

**HUMAN RESOURCE DEVELOPMENT**

**STRATEGIC PLAN**

**2007- 2011**

**JANUARY 2007**

**MINISTRY OF LABOUR, PUBLIC SERVICE  
AND HUMAN RESOURCE DEVELOPMENT**



## FOREWORD

Over 21 years, Southern Sudan has not seen peace. This impacted negatively on the public service in general, and the civil service in particular. The various functions of the government came to a standstill.

With the signing of the CPA, Southern Sudan embarked on the reconstruction road. Since that time, a lot has been happening in the area of recruitment and renovation of government offices. However, there is now a greater need to improve performance of the public service. This requires capacity building at all levels - state and central government or ministry levels. In undertaking this enormous task, there is a need to be focused and steer towards a definite direction.

This Strategic Plan marks a major milestone towards fast tracking the process of capacity building and the general management of the human resource in the public service. It is believed that this Plan will catalyze the ministry to move fast in developing the human resources that will engender the required performance of the public service. It will reengineer the service whose output will be efficient, effective and people oriented service.

It is therefore my sincere hope that this plan will help develop a competitive public service in the provision of customer driven and people friendly human resource that will holistically meet the dynamic and challenging needs of the people of Southern Sudan.

David Deng Athorbei

Minister for Labour, Public Service and Human Resource Development

## PREFACE

The Ministry of Labour, Public Service and Human Resource Development is the vehicle that the Government of Southern Sudan will rely on in improving the performance of human resources in the government. This will be done particularly through the Directorate of Capacity Building. The Directorate's functions are specifically designed to help enhance exemplary performance of the public service. This can only be done through an action-oriented Ministry and Directorate. This strategic plan, it is believed, will put some impetus towards the direction. The strategic plan and activities will be implemented so as to lead the realization of the aspirations of the plan. This is what will enable the Ministry to realize its vision to build a strong responsive and accountable public service that attracts, develops and rewards human resources in GOSS that will deliver effective and efficient services to the people of Southern Sudan and the mission to provide leadership in the development, management and empowerment of the public service in GOSS that provides quality service to the people of Southern Sudan.

In implementing the plan, due recognition will be given to the fact that Southern Sudan still faces a myriad of challenges, one being scarce resources. This calls for careful and optimal application of these resources. This priority activity will be addressed first. One such area is the decision on the structure the Ministry will adopt or whether the CBU will be an independent wing from the Ministry.

In developing this plan, wide consultation of stakeholders was done, and therefore I hope all will be party to its implementation. I wish to encourage all not to hesitate to consult the Ministry or the Directorate for further information and suggestions.

Dr Mark Zangabeyo Jerome

Minister Secretary

## ACKNOWLEDGEMENTS

This is the first strategic plan of its kind in the civil service of the Government of Southern Sudan. It is believed that it will help the Ministry steer toward the vision of the government of the Southern Sudan. It represents a roadmap for quality service delivery to the people of our young country.

The idea of developing a strategic plan for the Ministry was conceived by none other than the Minister of Labour, Public Service and Human Resource Development, His Excellency David Deng. The thought was handed to Skills for Southern Sudan, which embarked on the process.

First we recognize the support received from the Minister, the Under Secretary and the entire staff of the Ministry. The team put up by Skills for Southern Sudan continuously consulted the officers especially Mr James Tipo, Director General, CBU.

Stakeholders from both the civil service and the donor community gave valuable information. We would also like to single out the officers who attended a three-day workshop on strategic planning for giving very useful suggestions that helped to improve the document.

We want to thank Skills for Southern Sudan headed by Mrs Eunice Kamau for working tirelessly on the document. Her office in Southern Sudan headed by Mr Robert Otik gave useful logistics support. The plan would not have been developed without the efforts of Mr George Kang'ethe, the technical team leader, and Mr Solomon Odongo and Mrs Deborah Ongewe the consultants for strategic planning.

Finally, all people who made contributions in one way or another are recognized for their input; we shall forever be indebted to you. We assure all that the plan will not be in vain

*DG James  
Tipo*

## LIST OF ABBREVIATIONS

<b>CBU</b>	<b>Capacity Building Unit</b>
<b>CPA</b>	<b>Comprehensive Peace Agreement</b>
<b>DG</b>	<b>Director General</b>
<b>GOSS</b>	<b>Government of Southern Sudan</b>
<b>HRD</b>	<b>Human Resource Development</b>
<b>HR</b>	<b>Human Resources</b>
<b>ICT</b>	<b>Information Communication Technology</b>
<b>IT</b>	<b>Information Technology</b>
<b>MLPSHRD</b>	<b>Ministry of Labour, Public Service and Human Resource Development</b>
<b>NCP</b>	<b>National Congress Party</b>
<b>NGOs</b>	<b>Non-Governmental Organizations</b>
<b>SPLM</b>	<b>Sudan People's Liberation Movement</b>

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## CHAPTER ONE

### INTRODUCTION AND HISTORICAL BACKGROUND

#### 1.1 Background

In 1972, an autonomous Regional Government of Southern Sudan was established in accordance with Addis Ababa Peace Agreement. Within a period of four years, the then Regional Government of Southern Sudan issued four major Acts and Regulations pertaining to the then Public Service of Southern Sudan, namely,

- The Southern Region Public Service Act (1975), which dealt with organizational structure and records in the Public Service in order to achieve efficient and effective administration.
- The Southern Region Public Service Regulations (1976) for the implementation of the Public Service Act, 1975.
- The Southern Region Employees Discipline Act (1976) aimed at regulating conduct in the civil service of Southern Sudan.
- The Regional Public Service Pensions Act (1976) spelling out rights of an individual after Government service.

When Southern Sudan was later re-divided into three regions, the then Regional Government of Southern Sudan ceased to exist and each region of Bahr El Ghazal, Upper Nile and Equatoria set up a Public Service administration of its own based on the above Acts and Regulations. Equatoria region issued its own Public Service Act and Regulations based on the Acts and Regulations issued by the former Regional Government of Southern Sudan. Bahr El Ghazal and Upper Nile continued to use Acts and Regulations issued by the former Regional Government of Southern Sudan. This situation lasted until war broke out in early 1983 which lasted until the peace agreement was signed in January 2005. During this period there were no formal instruments of government.

The signing of the Comprehensive Peace Agreement between the Government of the Republic of the Sudan and the Sudan People's Liberation Movement/Sudan People's Liberation Army on 9<sup>th</sup> January 2005 after twenty-one years of civil war presented Southern Sudanese with great challenges that included the establishment of a government with the capacity to deliver the peace dividend and to meet the expectations of the people.

Before the signing of the CPA the then SPLM Secretariat of the Public Service and Skills for Southern Sudan had prepared the ground for a GOSS that would provide efficient and effective services during peace time. The two organizations carried out a Baseline Survey of available human resource within Sudan and the Diaspora. The survey covered those who had gained experience in all fields including service in the military as well as those who had qualifications ranging from post secondary school certificate to university degree.

The survey revealed that human resource development needs were many in Southern Sudan and that they far outstripped the resources available.

The immediate reconstruction and development strategy of GOSS is comprised of five goals:

- To rehabilitate the infrastructure;
- To provide basic social services;
- To maintain peace and security;
- To rebuild the economy; and
- To strengthen public institutions and good governance.

The fifth goal above focuses on the need to strengthen public service institutions so that they serve the people of Southern Sudan transparently and effectively as a prerequisite to successful development. One of the strategies for achieving this goal is to instigate/initiate institutional capacity building programmes across all sectors of the economy.

In order to improve the State machinery on a sustainable basis so that it is both responsive to the needs of the people and accessible to the masses, it is necessary that those who serve within the public service are equipped with the skills necessary for providing the required goods and services effectively and efficiently.

Skills for Southern Sudan is implementing a GOSS Ministry Capacity Building Project whose overall goal is to develop human capacity that will deliver effective and honest public services to the people of Southern Sudan as quickly as possible. The purpose of the project activities is to strengthen GOSS Ministries with particular focus on the Ministry of Labour, Public Service and Human Resource Development as the organization that guides the development of the civil service of Southern Sudan. The outputs of the project are expected to include a Plan for building the capacity of MLPSHRD in the short run and other Ministries in the longer term.

At the Review Meeting for the GOSS Capacity Building project held in Nairobi from 24<sup>th</sup> to 26<sup>th</sup> July 2006, the GOSS Minister for Labour, Public Service & Human Resource Development advised that Skills for Southern Sudan should facilitate the process for developing a four year Strategic Plan for Human Resource Development for the Public Service in Southern Sudan.

This process is particularly important in view of the situation of Southern Sudan where very little, if any, human resource management and development activities took place for decades. The Strategic Plan will therefore address issues such as:

- HR policies and strategies
- Recruitment and placement
- Capacity building and training
- Integration of former SPLM and Government of Sudan employees
- Structure of various Ministries  
- among many others.



## 1.2 Core Functions of the MLPSHRD

According to the Draft on Functions of Ministries and Commissions of June 2006, the Ministry of Labour, Public Service and Human Resource Development's functions are:

- To safeguard the interests of employees and protect workers from exploitation through introduction of Labour Laws and subordinate legislation.
- To provide opportunities for professional growth of workers and enhance opportunities for employment.
- To establish and oversee arrangements for the redress of industrial disputes.
- To oversee work place inspections and inspect for compliance with workers' safety and health regulations.
- To support and oversee the Vocational Training Centres of Southern Sudan.
- To establish an inclusive, impartial, responsive and efficient public service for Southern Sudan.
- To manage the public service in a manner consistent with Southern Sudanese priorities and cost effective service delivery.
- To undertake and oversee the appointment, terms and conditions of service, promotion, discipline and dismissal of Southern Sudan public service personnel.
- To develop and execute as appropriate a GOSS capacity building strategy for the public service.
- To address and coordinate cross cutting issues related to capacity building.
- To oversee the operation of GOSS training institutes and vocational training centers.
- To provide technical assistance and other support to the States and local governments.
- To register alien workers and issue work permits.
- To manage the public service pension fund and other post service benefits.

### Core Functions of HRD in the Ministry

The same document quoted above indicates the specific functions of HRD as:

- To deal with all cross-cutting developmental issues related to capacity building.
- To assess institutional capacity and provide for institutional development.
- To coordinate and provide institutional support.
- To provide for human resource development.

Consequently the CBU is concerned with capacity building/training, institutional development and support and human resources development.

### 1.3 Rationale for a Strategic Plan

The strategic planning and management process, whose output is a strategic plan, is defined as the process of determining the long term objectives of an organization as a means of formulating strategies to accomplish these objectives. Thus the rationale for developing a strategic plan generally is to:

- Help the organization fulfill its mission by articulating a vision of its role and potential.
- Give the organization and its leadership direction.
- Help in rationalizing resource use through prioritization
- Enhance teamwork and communication.

In addition the benefits of a strategic plan for HRD/CBU are:

- Giving direction to the leadership in the HRD /CBU.
- Being clear on the contribution the HRD can make in building an efficient and effective civil service.
- Focusing on HRD contribution to civil service performance.
- Developing increased employee commitment.
- Developing employee teamwork, as they understand the vision and mission of the organization.

### 1.4 Organization of the Plan Document

Chapter 1 discusses the introduction and historical perspective of Southern Sudan, the functions of GOSS and the Ministry, the functions of the CBU and the rationale for preparing a plan in general and for preparing an HRD strategic plan in particular. Chapter 2 covers an Institutional Review, while the vision, mission, strategic objectives and core values are presented in Chapter 3. Chapter 4 details an environmental and stakeholder analysis in order to identify internal strengths and weaknesses on the one hand, and opportunities and threats on the other. This will lead to an analysis of the key issues which are addressed in Chapter 5. Chapter 6 presents the implementation plan of the strategy, while Chapter 7 details monitoring and evaluation procedures. Concluding remarks are made in Chapter 8.

*anwasadza@yahoo.co.uk*

## CHAPTER TWO

### INSTITUTIONAL REVIEW

#### 2.1 Assessment of Past Performance

The situation analysis of the HRD function in MLPSHRD involved assessment of past performance.

In January 2005, the Government of Sudan under the National Congress Party (NCP) and the Sudan People's Liberation Movement/Army (SPLM/A) signed a Comprehensive Peace Agreement (CPA) for the settlement of the war in Sudan. The CPA called for the establishment of the Government of Southern Sudan (GOSS) and the establishment of Governments of the ten States of Southern Sudan as well as States in the North and the contested areas of Nuba Mountains and Southern Blue Nile.

Following the signing of the CPA and the subsequent enactment of the Interim National Constitution and the Southern Sudan Interim Constitution, GOSS was created. It is in the process of setting up processes and standards that are essential for establishing the public service of Southern Sudan at the GOSS level as well as State and Local Government levels.

#### 2.2 Basis of Human Resource Policy

Human Resource policies have their root in the Interim Constitution of Southern Sudan which provides for the Civil Service in Article 141 which states that:

- The Government of Southern Sudan shall have a Civil Service consisting of all its employees who shall impartially carry out the functions assigned to them according to law.
- The law shall determine terms and conditions of service, duties and rights of employees of Southern Sudan Civil Service.

The Interim Constitution at Article 143(1) states that:

- "There shall be a Southern Sudan Civil Service Commission composed of persons of proven competence, experience, integrity and impartiality."
- "The Civil Service Commission shall advise the Government of Southern Sudan on the formulation and execution of policies related to public service, employment and employees."
- "The Commission shall be independent and impartial, and shall exercise its powers and functions without fear, favor or prejudice in the interest of the maintenance of effective and efficient Civil Service and a high standard of professional ethics therein."

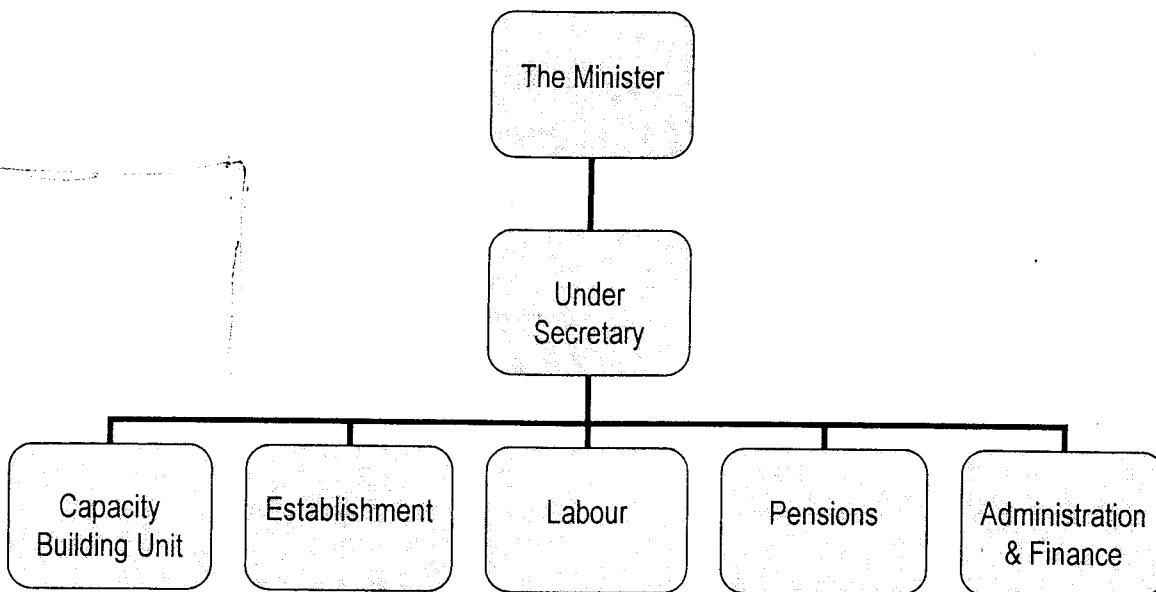
The processes of establishing a Public Service Act for the running of the Public Service of Southern Sudan are on course. As part of this process the Ministry of Labour, Public Service and Human Resource Development (on behalf of GOSS), in January 2006, developed Interim Regulations to enable it to establish its public service prior to issuance of the Act. The Interim Regulations were issued under Interim Public Service Circular No. PSO1/2006 of 23<sup>rd</sup> January 2006 and outlined the interim method and criteria for selection and appointment of core public service staff.

### 2.3 Current Structure of MLPSHRD

The Ministry of Labour, Public Service and Human Resource Development is composed of the following Directorates:

- Capacity Building
- Establishment
- Labour
- Pensions
- Administration & Finance

The current structure of the Ministry is shown below:



This structure is the one recommended by the Ministry as at now. There are other structures which were recommended by Bearing Point which have not been decided upon.

## CHAPTER THREE

### VISION, MISSION, STRATEGIC OBJECTIVES AND CORE VALUES

In order to accomplish its core functions, an organization must be clear about its future (where it wants to go) and its business. It must also be clear about the underlying objectives it wants to pursue. In the interests of the stakeholders, especially its customers, it must be seen to practise the corporate values it has agreed to adopt.

#### 3.1 Vision

The vision statement is a vivid description of what the HRD function in MLPSHRD wants to be. It is a guiding image of our success formed in terms of contribution to society. It is the future state the management aspires to achieve. The vision statement should require staff to stretch their expectations and performance. Our vision is:

**“To build a strong responsive and accountable Public Service that attracts, develops and rewards human resources in GOSS that will deliver effective and efficient services to the people of Southern Sudan.”**

*Handwritten notes:*  
Mission }  
Vision } Standards?

#### 3.2 Mission

The mission statement describes the overall purpose of the function. The statement describes what the function seeks to accomplish, why it exists and what the ultimate result would be. Our mission is:

**“To provide leadership in the development, management and empowerment of the public service in GOSS that provides quality service to the people of Southern Sudan.”**

#### 3.3 Strategic Objectives

Strategic objectives are the perpetual objectives an organization pursues in order to remain in business. They are sometimes called the overarching objectives. Objectives are the key ends an organization strives to achieve. For the HRD, the strategic objectives are:

- To establish an inclusive, responsive, effective, efficient and accountable Public Service for Southern Sudan.
- To develop and manage a public service selected on the basis of merit and equity; trained to work in public interest and deliver public services.
- To enhance employees' opportunities for career growth in the Civil Service and the employment of Southern Sudanese.
- To develop and manage terms and conditions of service.
- To facilitate institutional capacity building.

### 3.4 Core Values

Staff who share a common vision and subscribe to the same mission come together to create a formal organization for purposes that are consistent with and derived from their common values. The statement of core values provides an overall frame of reference for organizational practice; it is the basis for the overall goals, objectives, policies and derived plans. The core values of the HRD function in MLPSHRD should reflect the values of the Government in general and those of HRD in particular. The core values of the HRD function are:

- Inclusiveness
- Impartiality
- Responsiveness
- Good corporate governance and accountability
- Efficiency
- Effectiveness
- Justice
- Equality
- Meritocracy and professionalism
- Creativity and innovativeness
- Teamwork and commitment to work

## CHAPTER FOUR

### ENVIRONMENTAL AND STAKEHOLDER ANALYSIS

#### 4.1 Environmental Analysis

The strategic planning process included a scan of the internal and external environments of the MLPSHRD in order to identify the key strengths and weaknesses within the HRD function and opportunities and threats that exist in the environment within which the function operates.

##### 4.1.1 Internal Environment

A scan of the internal environment revealed the following strengths and weaknesses:

###### Strengths

- Ministry level leadership which is committed to the achievement of a results-oriented civil service.
- The establishment of a Capacity Building Unit to steer and coordinate human resource development in the entire Civil Service.

###### Weaknesses

- Weak records management system.
- Inadequate staff strength to carry out the tasks.
- Grossly inadequate office accommodation.
- Lack of working tools, including computers.
- Weak monitoring and evaluation system and procedures.
- Poor terms and conditions of service in the Civil Service.
- Lack of rationalization of departments/directorates in the Ministry of Labour, Public Sector and Human Resource Development.
- Lack of capacity among staff to carry out functions effectively.

##### 4.1.2 External Environment

Assessment of the external environment revealed the following opportunities and threats:

###### Political/Legal Factors

###### Opportunities

- The signing of the Comprehensive Peace Agreement.
- Joint protocols between GOSS and other friendly countries.
- Initiatives for regional cooperation.
- Donor good will.
- The institutionalization of the Under Secretaries' Forum.
- Consensus among other GOSS Ministries and departments on the Mandate of MLPSHRD.
- Commitment of donors and NGOs to collaborate with the government on development efforts.

### **Threats**

- Incidents of insecurity in parts of the country.
- Weak legal and policy framework.
- Claims of corruption in some government offices.

### **Economic Factors**

#### **Opportunities**

- Donor and NGO good will.
- Improvement in the management of public resources through concerted capacity building initiatives.
- Vast natural resources, including oil and minerals.

#### **Threats**

- Low economic activities.
- High cost of living.
- High poverty rates.
- Incidences of corruption in the public service.
- Inadequate financial resources for human resource development.
- Poor infrastructure.

### **Socio-cultural factors**

#### **Opportunities**

- Public excitement over the signing of the CPA and change of governance structure.
- Public ownership of the Government of Southern Sudan.
- End of fully fledged civil war in Southern Sudan.
- Enthusiasm of Southern Sudanese professionals within the country and in the near and far Diaspora to contribute to the reconstruction of Southern Sudan through work in Government.

#### **Threats**

- High unemployment rate.
- Persistent and sporadic insecurity in parts of Southern Sudan.
- Public perception of the civil service as a poor employer.
- Demand from a section of Southern Sudanese for complete separation of the South from the North.
- Incorporation of some incongruent cultural practices into the public service.



## **Technological Factors**

### **Opportunities**

- Readiness by donors to provide computers and support training in ICT.
- General support by development partners in improving infrastructure.

### **Threats**

- Most of the staff are not proficient in the use of IT for information management.
- No e-government strategy.
- Lack of availability of modern tools and equipment in the Southern Sudanese market.

## **4.2 Stakeholder Analysis**

The Human Resource Development function in MLPSHRD has a cross section of stakeholders. These include:

### **MLPSHRD Staff**

Specifically staff in charge of capacity building in the public service are the primary stakeholders of the HRD function in GOSS. This is why the process of developing this Strategic Plan involved in-depth consultations with the relevant staff of MLPSHRD.

### **Other GOSS Ministries and Directorates/Departments**

Other GOSS Ministries and Departments are also primary stakeholders as they are the 'consumers and producers' of HRD policies and procedures.

### **The Public**

The Southern Sudanese public is the end-product beneficiaries of HRD programmes. The HRD function in MLPSHRD is therefore accountable to the public.

### **The Civil Service Commission (CSC)**

The Interim Constitution for Southern Sudan prescribes the following mandate to the Civil Service Commission:

"The Civil Service Commission shall advise the Government of Southern Sudan on the formation of and execution of policies related to public service, employment and employees."

The Civil Service Commission is therefore a critical stakeholder.

### **Legislative Assembly**

All laws and policies have to be ratified by the Legislative Assembly.

**The Council of Ministers**

Human resources are the common resource for all Ministries and each Minister has the responsibility and interest in the development and management of the resources under her/his jurisdiction.

**The Private Sector**

The private sector has opportunities and potential for the training of human resources to supplement MLPSHRD training for the Civil Service. This sector is also a critical consumer of public services.

**Donor Community**

Development partners make significant contributions to the capacity building programmes in the Civil Service. They sponsor training activities for civil servants and provide technical assistance.

**NGOs and other Civil Society Organizations**

NGOs are often involved in implementing projects that supplement or complement government efforts for the benefit of society.

**The Media**

The policy of GOSS is to promote the establishment of a free and independent press to promote dialogue between the citizenry and the government.

## CHAPTER FIVE

### STRATEGIC ISSUES

Strategic issues or themes are those major concerns an organization must pay attention to in order to remain competitive. They must be paid attention to if the organization is to remain in business. They can be addressed in the short, medium or long term. For the HRD function, having performed the environmental and stakeholder analyses, the following were identified as the major issues that HRD managers must address to realize effective and efficient service delivery:

**Human Resource Policy:** Although the Interim Constitution for Southern Sudan recognizes the role of the Civil Service (Article 141[1]) in creating an effective and efficient Government, the environmental analysis has revealed that there is a lack of HR policy. The Ministry of Labour, Public Service and Human Resource Development needs to embark on policy development as the foundation for a Human Resource Development Strategy.

**Organizational Structure:** The 2006 Budget indicates an establishment of eight (8) members of staff for the Capacity Building Unit, while the actual number on the job is only two (2). In addition, the existing structure of MLPSHRD places the Director General for Capacity Building and the other Directors General and Directors at the same level under the Under Secretary. There is evidence of some attempts having been made to restructure the Ministry, but the discussions were not concluded. It is therefore crucial that a facilitative organizational structure is developed and adopted.

**Staffing:** This issue is crucial if the Plan objectives are to be achieved. Structure which is not staffed is useless. Plans ought to be made to ensure that all vacant posts are immediately filled.

**Gender Issues:** Gender disparity is an issue of major concern to the government and leadership of Southern Sudan. It is imperative that the policy of 25% of posts reserved for women is fully implemented, especially in matters of HRD.

**Working Environment and Facilities:** The situation analysis identified physical and other facilities as grossly inadequate. Office accommodation, for example, is still in a state of disrepair.

**Information and Communication Technology:** The ICT issue is strategic for all progressive organizations, and it is critical for all GOSS Ministries to embrace it for greater efficiency.

**Training and Development for Civil Servants:** There are currently no clear guidelines for the training and development for civil servants, despite the sizeable training/capacity building programmes being implemented by a cross section of agencies. Induction training, in particular, should be institutionalized for the benefit of all new employees.

**Donor Collaboration:** The environmental and stakeholder analysis revealed that there is a lot of donor goodwill and support. In addition to the Multi-Donor Trust Fund (MDTF) arrangement, there is significant support from multi-lateral and bilateral sources for the reconstruction of Southern Sudan. This goodwill should be taken advantage of by improving networking in all areas.

## CHAPTER SIX

### STRATEGY IMPLEMENTATION

Successful strategy requires effective implementation, which means putting strategy into action. It also means walking the talk. This requires strategy compatibility with:

- **Leadership and management practices:**  
Without proper leadership and good management practices, implementation of strategy may be difficult to realize. The HRD function will be committed to good leadership and management.
- **Resource availability and utilization:**  
Resource availability and utilization will form a key ingredient in strategy implementation. Scarce resources will be put into good use.
- **Policies:**  
The policies guiding the HRD function will have to be reviewed so that implementation of strategy will be achieved.
- **Organizational culture and values:**  
The HRD function will adhere to the values as indicated earlier so as to ensure strategy implementation.
- **Systems and Procedures:**  
Appropriate HRD systems and procedures will have to be re-engineered in order to implement the strategy indicated above.
- **Staff inventory and skills:**  
The issue of appropriate staff numbers and skills will have to be addressed so that the strategy can be implemented.

#### 6.1 Implementation Plan Matrix

Given the above requirements for implementation, an action plan matrix has to be developed which describes what will be done, when it will be done, who will do it and how success will be measured. For the HRD strategic plan the matrix is presented below:

## IMPLEMENTATION PLAN MATRIX

Strategic Issue: Training						
Strategy	Performance objective	Activity	Resources	Timeframe	Actor	Performance indicator
Development of Induction and in-service programmes	To induct existing and newly recruited personnel on Civil Service regulations and practices	Carry out training needs assessment (TNA)	Funds Personnel	July 2007 and thereafter continuous.	DG-CBU	TNA Report
		Develop curriculum	Funds, personnel and equipment	July 2007	DG-CBU	Induction curriculum in place.
		Deliver training	Funds, personnel and equipment	April 2007 onwards	DG-CBU	Staff with requisite knowledge of the civil service
Improvement and implementation of existing Management Development programmes	To enhance management knowledge, skills and attitudes of civil servants.	Deliver management training programme.	Funds, personnel, equipment	Quarterly with effect from July 2007	DG-CBU	Number of training events held per year.
Establishment of Public Service Training Institute	To develop local human resource for the reconstruction of Southern Sudan	Carry out a feasibility Study.	Funds Personnel (Consultant)	July – December 2007	Under Secretary	Architectural Design for the Institute.
		Source for funding.	Funds Resource Mobilization expert.	July 2007- Dec 2008	DG CBU	Funds Available
		Commence construction in phases.	Funds Personnel	Jan 2008 – 2011	DG CBU	On-going construction.

<b>Strategic Issue: Human Resource Development Policy</b>						
<b>Strategy</b>	<b>Performance objective</b>	<b>Activity</b>	<b>Resources</b>	<b>Timeframe</b>	<b>Actor</b>	<b>Performance indicator</b>
Formulation of human resource development policy	To develop guidelines for the management of HR in the Civil Service	Appoint a Task Force	Funds, personnel, equipment	By end of March 2007	Under Secretary-MLPSHRD	Task Force in place and active.
		Perform a Situation Analysis	Funds, personnel	By end of June 2007	Task Force	Situation Analysis Report
		Prepare Policy Paper	Funds, personnel	By October 2007	Under Secretary and Task Force	Policy Paper ready to be presented to the Council of Ministers
Implementation of policy paper	To harmonize HR activities in GOSS Ministries.	Sensitize relevant personnel in GOSS Ministries on the HR policy.	Personnel funds materials equipment	November 2007	Under Secretary	Enhanced application of the policy

<b>Strategic Issue: Working Environment and Facilities</b>						
<b>Strategy</b>	<b>Performance objective</b>	<b>Activity</b>	<b>Resources</b>	<b>Timeframe</b>	<b>Actor</b>	<b>Performance indicator</b>
Improvement of working environment and acquisition of facilities	To avail conducive environment and appropriate facilities.	Renovate office accommodation.	Funds	On-going	Director-Admin & Finance	Offices ready for re-occupation
		Build new offices	Funds	From July 2007	Director-Admin & Finance	New offices ready for occupation.
		Procure office facilities and equipment	Funds	July 2007	Director, Admin & Finance	Facilities and equipment in place.

**Strategic Issue: Staffing**

Strategy	Performance objective	Activity	Resources	Timeframe	Actor	Performance indicator
Establishment of staffing requirements	To determine staffing levels and gaps	Appoint a Task Force	Nil	By March 2007	DG-Establishment	Task Force in place.
		Carry out a survey and prepare report	Funds, vehicles and equipment (computers)	December 2007		Report
		Implement the report	Funds	February 2008		Complete establishment in GOSS Ministries.
		Develop attractive Terms and Conditions for the returnees.	Funds Personnel			
	To facilitate the return of Southern Sudanese professionals from the Diasporas.	Mobilize financial support for the Returnee programme.	Funds Personnel			

**Strategic Issue: Information Communication Technology**

Strategy	Performance Objective	Activity	Resources Required	Time frame	Actor	Performance Indicator
Assessment of the situation	To establish the level of ICT in all GOSS Ministries	Carry out a survey on level of ICT competence in all Ministries.	Funds Personnel	July - Sept 2007 <i>Done</i>	DG-CBU	ICT Level established in every Ministry
Training of staff in ICT	To enhance computer literacy in the civil service	Deliver training in ICT	Funds, personnel and computers	On-going from July 2007 <i>skill on going</i>	DG-CBU	Number of civil servants trained annually
Provision of computers and programs	To implement ICT in all Ministries and States	Procure or acquire ICT equipment	Funds <i>skill need more support</i>	By Sept 2007	DG-CBU	ICT equipment available

**Strategic theme: Gender Mainstreaming**

Strategy	Performance Objective	Activity	Resources Required	Time frame	Actor	Performance Indicator
Mainstreaming gender issues in the Civil Service	To establish the level of Gender Balance in all GOSS Ministries	Conduct baseline survey	Funds, Personnel, Materials	July - Sept 2007 <i>June</i>	DG-CBU	Status Report
		Implement recommendations of the status report	As Above	From July 2007	DG-CBU	Gender issues mainstreamed
		Monitor and evaluate progress of implementation	As Above	<i>On going</i> Continuous monitoring and annual evaluation.	DG-CBU	Monitoring and evaluation reports.

**Strategic Issue: Donor Collaboration**

Strategy	Performance Objective	Activity	Resources Required	Time frame	Actor	Performance Indicator
Networking with the donor community	To enhance donor technical, financial and material support.	Develop project/programme proposals	Personnel, Funds	Continuous	Under Secretary	Number of proposals developed.
		Maintain donor inventory.	Personnel	Annually	DG-CBU	Availability of donor databank
		Mobilize resources	Funds, personnel	Semi-annually	Under Secretary	Amount of resources negotiated and received



## CHAPTER SEVEN

### MONITORING AND EVALUATION

A strategic plan implementation team shall be formed to closely monitor and evaluate implementation of the plan. This process will help determine whether the implementation is on course and establish the need for any amendments in the light of the ever-changing socio-economic and political environment.

Monitoring, follow-up and control systems will be established at all levels including progress reports, review meetings and reports, budgets and budgeting control systems and reports from special committees/task forces.

#### 7.1 Review Meetings

Quarterly review meetings will be held between the Under Secretary and staff to assess the overall progress on all strategic objectives. These meetings shall be informed by reports generated monthly by staff. The nature and scope of reporting will include:

- Progress made against plan
- Causes of variations from plan
- Areas of difficulties and alternative solutions to problems that may adversely affect implementation of the plan.

#### 7.2 Management level Monitoring and Evolution.

The corporate strategy alone may not lead to the achievement or implementation of the objectives. Monitoring and evaluation provides the back up necessary to ensure that objectives are achieved. During the formulation of the corporate strategy, the implementation plan indicators and projections were sometimes based on past experiences. These however may change in the course of the implementation and thus a management control system will be necessary to ensure the plan stays on course.

In carrying out the management control function, due consideration will be given to achievement of performance standards and targets, the nature of performance measurements or indicators and staff performance evaluation.

For strategic control and feedback, the focus will be on monitoring of action plans, ascertaining whether results produced through implementation of unified activities were as forecasted and whether outputs were achieved according to stated performance measurements.

## CHAPTER EIGHT

### CONCLUSION

The Strategic Plan shows the direction that the Ministry in general and the HRD function in particular are taking in building a strong, responsive and accountable public service that will deliver effective and efficient services to the people of Southern Sudan. Key in this direction is the implementation of the Plan. This requires support from all stakeholders. One of the most important strategies is networking with the donor community. Already there exists the Multi-Donor Trust Fund. Collaboration with the players in this Fund is crucial as Southern Sudan is still a young nation that continues to depend on donor goodwill. One other issue that needs urgent attention is the development of HRD policy framework and systems. The implications of the Strategic Plan are far reaching and challenging. There is no choice but to redouble our efforts in order to realize the benefits in the next four years and beyond.