to USAID for approval.
3.4.2	In collaboration with CBTF team, develop an standardized Nominal Roll for all government institutions to be used as primary data for the new HRIS	<u>Completed:</u> The new nominal roll was developed and is being used for South Sudan Electronic Payroll System (SSEPS).
3.4.3	Assist the DHRD to build upon the Human Resource Information System (HRIS), which is currently being implemented by CBTF through the MLPS&HRD to address institutions not already covered by CBTF	<u>In Progress:</u> The HRIS system is not yet completed, but collaborative meetings have been undertaken with all key players in HRIS development process to pave the way for inclusion of other institutions.
3.4.4	With DHRD, to develop an inspection process for public service delivery and standards in government institutions at both national and state levels	<u>Not Started:</u> The MLPS&HRD has stated that this is not a priority due to austerity measures within the RSS budget. This activity has been modified to production of a manual and slated for Year 2 based on MLPS&HRD approval.
3.4.5	Assist the DHRD to take necessary steps towards establishment of counseling services for public servants in government institutions (HIV/AIDs, and Gender).	<u>Not Started:</u> The MLPS&HRD has noted that this activity is not a priority due to austerity measures. As such, the project has slated this activity as a deliverable of Counseling Services Policy & Guidelines (recommendations) to be undertaken within Year 2 based on MLPS&HRD approval.

9.3 List of Trainings Conducted

January 7 to September 30

PROGRESS training activities range from a day's training, to a 2-5 days conventional training workshops to long term English language trainings that take months. For all of our English language trainings, participants take exams and results are kept on file. Given the myriad of the PROGRESS training activities, the data in the table below represents the Person Trainings Days for two reasons.

1. The data captures the full breadth of the project reach/coverage
2. Data conforms to the USAID definition of training. Training is defined as in-service technical training in the areas of administration, management/leadership or good governance practices for civil servants or public employees working for the executive branch or its line ministries. Training refers to all skill- or knowledge-building efforts that follow a documented curriculum with stated learning objectives and/or expected competencies for the trainees. Training may be short- or long-term, in-country or abroad.

One training day is defined as no less than six hours of training.

Reporting Period	Name of Training	Date (s)	Person Training Days		
			Male	Female	Total
Quarter 3: April 1 - June 30 2013	Level 1 - English Language Skills Training, Beginner English	February – May, 2013	1.3	19	20.3
	Level 2 - English Language Skills Training, Elementary English	February – May, 2013	40.1	14.8	54.9
	Level 3 - English Language Skills Training, Intermediate English	February – May, 2013	41.75	0.25	42
	Level 4 - English Language Skills Training, Advanced English	February – May, 2013	34.7	0	34.7
	MOJ Strategic Planning Training Workshop (data based on 2 days for which attendance sheets are available although the workshop lasted for 3 days)	April 15 - 17 2013	17	3	20
	Roles and Responsibilities of the Council of States	June 12 - 14, 2013	93	8	101
	Training of Parliamentary Liaison Officers	June 22 - 24, 2013	45	7	52
	Effectiveness of the Constituency Development Fund	June 27- 28, 2013	228	77	305
Quarter 4: - July 1 - September 30	Constitution Training Workshop in Northern Bahr El Ghazal	August 28- 29, 2013	95	11	106
	Training of Cabinet Liaison Officers	Sept 30, 2013	29.2	1.2	30.4
	Total		625.1	141.3	766.4

9.4 Success Stories



SUCCESS STORY

Building Civil Service Capacity in South Sudan

The first Training Needs Assessment is helping RSS to identify training needs to build staff capacity and improve government service delivery for the people of South Sudan



Photo by USAID/PROGRESS

“This is the first time that international donors have worked together to complete a demand-driven training needs assessment in the Republic of South Sudan. All previous [TNA] efforts had been supply-driven, narrowly focused, and not well coordinated.”

Kwong Danbier Gatluak
Minister of Labour, Public Service and Human Resource Development

Background

Juba, June 2013 – Since becoming the world’s youngest country in 2011, the Republic of South Sudan (RSS) has embarked on an accelerated program of government institution building and civil service development. The natural challenges of building government capacity to improve service delivery for citizens in a young country have been partially met by the influx of international donors presenting capacity building programs to the government. This assistance has not been delivered in a manner that saw well-coordinated capacity development programs directly tied to training needs expressed by the government. As a result the capacity building and training needs of civil servants across the government remain an unprecedented development challenge. The lack of a consolidated database of training courses, trainees, and trainers has further compounded the situation.

USAID/PROGRESS Response

In response to the urgent need for a comprehensive, well-coordinated capacity development approach across public institutions, the USAID Project on Good Governance in the Republic of South Sudan (PROGRESS) supported the Ministry of Labour, Public Service and Human Resource Development to deliver the first Training Needs Assessment Survey to civil servants in South Sudan in April 2013. The team surveyed 400 civil servants, from Undersecretaries to Junior Clerks, across 29 ministries and 21 commissions and chambers. The assessment survey is designed to identify training needs of civil servants to inform development of targeted capacity development programs and professional development courses. Working closely with the Ministry and its development partner, the Kenya School of Government, the team designed the Training Needs Assessment survey for public institutions at the national level and future use at the state level. The survey marks a new beginning in the government’s civil servant development process.

Preliminary findings of the assessment indicate an immediate need for training in public administration leading practices and standards. Additional needs include record keeping and information management, English language training, leadership training, office management, and Information and Communication Technology.

Impact

The results of the survey will pave the way for formulation and implementation of South Sudan’s “National Civil Servant Training Strategy,” and ultimately a “National Civil Servant Training Policy.” Information generated from the survey will assist public institutions to gain insight into training needs of their staff and develop and implement progressive, result-orientated training programs for their workforce.



SUCCESS STORY

RSS Presents First Report to UN Human Rights Council

The Ministry of Justice makes the first formal presentation to the Human Rights Council on its measures to improve human rights and promotes the adoption by the RSS of eight key human rights conventions.



Photo by USAID/PROGRESS

“By signing the eight core international and regional conventions, the government of the young nation has shown its commitment to the inalienability and universality of human rights.”
Former Justice Minister John Luk Jok

The eight human rights conventions ratified in Geneva in June 2013 include:

- Convention on Special Aspects of Refugee Problems in Africa
- African Charter on Human and People’s Rights
- Convention on the Right of the Child
- Convention on Elimination of All forms of Discrimination Against Women and Optional Protocol
- International Covenant on Civil and Political Rights
- International Convention on All Forms of Racial Discrimination
- International Covenant on Economic, Social and Cultural Rights
- Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment

Background

The Republic of South Sudan (RSS) remains the newest member of the United Nations, and is still in the process of reviewing and ratifying international conventions and joining other international institutions. At the same time, it is building its basic institutional capacity to deliver services to its population, a primary one of which is establishing the rule of law and protecting basic human rights. On this score, the RSS has been the subject of much criticism, as it grapples with ongoing ethnic conflict, weak security institutions that have been allegedly acting with impunity against its own citizens, as well as a series of difficulties in adjusting to a post-conflict society.

In August 2012, the United Nations Commissioner for Human Rights issued a report on Technical Assistance and Capacity Development for South Sudan in the field of Human Rights, in which the many issues facing the RSS were documented. The RSS, through the Ministry of Justice, was required to present a report on the measures it has taken, or plans to take, in response to the report to the Human Rights Council in Geneva in June 2013.

USAID/PROGRESS Response

The USAID Project on Good Governance in the Republic of South Sudan (PROGRESS) worked closely with Ministry leadership to prepare its written report as well as its formal presentation in Geneva. This involved gathering documentation and reports from other stakeholders, drafting the actual text of the report, and identifying areas that required highlighting in the report itself. Project advisors advised the Ministry to make the report as comprehensive as possible and submit it early, to forestall any questions or difficult discussions during the presentation itself. In the course of preparations, the Ministry led the National Council of Ministers to decide to ratify eight key human rights conventions, including the

Convention on Elimination of All forms of Discrimination against Women (CEDAW) and Optional Protocol and the International Covenant on Civil and Political Rights. A full listing of all eight conventions ratified is listed in the text box on the left.

Impact

The report was received favorably in Geneva and garnered additional pledges of support from other nations to support RSS to build its capacity to improve human rights. The National Council of Ministers approved the execution of the conventions, which are now in the National Legislative Assembly for ratification. The conventions must be implemented through domestic legislation and improved institutional capacity, with which the project will continue to work with the Ministry of Justice and RSS leadership to put in place.



SUCCESS STORY

Improving States' Voice in Legislative Affairs

USAID/PROGRESS is assisting the Council of States to understand and perform its vital function to oversee the states, monitor decentralization and ensure that states' interests are reflected at the national level



Angello Beda, member of the Council of States, address fellow CoS members at the three-day workshop held June 15-17, 2013 in Juba.

Photo by USAID/PROGRESS

Juba, June 15-17, 2013 – The Ministry of Parliamentary Affairs (MPA), with support from the USAID Project for Good Governance in the Republic of South Sudan (PROGRESS), conducted a workshop with the Council of States (CoS) to introduce members to the constitutional functions of the Council and identify reasons for their perceived lack of activity or impact. Created in 2011, the Council has struggled to gain footing as a legislative body and perform its intended function of representing state interests in national level legislation. Over the three-day event, participants shared their experiences and discussed obstacles faced. Key challenges identified during the workshop included:

- The Transitional Constitution inadequately defined the Council's role and powers, with various drafting defects exacerbating the problems;
- The members were unaware of the mechanism to compel appearances by executive branch members;
- The absence of the Council's Conduct of Business Regulations (CBR) has limited ability to function; and
- No procedures or meetings guide the joint inter-house committee to harmonize legislation.

On the third day of the event, the former Minister of Parliamentary Affairs, Michael Makuei Lueth, engaged and challenged the members for three hours on the final day about their suggestions, questions and issues. The result was a basic understanding that while deficiencies exist, it is incumbent upon the Council to take a more proactive role to assert its authority.

The workshop led to a series of resolutions that the project will work with the Council to implement and which, when implemented, will strengthen the Council's authority and effectiveness. These include assisting the Council to participate in the constitutional development process to remove ambiguities and strengthen the legal foundation for the Council, as well as assisting the Council and the NLA to finalize outstanding CBRs.

The Council of States was created in the Transitional Constitution of the Republic of South Sudan, 2011, as the second chamber of the National Legislature. At the same time, the Southern Sudan Legislative Assembly, the only chamber in the unicameral legislature during the Comprehensive Peace Agreement (CPA) period, became the National Legislative Assembly (NLA). While the oversight and legislative functions of the NLA were relatively clear from the start, the role of the Council of States was not well understood, even by its members, most of whom are seasoned politicians and parliamentarians from the CPA-period Government of National Unity. Tasked primarily with oversight over the states and ensuring that states' concerns were addressed in legislation, the Council, however, remained relatively dormant through its first two years of existence, rarely having been consulted on legislation and not having even finalized its conduct of business regulations.



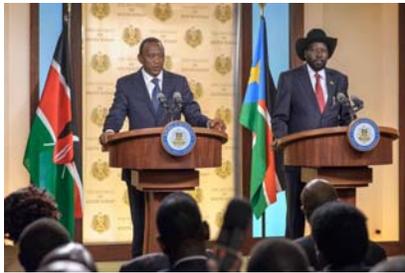
USAID
FROM THE AMERICAN PEOPLE

SOUTH SUDAN

SNAPSHOT

News Release Writing Gets a Boost

USAID/PROGRESS enhance the messaging activities of the Republic of South Sudan



President of Kenya, Uhuru Muigai Kenyatta (left), and President of the Republic of South Sudan, Salva Kiir Mayardit (right), giving a joint press conference on May 23, 2013.

The Government of the Republic of South Sudan (RSS) with support from the USAID Project on Good Governance in the Republic of South Sudan (PROGRESS) project is boosting the production of news releases and improving the flow of information with the media. This essential press tool had been previously underutilized. Today, with USAID/PROGRESS support, RSS organizations are increasing the number and message quality of their releases. Distribution channels are also greatly improved.

PROGRESS has supported RSS ministries to improve messaging on international affairs and human rights. In May 2013, the project assisted the Office of the President with increasing visibility of Kenyan President Kenyatta's first official visit to Juba on May 23. The team positioned the meeting as the beginning of a mutually beneficial relationship between the two countries. Key messaging elements in the release included an agreement to build a new road and rail line from Juba to Kenya. The project also worked with the Ministry of Justice in June to craft a release about former Justice Minister John Luk Jok's trip to the United Nations Human Rights Council in Geneva. The event on June 10 officially acknowledged South Sudan's decision to sign several core human rights conventions. The message was structured to tell the world that the new nation grants fundamental human rights to all South Sudanese at all levels.

The project also worked with the Office of the President and the Ministry of Information & Broadcasting to prepare messaging for a watershed announcement regarding rebel activity in the country. On June 11 a news release cited, for the first time, that South Sudan had concrete evidence proving Sudan was arming rebels operating in South Sudan. The release included information on the surrender of two rebel groups which accepted a Presidential amnesty offer. The team worked indirectly, through the Minister of Information, with President Kiir who ultimately signed off on the news release.

Lastly, the team provided assistance to the Undersecretary of the Ministry of Parliamentary Affairs to organize the 6th Speakers' Forum in July 2013. The news release messaging for the event was built around unity, prosperity and eliminating conflict.



SNAPSHOT

MoCA Unveils 5-Year Strategic Plan

MoCA presents 5-Year Strategic Plan to the National Legislative Assembly



[USAID/PROGRESS]

Hon. Wek Mamer Kuol, presents the Strategic Plan to the Legislative Assembly on June 25, 2013.



[USAID/PROGRESS]

Acting Minister of Cabinet Affairs, Hon. Wek Mamer Kuol, chairs the bi-weekly Executive Leadership meeting on June 20, 2013.

Juba, June 25, 2013 – The Hon. Wek Mamer Kuol, Acting Minister of Cabinet Affairs (MoCA), presented the Ministry’s Strategic Plan 2013 – 2018 to the South Sudan National Legislative Assembly. In his opening remarks, Hon. Kuol acknowledged the efforts by the Secretary General, MoCA staff, and the development partners, including USAID’s Project for Good Governance in the Republic of South Sudan (PROGRESS) and the Kenya School of Government, for contributions to the Strategic Plan.

In his statement, Hon. Kuol highlighted the top five priority areas MoCA will focus on over the next 5 years: 1) strengthening of policy formulation, decision making, implementation, monitoring and evaluation of government programs and cabinet resolutions; 2) establishing strong human resources and financial management systems; 3) bolstering institutional capacity building efforts within MoCA; 4) establishing mechanisms for public policy research and analysis, which includes the formation of a new department of research and analysis at the ministry; and 5) strengthening the Information and Communications Technology (ICT) capabilities at the ministry.

After concluding his presentation, Hon. Kuol requested that the August House, “deliberate on the proposed Ministry of Cabinet Affairs Strategic Plan for 2013-2018 and finally pass it [the Strategic Plan].”

The Speaker of the House referred the Strategic Plan to the Committee of Public Service. After their study and scrutiny, the committee will present MoCA’s five-year Strategic Plan to the Assembly in July for deliberation and adoption.

The Strategic Plan has undergone already an extensive review and approval process within the MoCA, with project support. It was approved previously by the National Council of Ministers in conjunction with the RSS’ overall plan to have such strategies in place for each Ministry. The MoCA will drive the process of strategic plan implementation across the entire national government through a series of undersecretaries forums and quarterly performance reports, which initiatives the project will also support.

The PROGRESS project works across three objective areas at the national and state levels: Support for Strengthened Policy and Decision Making at Executive Offices; Strengthened Legislative Development; and Capacity Development. The project’s aim is to assist the South Sudanese government with its efforts to develop core institutions, focusing on both improving accountability and effectiveness. The project also operates in Jonglei and Northern Bahr el Ghazal states and will open operations this fall in Upper Nile.



USAID
FROM THE AMERICAN PEOPLE

SOUTH SUDAN

SNAPSHOT

Championing Democracy in Aweil

USAID/PROGRESS launches operations in Northern Bahr el Ghazal



South Sudan and U.S. government officials launch the USAID PROGRESS project in Aweil.

[USAID/PROGRESS]



The state governor, Paul Malong Awan, and US Ambassador, Susan Page celebrate continued partnership.

[USAID/PROGRESS]

Aweil, June 28, 2013 – The United States Ambassador to South Sudan, Susan Page, officially launched the USAID-funded Project on Good Governance in the Republic of South Sudan (PROGRESS) in Aweil, Northern Bahr el Ghazal. The project's aim is to assist the South Sudanese government with its efforts to develop core institutions, focusing on both improving accountability and effectiveness. The launch was attended by the Northern Bahr el Ghazal state Governor Paul Malong Awan, Deputy Governor Salva Chol Ayat, and Speaker of the Assembly Ms. Achol Williams.

The United States delegation included the US Ambassador and USAID Mission Director, William Brands. The project's Deputy Chief of Party, Chris Donahoe, and partners from the international community also attended.

Speaker Williams spoke effusively of a new hope for the region, "to my mind and in the depth of my soul is a promise of better and good governance to lead the nation into an exemplary world of good and able leadership."

Ambassador Page talked about the long history between the United States and South Sudan, emphasizing that support for the new nation is a priority for the government and people of the U.S. She said that U.S. government support aims to build on the secure democratic and security gains made by South Sudan. The Northern Bahr el Ghazal government is pleased to be included in USAID assistance through the PROGRESS project and pledged its full support. The state government also expressed the desire for a stronger relationship with the U.S. government through projects like PROGRESS.

The launch was followed by a luncheon hosted by the state government. Guests were treated to a variety of tasty traditional local dishes.

The PROGRESS project works across three objective areas at the national and state levels: Support for Strengthened Policy and Decision Making at Executive Offices; Strengthened Legislative Development; and for Capacity Development. The project launched operations in Jonglei state in May 2013. Operations will commence in a third state in July 2013.



SUCCESS STORY

Making Better Use of Constituency Development Funds

Constituency Development Funds can be a powerful engine for improving service delivery at the local level, promoting economic development, and building bridges and engagement between NLA members and their constituencies.



Photo by USAID/PROGRESS

Beatrice Aber, Chairwoman of the Constituency Fund Committee (CFC) addresses members of Parliament on the use of the CFC during the two-day workshop held June 27-28, 2013 in Juba

Background

Juba, June 28, 2013 – Since the adoption of the foundation legislation in 2007, the members of the Southern Sudan Legislative Assembly, now the National Legislative Assembly (NLA), have had the right to allocate three percent of the annual national budget to finance development projects in their respective constituencies. Effective use of the funds is both a development priority, given the many needs of South Sudan, and also an issue of transparency and accountability, given the size of the Constituency Development Fund (CDF) itself.

The actual practice to this point has been uneven, with funds being misappropriated or simply left unused. There remains much confusion over the process of consultation with communities, selecting projects and, approval of projects and, possibly most importantly, accounting for the expenditure of funds to the Ministry of Finance and Economic Planning (MoFEP)

USAID/PROGRESS Response

On June 27-28, the Ministry of Parliamentary Affairs (MPA) and the Constituency Fund Committee (CFC) of the NLA, held a two-day workshop to improve members' understanding of the CDF so that funds can be spent on priority development projects in communities around the country. The event was executed with assistance from the United States Agency for International Development (USAID) Project on Good Governance in the Republic of South Sudan (PROGRESS). The goal was improve members' understanding of how CDF funds have been used in the past, identify deficiencies in the system, including in the legislation and the process for accounting for expenditures, and make recommendations on how to improve use of CDF in the future. South Sudan's CDF program is based in part from a similar successful program in Tanzania. During the event, a former government official from Tanzania discussed how the CDF program works in Tanzania including testimonials of successes, lessons learned, and pitfalls to avoid.

Impact

The immediate impact of the workshop was a refocus of attention by the NLA on the use of the CDF, as well as more demands for accountability and inclusiveness from other stakeholders, such as the Council of States and State Legislative Assemblies. The NLA resolved to prioritize a reexamination of the CDF Act to improve administration and application of the CDF.

The longer-term impact has yet to be seen, but, with project support, should be:

- More transparent and consultative process by members to decide on projects and account for their expenditures; and
- Improved infrastructure and service delivery at the local level to the South Sudanese population.



SUCCESS STORY

Understanding the Constitution: A Path to Good Governance in Northern Bahr el Ghazal State

In her opening remarks, Achol William, Speaker of the NBeG State Legislative Assembly thanked “all the partners for bringing the three arms of government together for the first time in the history of the State.”



Photo by USAID/PROGRESS

Representatives from the three branches of government gather to better understand the national and state constitutions and one another’s roles in the state government.

On August 28-29 2013, the Northern Bahr el Ghazal state government conducted a two-day workshop in Aweil entitled, “Understanding the Constitution: a Path to Good Governance in Northern Bahr el Ghazal State.” The workshop brought together over 70 participants from the executive, legislative, and judicial branches of the state government. The event was organized in response to a request from the state legislature for a forum to enhance understanding of the constitutional roles and functions of the three branches of government. The workshop also aimed to strengthen the relationship between state and the national institutions.

Presentations and discussions focused on the constitutional roles and functions of the executive, legislature and the judicial branch and inter-governmental linkages. The workshop also provided opportunities to discuss the mandate of the NCRC in the constitutional review process, importance of civic education and public consultations.

The Deputy Governor Salva Chol Ayat officially opened and closed proceedings, calling the event a great milestone that for the first time brought together all three arms of government. The workshop was a coordinated effort between USAID partners: SSTCM, PROGRESS, and NDI. In her opening remarks, Achol William, Speaker of State Legislative Assembly thanked “all the partners for bringing the three arms of government together for the first time in the history of the State.”

The workshop resulted in resolutions including that the executive will develop policies to inform legislation and develop ministries’ strategic plans. The legislature will initiate important policies and legislation for review, address capacity challenges within the State Assembly, and finalize the state budget for FY 2013/2014. The judicial branch will review the current status of implementation of the Local Government Act of 2009. The PROGRESS project will work with the State Assembly and the Governor’s Office to follow up on implementation of the resolutions.

Another immediate output of the event was identification of mechanisms for improved coordination across the government and improved relations among the three arms. Awan Makoi, Judge of the County Court stated that “If this workshop was done before, most of the problems between the three arms would have been resolved.”

The workshop was the first of its kind to bring together officials from all three branches in one forum to discuss improved coordination. As the government works to develop a harmonized legislative framework, state-level governments require a complete understanding of the relationship between the National and State Constitutions, and the role and functions of the branches of government at the national and state level. The workshop was a step toward achieving better coordination among the branches and between the national and state-level governments.