

The Capacity Project in Southern Sudan

More than three years after the signing of the historic Comprehensive Peace Agreement, the health situation in Southern Sudan remains dire. However, after over two decades of civil war, peace has afforded a welcome opportunity to the Ministry of Health (MOH) to work closely with the Capacity Project and other partners to rebuild the health sector's capacity to deliver quality health services to the people of Southern Sudan.

In the context of post-conflict recovery, the Capacity Project is helping to strengthen the MOH's ability to hire and manage Southern Sudan's health workforce. By helping to establish a national human resources information system (HRIS) coordinated with state-level systems, the Project is supporting the MOH in implementing a strategic approach to workforce development and improving access to health information. With partners, the Project is supporting the repatriation, training and integration of Southern Sudanese health professionals in the public and NGO sectors, beginning with the repatriation of 15 doctors. To foster leadership development, the Project is facilitating a program that includes skills development workshops, executive coaching and study tours. An additional aim is to support the development of nursing and midwifery services through targeted leadership and management skills development at all levels of the nursing workforce.

Activities in Brief

Implementing a Strategic Approach to Workforce Development

The Capacity Project is supporting the MOH in implementing a strategic approach to workforce development, including establishing comprehensive and operational management systems, implementing mechanisms for competency-based continuing professional development of the health workforce and improving access to health information.

In 2006, the Project conducted the first multisectoral human resources for health (HRH) forum in Southern Sudan. The meeting brought together staff from the ministries of health, finance and public service with representatives of major health-sector partners to disseminate information and collectively make recommendations to move forward. A working group, including representatives from the Capacity Project, formed to draft a strategic plan and policies for the MOH.

The forum identified a roadmap and taskforce to develop the inaugural HRH policy for Southern Sudan. Chosen as one of the members of this taskforce, the Capacity Project helped develop a comprehensive HRH policy that will guide all HRH programs in the country. The Project produced a draft policy that was presented to a stakeholders' workshop in 2007 and published. The Project also produced a CD containing the proceedings of the workshop and materials from the Project's HRH Global Resource Center

and distributed it to the participants of the workshop and other stakeholders.

The Project has also assisted the MOH in the development of a formal Human Resources Management Manual. After a series of workshops encompassing partners from all ten states, the MOH prepared a finalized draft to be approved by the director general of HR and the undersecretary of health.

Inside Juba Hospital, the Project established a multimedia resource center that provides access to a range of materials of interest to hospital-based and other clinical staff. Training for staff will help support the center.

Establishing a National Human Resources Information System

In 2007 the Project began assistance to strengthen HRIS in Southern Sudan. Officials from the MOH and all ten states attended a national HRIS stakeholder leadership meeting, resulting in a commitment to form centralized and state-level HR leadership groups and develop a complete HRIS. As an initial step, the Project assessed the existing health personnel registry and additional HR data and systems. Following up on the assessment, the Project is working with the Government of Southern Sudan to establish a national HRIS that regularly provides current data, coordinated with the state-level systems.

Based on needs analysis, use cases and system review, the Project is creating a complete development and implementation project plan,



Visit the HRH Global Resource Center—www.hrresourcecenter.org—to find, share and contribute human resources for health knowledge and tools.

and will work with the stakeholder group to refine the plan for adaptation, development, implementation, training and ongoing support.



Supporting Repatriation, Training and Integration of Health Professionals

In partnership with Samaritan's Purse, IMA World Health and Christian Health Association/Sudan, the Project supported the repatriation and training of 15 Southern Sudanese doctors who were living in Canada. Following a nine-month medical retraining at the University of Calgary, the doctors were mentored in a practical training program in Kenya. In May 2008, 11 doctors were honored at a graduation ceremony in Juba, marking the successful completion of their retraining internships. They are now deployed in Southern Sudan to work in the NGO and public sectors. The Government of Southern Sudan has shown great interest in this innovative health worker repatriation program. These doctors have increased the number of practicing doctors in Southern Sudan by more than 10%.

Facilitating Leadership Development

The Project's HRH baseline assessment identified lack of strong leadership skills among health managers as one of the key obstacles to scaling up provision of health services in Southern Sudan. In response, the Project rolled out an innovative leadership development program targeting key health managers in the public and NGO sectors. To date the Project has taken over 100 health managers through the program.

In 2006, the Project sponsored the MOH's Director General of Human Resources Development to participate in a one-month customized HRH course at the University of New South Wales, School of Public Health. The course covered areas such as workforce planning, pre-service and in-service training, curriculum development, human resources management (HRM) and health workforce financing. Intended to jump-start the country's HRM capacity at the highest level, this training was the first in a series of capacity-building activities to support Southern Sudan's rapidly expanding HRM initiative.

At present, the Project has also conducted three training sessions in its leadership development series, providing training for several senior MOH employees from Lakes, Upper Nile and Blue Nile States. Each training session includes skills development, workshops, coaching and follow-up.

Supporting Leadership in Nursing and Midwifery Services Development

The Project is supporting the development of nursing and midwifery services in Southern Sudan through targeted leadership and management skills development at all levels of the nursing workforce. In August and September 2008, 20 state matrons and senior nurses in Southern Sudan attended a training session on management and supervision skills. The Project will continue to collaborate with the chief matron and nursing schools to identify teams of nurses at all levels to develop leadership and management skills.



The Capacity Project
 IntraHealth International, Inc.
 6340 Quadrangle Drive
 Suite 200
 Chapel Hill, NC 27517
 Tel: (919) 313-9100
 Fax (919) 313-9108
 info@capacityproject.org
 www.capacityproject.org

In Southern Sudan:
 Dr. Agnes Comfort Daru
 Capacity Project/Southern Sudan
 P.O. Box 95
 Nimra Talata
 Juba, Southern Sudan
 Tel: (249) 811-823-852
 acomfort@capacityproject.org

In the United States:
 Dr. Barbara Stilwell
 IntraHealth International
 6340 Quadrangle Drive
 Suite 200
 Chapel Hill, NC 27517
 Tel: (919) 313-9161
 bstilwell@capacityproject.org

The Capacity Project, funded by the United States Agency for International Development (USAID) and implemented by IntraHealth International and partners, helps developing countries strengthen human resources for health to better respond to the challenges of implementing and sustaining quality health programs.

This publication is made possible by the support of the American people through USAID. The contents are the responsibility of IntraHealth International and do not necessarily reflect the views of USAID or the United States Government.

The Capacity Project Partnership



innovating to save lives



Additional Partners in Southern Sudan

World Health Organization
 World Bank
 African Medical and Research Foundation
 John Snow, Inc.

Christian Health Association/Sudan
 Samaritan's Purse