

Governors' Forum provides platform for discussion



Photos: UN/Jenny Rockett

H.E. General Salva Kiir Mayardit, President of the Government of Southern Sudan.

This year's UNDP supported Governors' Forum took place on 10 – 14 August at the Legislative Assembly in Juba.

As is now customary, it was opened by H.E. General Salva Kiir Mayardit, President of the Government of Southern Sudan (GoSS), and attended by all 10 state governors, GoSS ministers, heads of independent commissions, members of the legislature and various development partners.

The seventh of its kind, this event acts as a platform for discussion, consultation and action on policies related to political, fiscal and administrative decentralization. It also provides an opportunity for broader discussion on other important issues – particularly, CPA implementation, corruption, and foreign aid management.

H.E. President Salva Kiir's keynote speech set the tone for the week. He spoke about the difficulties Southern Sudan is facing in terms of insecurity and public sector reform but also highlighted the real progress being made, such as the recent enactment of the Local Government Act 2009 and the

launch of the Payroll Cleansing Initiative.

H.E. President Kiir also placed significant emphasis on Southern Sudan's fiscal and economic crisis saying that it could be tackled through better and more realistic budget management; improved implementation capability; reduced corruption; and accelerated growth. Effective decentralization would also help to "improve transparency, accountability, and the quality of public services."

These strategies for economic recovery were echoed by H.E. David Deng Athorbei, Minister of Finance and Economic Planning, who also spoke about the Juba Compact—a mutual accountability agreement which sets out the actions GoSS will take to mitigate the adverse effects of the fiscal crisis, and the support GoSS will receive from donors in doing this.

UNDP is directly engaged in supporting the government in these areas through its *Support to States Project* which provides technical assistance to key ministries. In his address to the Forum, UNDP Southern Sudan's Head of Office, Joe Feeney, pledged to scale up this support through the allocation of up to 10 technical assistance personnel to each of the states. Staff would be deployed to

work within the Ministry of Finance, the Ministry of Local Government, and the Ministry of Legal Affairs in each state capital.

Mr. Feeney also urged the government to take a lead role in monitoring and evaluating development work across Southern Sudan. "As managers, we know that we cannot manage if we do not measure. In this case the measurement process is about monitoring," he said.

All state governors provided a state performance report where accomplishments, challenges and future policy priorities were highlighted (see pages 4 and 5 for more details). This was followed by presentations from GoSS ministers.

There was a major focus on public sector reform because Southern Sudan's civil service continues to be too top-heavy. As H.E. Awut Deng Acuil, Minister of Labor, Public Service and Human Resource Development, explained "This not only hinders day-to-day management and decision-making, it also makes the public sector far too expensive and unsustainable in the long-term."

The Forum produced a set of resolutions and recommendations. These will be available later this month.

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UNDP changes the way it does business

Following many years of war, which required sustained emergency assistance, Southern Sudan is slowly beginning to shift towards recovery. In light of this new reality, UNDP is changing the way it does business in the region.

In 2009, UNDP refocused its strategy so that it linked more explicitly with the remaining components of the Comprehensive Peace Agreement (CPA). It also aligned its work with Government of Southern Sudan (GoSS) priorities by holding a series of consultative meetings.

In line with this new focus, UNDP re-configured its internal structures around three key areas:

- **Poverty Reduction and MDGs Unit**
- **Governance and Rule of Law Unit**
- **Crisis Prevention and Recovery Unit**

The aim of these new units is to respond more strategically to the communities with which UNDP works. This new structure was also put in place to improve UNDP's own role as a development partner. Each unit has begun to develop strategies to address this particular challenge.

UNDP's activities worldwide are based on the premise that governments have the primary responsibility for the development of their countries, and for the establishment of their own development agenda. In view of this, capacity development of state structures at GoSS, state and county levels remains an overarching focus for UNDP in Southern Sudan.

For the upcoming period, UNDP will engage in a more comprehensive capacity development strategy to support institutions at all levels of

government to strengthen their ability to plan and deliver peace dividends at the community level.

Poverty Reduction and MDGs Unit

Capacities to implement the MDGs

National Human Development Reports

The overall focus in this initiative is to strengthen GoSS and state level capacities for data collection and management, in order to support strategic and annual planning efforts.

Aid management & GoSS aid strategy

In light of the strong role that international assistance plays in expanding the social safety net in Southern Sudan, effective aid management will be crucial to ensuring that donor funds are targeted appropriately. This area of focus is particularly important in light of Southern Sudan's current fiscal crisis.

Private sector development

To strengthen poverty reduction, UNDP is supporting private sector development through three approaches: microfinance industry support; micro-enterprise capacity building; and pro-poor value chain integration.

The aim of this project is to support the role of the private sector as a vehicle of growth and employment and poverty reduction. Providing greater access to markets, goods, and services is also a key component of this work.

Improved impact of resources to fight HIV/AIDS and other diseases

UNDP's response to HIV/AIDS is focused on enhancing the commitment and capacity of national institutions to mitigate the impact of HIV/AIDS, and prevent its further spread. UNDP is working with relevant government institutions and other partners to improve the access to, and the impact of, resources provided

by the Global Fund for Aids, Tuberculosis and Malaria (GFATM) to fight HIV/AIDS in Sudan.

Governance and Rule of Law Unit

Support to processes of democratic governance

A key component of the CPA is to strengthen institutions of democracy in Sudan and to enhance civic participation.

Support to the elections and the referendum

The main focus of this activity will be to strengthen the electoral cycle through logistical support to the Southern Sudan High Election Committee and civic and voter education. UNDP will enhance the ability of the government and civil society actors to administer, finance and participate in free and fair elections as part of a broader democratization agenda.

Parliamentary development

UNDP aims to increase accountability mechanisms through strengthening the capacities of the Southern Sudan Legislative Assembly, as well as that of the 10 state assemblies, to implement standard parliamentary procedures and oversight functions, as well as in research and policy making.

Political parties, civic engagement and media

UNDP aims to integrate support to political parties in an overall democratic governance programme to enable them to play their mandated roles in the political process. It will also focus on empowering media and civil society to become part of the process.

Support to Decentralization

A main focus of UNDP's programme in Southern Sudan is support to decentralization. UNDP recognizes that community-based recovery is strongly dependent on strengthened capacities at all levels to plan and implement pro-poor development agendas. The main objective of this initiative is to support the process of decentralization as stipulated in the CPA, to maximize the impact of development activities at the community level.

Rule of law

Strengthening of rule of law institutions

A main component of this programme is to provide institutional capacity development to rule of law institutions to enhance justice service delivery. Assistance is given to the Ministry of Legal Affairs and Constitutional Development, the Judiciary of Southern Sudan, the Human Rights Commission and the Police and Prison Services within the Ministry of Internal Affairs. UNDP also aims to enhance the reach and quality of justice services, particularly for vulnerable groups, through actively supporting the decentralization of the rule of law institutions.

Strengthening access to justice

Accessing justice demands far more than just having infrastructural mechanisms in place; it necessitates building the confidence of a population devastated by conflict to approach those mechanisms and make informed decisions on how to seek redress for disputes. As such, raising awareness of rule of law, justice and human rights has been an important component of UNDP's activities.

Crisis Prevention and Recovery Unit

Manage the environment and natural disasters

Disaster risk reduction

Against the background of yearly floods throughout the country, there is a recognition by all partners in Sudan for the need to move away from an event-driven, humanitarian response model to a broad-based, multi-sectoral risk reduction model. UNDP believes that enhancing local disaster risk management has the potential to reduce outcomes that counter development activities such as poverty, food insecurity, water shortages, epidemic disease and resource-based conflicts.

Socio-economic crisis and risk mapping and analysis (CRMA)

UNDP is rolling out a socio-economic crisis and risk mapping and analysis (CRMA) project in Southern Sudan. The CRMA is a planning and information management and capacity development project that aims to strengthen national and state planning, coordination and monitoring for more effective governance.

Natural resource management, environmental management

Another focus for UNDP will be on natural resource management to promote sustainable livelihood systems. This area of focus will have a particular emphasis on natural resource-related conflicts. UNDP will work towards solutions for natural resource management with other UN partners.

Post-Conflict Socio-Economic Infrastructure Restored

Mine action

UNDP focused its mine action support on establishing legislative frameworks;

developing basic organizational infrastructures, including the establishment of offices for the Southern Sudan Demining Commission; and training newly recruited staff.

Disarmament, demobilization and reintegration

UNDP will support the disarmament, demobilization and reintegration of ex-combatants. To deliver a successful DDR process, it will play a part in removing potential sources of future instability; meeting obligations towards former combatants and their dependents; and relieving some of the crippling budgetary pressure on both the North and the South.

Community security and arms control

For recovery efforts to be successful — especially the sustainable returns of IDPs, refugees and ex-combatants — they must be routed in a broader strategy of community security and social cohesion. UNDP aims at supporting the government at all levels to improve the security of communities, by targeting the drivers of conflict through peace-building dialogue and conflict-sensitive development. It will also reduce the number of uncontrolled small arms and light weapons in the hands of civilians.

Socio-economic recovery

UNDP's Recovery and Rehabilitation Programme, operates in five northern and five southern States. This programme has achieved considerable results in terms of basic services, livelihoods recovery, and developing capacities of both local governments and communities. UNDP will continue to broaden the scope of its involvement in this type of work.

An update from the States

The following information is drawn from the 2009 State Progress Reports presented by state representatives at the recent Governors' Forum.

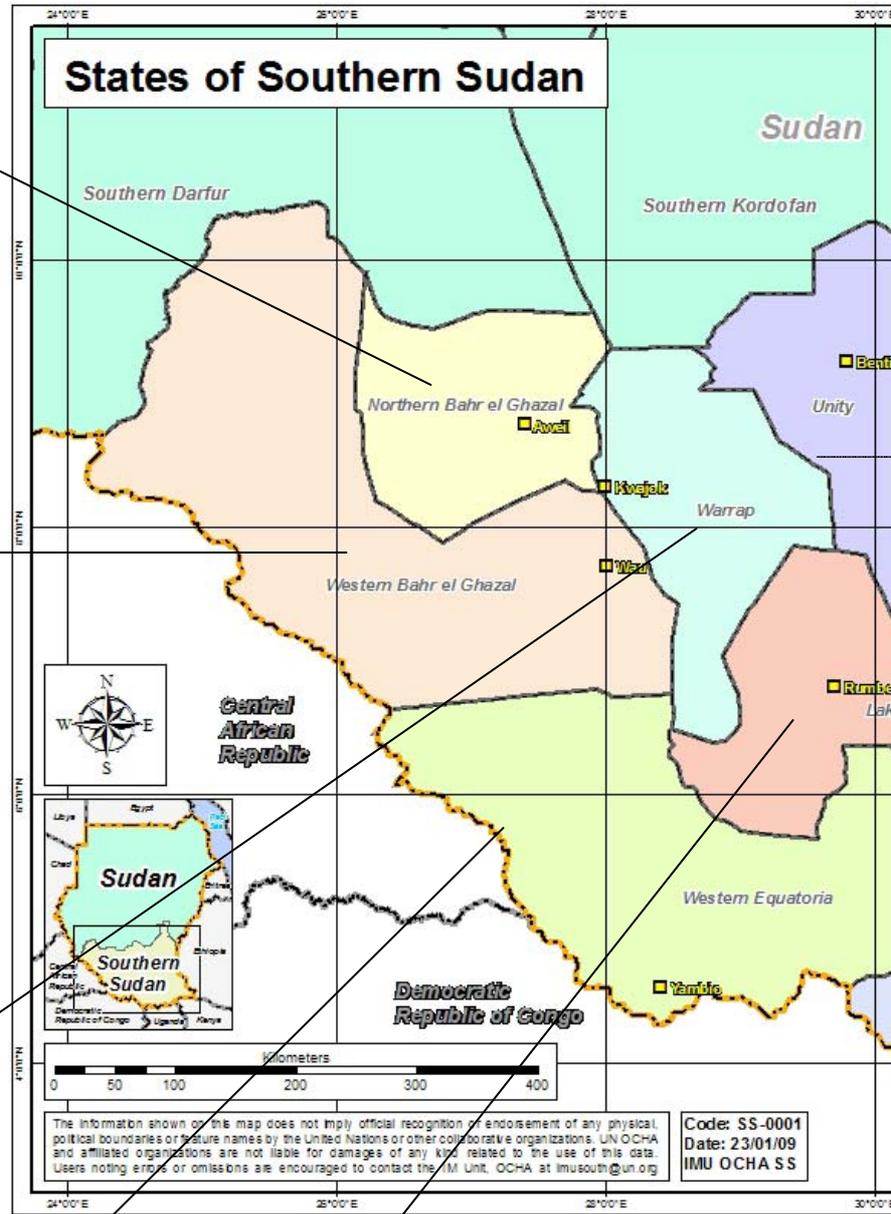
NORTHERN BAHR EL GHAZAL STATE has made major progress in agriculture and education. The state is also currently implementing a number of successful infrastructure projects, particularly in the electricity sector. Key projects in NBeG include the construction of the Ministry of Information, the Council of Elders Center, the Office of the Governor, a Women's Literacy Center, Legal Advisors' Offices, and various recreational parks. Work has also been done to bolster water and drainage systems and a town survey has been conducted for Aweil, which will assist in land allocation. Future plans include the construction of a new and modern Parliament House, five new hospitals and a sport stadium. Renovations to other key buildings are also planned. Challenges for the state include a lack of qualified teachers and medical personnel.

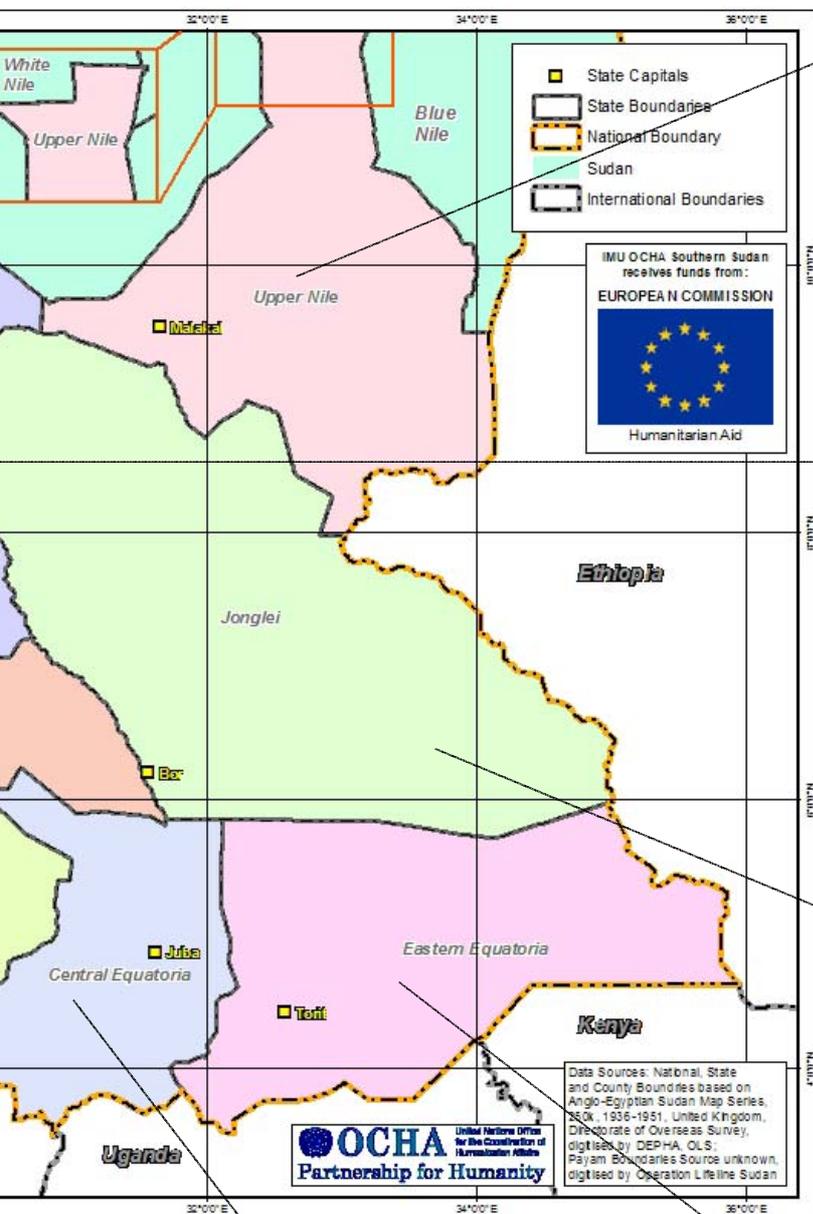
WESTERN BAHR EL GHAZAL STATE's main accomplishments include the asphaltting of roads in the capital city Wau, the inauguration of a major electricity power station, and the maintenance of Bussere Bridge. The renovation of Wau's central market and key government buildings is also helping to stimulate economic growth in the region. WBeG's is suffering from a lack of funding for development and basic services. Education is a particular priority since there are a number of schools which need to be constructed or rehabilitated. Electricity and water supplies also need to be extended in some areas so that health services and safe drinking water can be provided. However, WBeG's first priority is to improve security through the implementation of settlement programmes for internally displaced persons.

WARRAP STATE hopes to be the leading state for agriculture within the next two years. It will also work hard to encourage foreign and national investment in a variety of other sectors. The state's key challenges include human and food insecurity; an acute shortage of health and education services; low physical infrastructure; very limited housing; a weak system of governance; difficulties resettling and reintegrating returnees; and inadequate financial resources. In the next few years, Warrap State plans to focus on establishing hospitals throughout the state. This will require capacity building for medical personnel at all levels.

WESTERN EQUATORIA STATE has been collaborating with partners to promote peaceful coexistence and to build strong relationships between the State Legislative Assembly, the Judiciary and other government units. It is hoped that this will help facilitate information sharing and democratic transformation. In collaboration with development actors and civil society organizations, work is being done to reduce poverty and mitigate factors that cause injustice and inequality. WES is also strengthening its police force to improve law and order; enhancing the transparency and equitability of resource distribution; fighting corruption; taking a lead in public service reform; and implementing agriculture and infrastructure projects. The state's key challenges include a lack of financial resources; inadequate infrastructure, particularly schools and hospitals; and physical and food insecurity.

LAKES STATE has been focusing on disarmament as a main policy priority this year. Lakes has witnessed major achievements in agriculture. However, major causes of food insecurity were prolonged tribal conflicts obstructing people from cultivation; and crop losses due to abnormal droughts. Poor pasture quality and grazing areas limitations indirectly affecting milk production and livestock health and poor management and production of fish resources are affecting food security in Lakes State. One of the major achievements for Lakes State was increase in the state enrolment of students from 30% to 80% in April 2009. Lakes State has also been working on health programs to treat afflictions from poor hygiene and sanitation and infectious disease. They also host a robust HIV/AIDS program. The state will be working to improve physical infrastructure, increase agricultural opportunities and output, and bolster the capacity of its workforce in the coming year.





UPPER NILE STATE identified livelihoods, security, infrastructure and democracy as main policy commitments. Upper Nile has made progress in the education sector through the appointment of 68 teachers to staff five new secondary schools in Panyikango, Renk, Maban, Nasir and Maiwut. Emphasis has been placed on physical infrastructure — with construction projects completed in various areas including water, electricity, and roads. Boosting the health sector has been a priority with the completion of four primary healthcare centres. A number of recommendations were identified including: increasing food security funding; implementing disarmament programmes; equipping police with adequate equipment; building dams and dikes; and establishing links with private sector companies to fuel development.

UNITY STATE has seen key achievements in road and school construction and in reconciliation initiatives. The state is also proud to have hosted the Kings, Chiefs and Traditional Leaders Consultative Conference this year. Unity is attempting to tackle food insecurity and achieve economic growth — through increased agricultural production and the development of the livestock, fishery and forestry sectors — but recognizes that general food and physical insecurity continue to plague the state and the repercussions of the global financial crisis have reduced much needed revenue. Unpredictable weather, poor livestock health, and an insufficiently skilled labor force have also impacted negatively on agricultural projects. The state's main targets are to prioritize available resources towards the delivery of basic services; allocate substantial resources towards stimulating economic growth through building infrastructure; implement new agricultural techniques to enhance food security; and encourage private and public investments with the aim of achieving self-sufficient development.

JONGLEI STATE's major targets include improving law enforcement capability; enhancing the provision of basic services such as education, healthcare and social welfare support; and implementing infrastructure projects. In terms of achievements in Jonglei, a number of peace meetings have been held to address growing insecurity; road construction is ongoing; there has been a 26% increase in school enrolment; and a housing and land survey was completed. Water resources have also been expanded in the state and number of health centres, including Bor Civil Hospital, have been constructed and stocked with medical equipment. Challenges include lack of transportation; an extreme lack of teachers; high unemployment rates; and high rates of insecurity.

CENTRAL EQUATORIA STATE has been engaged in efforts to combat food shortages through the distribution of tractors, tools and resources to co-operatives, farmers and individual households. Returnees and vulnerable households were prioritised. The state has also been engaged in agricultural and forestry development projects. In response to a resolution from Government of Southern Sudan concerning the payment of chiefs' salaries and in recognition of their vital role, CES has now included 3,000 chiefs and native administration staff on its pay-roll. In order to strengthen community relations in the state, a Muslim Affairs Committee has been established. Physical Infrastructure was identified as an area in need of major improvement.

EASTERN EQUATORIA STATE reported key achievements in governance, economic development, social services, and socio-cultural and humanitarian activities over the last year. Future plans for Eastern Equatoria include poverty reduction; promoting peaceful coexistence among ethnic groups, clans and sub-clans; delivering social services in an accountable, transparent and democratic way; promoting law and order; strengthening state planning for development and service delivery; mobilizing resources for development; and implementing infrastructure projects with a particular focus on roads, housing and water points. Eastern Equatoria has a healthy and robust agricultural sector but drought has been a major challenge. Officials and citizens are working together to mitigate the problem. Work is also underway to build tourism in the state.

Capacity development through training

Capacity development is an overarching focus for UNDP. In fact, UNDP is the lead UN agency when it comes to action and thinking in this area. Capacity development includes activities which strengthen the knowledge, abilities, skills and behaviour of individuals, and improve structures and processes so that institutions can achieve their goals in a sustainable way.

In Southern Sudan, UNDP has been working with government institutions and civil society organizations in a number of key sectors to develop skills and competence. It has done this in three ways. First, by providing funding for building and rehabilitation projects — so that the infrastructure is in place for government officials and other groups to physically be able to do their jobs. Second, through one-to-one technical advice — work with the Ministry of Finance and Economic Planning is a good example of this. Third, through targeted training programmes, which provide a platform for learning and for knowledge sharing among colleagues. Two case studies highlight the effectiveness of the latter.

More information on UNDP's approach to capacity development is available on page 4.

UNDP trains local government officials



Participants at the Local Government Board Training will train officials at the county level on planning and budgeting.

UNDP's Local Government Recovery Programme (LGRP) was launched in 2006 to provide technical support to the Local Government Board, State Ministries of Local Government (SMoLG), and the 78 counties. The aim was to enhance their ability to formulate effective policies, and to build general institutional capacity, both human and physical.

Building on the LGRP's initial achievements and experiences, the second phase of the project was initiated in early 2009. This phase focuses on the *implementation* of policies and guidelines that improve local governance by enhancing the ability of key institutions to perform their mandated functions.

To do this, the LGRP used a fast-track approach. It conducted advanced level Training of Trainers (ToTs) workshops for officers of SMoLG. This enabled participants to carry their knowledge back to their communities where they could disseminate it to their colleagues.

Each ToT is conducted with the aim of increasing knowledge and skills in four core areas: local government administration; facilitation and training skills; participatory planning and budgeting; and financial management. UNDP's current training curriculum was developed in view of initial needs and expectations as of 2007 and 2008 for county level planning and budgeting.

With the completion of the fifth ToTs workshop, a critical mass of national capacity for county planning and budgeting was established in each state. Of course, there will be a further need for similar and/or advanced training to maintain the necessary cadre of state-

level expertise and consolidate this capacity.

UNDP will complement this training by identifying and piloting a local government financing system and a mechanism to fund county plans. It will also work with civil society organizations and women's groups to enhance their project management skills so that they can become part of a more effective service delivery network.

It is hoped that this support to the local government in Southern Sudan will enable it to play a leadership role in socio-economic development, and to contribute to democratic processes and to sustainable peace.



Training participants worked together on the best practices for the county planning.

Psychosocial training improves services for justice clients

There is a real need to better equip rule of law providers and civil society organizations to address the legal and psychosocial concerns of justice clients – victims, witnesses, offenders, their family members, and their communities.

In response, UNDP’s Rule of Law Unit and the International Rescue Committee ran training sessions in Juba and Rumbek in May and August respectively. These sessions gave participants the professional skills necessary to provide client-centred support and psychosocial services.

In Rumbek, 30 representatives from local organizations and grassroots community groups were invited to participate. The training was designed to provide an understanding of the link between protection of human rights and the provision of psychosocial client support services; and to explain the impact of psychosocial issues on their work with justice clients. It also gave participants the opportunity to develop and practice their intervention skills.

The decision to integrate psychosocial training and awareness activities into UNDP rule of law projects grew out of a recognition that, in a post-conflict context such as Southern Sudan, people approaching rule of law institutions are presented with a complex combination of legal, social, and psychological concerns.

Rule of law providers are frequently called upon to do much more than just provide legal services. They often have to counsel traumatized clients, resolve family and community disputes, provide protection to vulnerable groups (i.e. children, mentally ill and disabled people, ex-combatants, IDPs and returnees, and the elderly), and respond to the needs of survivors of sexual and gender based violence. In Southern Sudan, women, children, the disabled and other vulnerable populations find it particularly difficult to access the justice system and seek redress when victimized.

For this reason, UNDP and its rule of law partners are not only building the



Photo: IRIN/Neil Thomas

Community leaders need trained to develop and practice intervention skills that will enhance psychosocial support for justice clients.

capacity of rule of law institutions, it is also equipping rule of law providers with the interpersonal skills to offer support to victims, witnesses, detainees, prisoners, and other community members in contact with the justice system.

“Rule of law providers are frequently called upon to do much more than just provide legal services.”

The training sessions in Rumbek and Juba proved to be both challenging and rewarding. The two groups used the training as an opportunity to openly dialogue about the many challenges they face when trying to raise awareness about human rights in their communities.

It was also particularly interesting to have the opportunity to discuss the controversial, but critical, issue of sexual and gender-based violence, and look at how activists feel the justice needs of vulnerable women and children can be addressed.



Training participants discussed issues pertinent to their communities.



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Knowledge Corner: What's 'new' about capacity development?

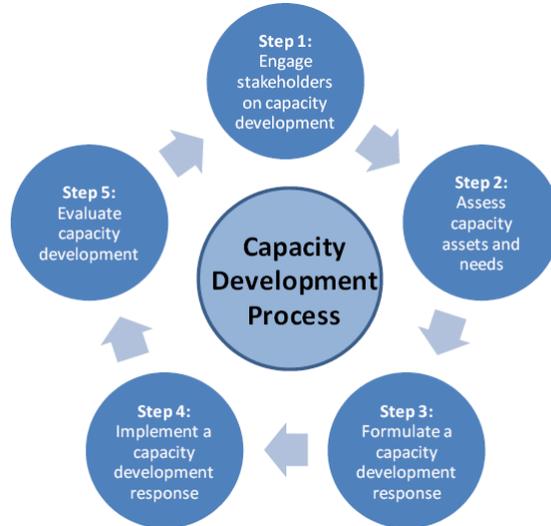
In the 1970s and 1980s, development interventions prioritized technical training and the introduction of models and systems from the North. A foreign 'technical expert' would come into a country for a short period to provide expertise and technology. This would frequently be followed by financial resources. Little attention was paid to the transfer of skills or the sustainability of interventions.

In the early 1990s, thinking on the role of development partners started to shift and the idea of capacity development began to evolve. The appropriateness of using short-term 'technical experts' was questioned. Issues of sustainability and the 'fit' of a solution became more important. The provision of training, support to training-of-trainers and the organization of study trips became the norm, including for UNDP.

Experience has shown, however, that such stand-alone training activities are not enough. This recognition has led to a shift in perspective. External support is no longer seen as the sole vehicle through which capacity development takes place.

Instead, capacity development is seen as a long-term effort that needs to be embedded in broader change processes that are owned and driven by those involved, that are context-specific and that are as much about

UNDP's capacity development process



changing values and mindsets through incentives, as they are about acquiring new skills and knowledge.

While external actors may be able to facilitate and promote local processes, they can also serve to undermine ownership and local capacity. External actors may pay careful attention to play a more facilitative role related to the management of

change processes, rather than a more interventionist role that has been played in the past.

The human development approach provides the conceptual basis for UNDP's commitment to capacity development. Defined as the process of enlarging the range of people's choices, it does not equate development to an increase in people's income but focuses on improving their overall well-being, which also depends on access to education and health care, freedom of expression, the rule of law, respect for diversity, protection from violence and the preservation of the environment. Whether these conditions exist, and whether people are able to use them to improve their well-being, depends on the existence of adequate capacities of individuals, organizations and the enabling environment.

Capacity development is, therefore, one of the most effective ways of fostering sustainable human development. By strengthening the capacities of individuals, organizations and the enabling environment, the foundation is laid for meaningful participation in national and local development processes.