THE ROLE OF UNITED NATIONS DEVELOPMENT PROGRAMME IN CAPACITY BUILDING IN SOUTHERN SUDAN

CASE STUDY OF JUBA, CENTRAL EQUATORIA STATE

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BY

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DECLARATION

"This dissertation is my original work and has not been present for a degree of any other academic award in any University or institution of learning"

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APPROVAL

"I confirm that the work reported in this dissertation was carried out by the candidate under my supervision"

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This thesis entitled "The Role of United Nation Development Programme in Capacity Building in Southern Sudan" prepared and submitted by Daniel Yong Bol Deng in partial fulfilment of the requirements for the degree of master in Public Administration has been examined and approved by the panel on oral examination with a grade of PASSED

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DEDICATION

To God and my parents who have supported me in all aspects throughout my life.
ACKNOWLEDGEMENTS

I would like to acknowledge the invaluable assistance I received from my supervisor Dr. Charles, my colleagues at work and my family whose encouragement and support enabled me to complete this thesis.
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### Operational Definition of Key Term

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<tr>
<td>SPLM</td>
<td>Sudan People Liberation Movement</td>
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<td>SPLA</td>
<td>Sudan People Liberation Army</td>
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<td>MDGs</td>
<td>Millennium Development Goals</td>
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<tr>
<td>OECD</td>
<td>Organization Economics, co-operation and Development</td>
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<td>JICA</td>
<td>Japan International Co-operation</td>
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<td>GTZ</td>
<td>German Technical Co-operation</td>
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<td>UNDP</td>
<td>United Nation Development Programme</td>
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<tr>
<td>CPRU</td>
<td>Crisis Prevention and Recovery Unit</td>
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<tr>
<td>RC</td>
<td>Refugee camp</td>
</tr>
<tr>
<td>IDP</td>
<td>Internal Displace People</td>
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<tr>
<td>GoSS</td>
<td>Government of Southern Sudan</td>
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<td>GoS</td>
<td>Government of Sudan</td>
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<tr>
<td>GNU</td>
<td>Government of National Unity</td>
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<tr>
<td>INGOS</td>
<td>International Non-Governmental Organizations</td>
</tr>
<tr>
<td>CSOs</td>
<td>Civil Society Organizations</td>
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<tr>
<td>MoFEP</td>
<td>Ministry of Finance Economic Planning</td>
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ABSTRACT

As for the capacity Building and Development, UNDP building the capacity of people in the institutions at the community, state, and GoSS level to bring about sustainable change in capacity development. The Ministry of Finance and Economic Planning is one of those institutions benefitting from this kind of support. The Annual Report also calls attention to UNDP’s geographical reach in southern Sudan. Their projects in the areas of governance, rule of law, crisis prevention, recovery, and poverty reduction are operational in all of Southern Sudan’s ten states. As the State Performance Reports presented at the 2006, 2007, 2008 and 2009 Governors’ Forum highlighted, this presence is vital because many state-level institutions continue to lack the skills and resources needed to be able to serve their communities effectively.

The methodology of this case study covered the population of 840,000 people in their respective five counties namely Morobo, Yei, Lainya, Tekeke and Juba. The questionnaires were self-administered both in ministries, UNDP and at the counties level. Transport and changes of weather was a problematic factor affecting the researcher. Cost was even involved on transport fare and fuel for self-driving and sometimes on Boda boda during collection and distribution of questionnaires for collecting quality of data.

If UNDP continue to support and strengthening government structures in capacity building programme, I would have recommended giving the full scholarship for Master, Bachelor and even PHD studies on national citizens who are read to the serve the government. Both public and private institutions at the neighbouring countries are ready to assist by admitting them to the institution if they are qualify at minimum criteria for further studies at the specific field of specialisation than spending a lot of donor’s fund on off-job training. Workshops, touring to some countries, and conferences does not help in deep.
CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

Capacity building can be relevant to crisis or immediate post-conflict situations where existing capacity has largely been lost due to capacity destruction in war or capacity plight. In 1955 to 1972 there was a civil war between government Sudan (Islamic Regime) based in the north of the country and rebellions movement based in the south of Sudan.

In that war most of the big towns and cities' institutions in the south of the country were all destroyed. In this civil war, it was Characterised by massive killings and destruction of both private and public institution i.e. four public Universities and three National Polytechnics and two private institution. These private and public institutions were publicly recognised as the Public Centre for both Capacity building and Development.

The existing capacity and experiences in people were deteriorating to remain helpless and uncreative. In the course of struggling from both side developed some mentality tactics and experiences of destroying each other properties and capacity which were already developed. The civil war at that time has taken seventeen years of war on destruction of both properties and developed capacity and lastly concluded by 1972 Addis Ababa agreement signed by two parties of Islamic National Party and Anya I party. After agreement concluded in Addis Ababa it's took eleven years in momentum from war on implementing the agreement but it was seriously dishonoured by ruling party (Islamic National Party).

In the same year of full disgrace of Addis Ababa agreement another fresh civil war but on the same series broke out from 1983 to 2005 which took twenty two years on serious fighting between Sudan Army Forces (SAF) and the Sudan People Liberation Army (SPLA). A lot of not only developed capacities but loses include life of innocent people, properties destructions, schools, massive displacement of people
creating many internal displace people (IDP) and refugee camps (RC) into another neighbouring countries like Uganda, Kenya, Ethiopia and Egypt etc.

Many developed capacities destroyed as a result of this series of civil wars after one another. This war between SAF and SPLA concluded by National Congress Party (NCP) and Sudan People Liberation Movement (SPLM) with the Comprehensive Peace Agreement (CPA) in Nairobi, Kenya. CPA stipulated southern Sudan in the semi-autonomy for six years interim period of self-governing and then self-determination at referendum in January 9th, 2011.

Up to this far there are no doubts a lot of massive developed capacities were loses into the tactics of destruction not only for economic, social, political stability and democratic development but also developed capacity which were ready on used depreciating for about thirty nine years of civil wars in southern Sudan.

In these series of war in southern Sudan, it proved south Sudan to become battle field of two wars which rise international alarm for humanitarian assistance in any kinds. Comprehensive peace agreement (CPA) signed by NCP and SPLM came with gold chance of development for the six years interim period in capacity development, capacity building, poverty reduction programme, crisis prevention, peace building initiatives, child mortality programme and good governance and democratic transformation. This is when UNDP coming into development of the above measure.

UNDP as developmental agent took the responsibility of both capacity building and capacity development in all ten states of southern Sudan (taken Juba, Central Equatoria as a sample of ten state developments). In what UNDP defines Capacity building as the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time.

The UNDP approach to capacity building takes the existing base of capacities in every situation as its starting point and supports national efforts to extend and retain them. The UNDP capacity building and development process consists of five steps that are embedded into a programming process of engage stakeholders on capacity
The evaluation of capacity building should be guided by the question whether there was a clear strategic intent for capacity building and whether this intent was adequately supported by the chosen capacity building response. The answer to this question can be used to promote accountability, performance management and learning. Progress and results in capacity development are reflected by changes in performance, which can be measured in terms of improved efficiency and effectiveness.

These are less easy to measure than more tangible outputs. Designing an evaluation framework for capacity development requires a large dose of pragmatism. There is little point in having an elaborate evaluation framework if the capacities and resources to be used are insufficient or if relevant data is unavailable or of dubious quality. To the extent possible, indicators should be incorporated into a national or an organisation’s standard M&E framework and should not require a separate system.

The Comprehensive Peace Agreement (CPA) signed in January 2005 between Sudan People Liberation Movement (SPLM) and National Congress Party (NCP) marks a critical juncture for Sudan, and particularly for Southern Sudan, the area most affected by Africa’s longest running civil war. The prolonged conflict has left Southern Sudan with development conditions among the lowest to be found anywhere in the world, as measured by almost any indicator i.e. economic, political, social and also potential development indicators.

Some of the challenges include enormous and urgent social and economic recovery as well as the need to mitigate the risks of both human-made and natural crises further impacting the development prospects of the region. Among the departments (Units) form UNDP Southern Sudan for capacity building are Crisis and Prevention Recovery Unit, Governance & Rule of Law Unit, Operation Unit and project support Management Unit and poverty reduction unit. As part of the further development of its programme portfolio in Southern Sudan, UNDP established a Crisis Prevention and Recovery Unit (CPRU).
CPRU serves as a specialized technical and project management unit in the UNDP office for Southern Sudan, which supports a portfolio of programme and project initiatives to address post-conflict social and economic recovery, conflict prevention and peace-building and natural disaster risk reduction. CPRU complements UNDP’s other programme Units in Southern Sudan (namely Governance, Rule of Law and HIV-AIDS), and seeks to mainstream peace-building approaches within UNDP’s portfolio as far as southern Sudan capacity and development is concerned.

1.1 Statement of the Problem

This Thesis is an attempt to investigate the lack of political will and capacity constraints in all dimensions on the central government level, state levels, payam level and all civil societies level as problem that facing young country. Most attentions have focused on whether or not developing southern Sudan has capacity to address both global and internal problems.

Therefore, the Research Thesis argues that there is a need to further examine the capacity building of this semi-autonomic country to recover national, state government and regional environmental issues in term of capacity building. It also argues that there is a need to examine whether country have the capacity to engage in the full spectrum of the policy making process, from problem identification, to policymaking and evaluation after implementation of some nationals’ strategies.

The Research Thesis posits that there is a critical relationship in all southern Sudan’s states between capacity constraints and political will to address socioeconomic, infrastructural and environmental concerns not all environmental, socioeconomic and infrastructural failures stem from a lack of capacity as failures as resulting from a lack of political will, or from a combination of both factors.

Therefore, capacity building programs only focus on a perceived lack of capacity and address the lack of political willingness to recover and protect surroundings effectively. Therefore the statement of the problem as this Research Thesis is concerned of lacking capacity to address the political willingness to address the problem in southern Sudan.
1.2 Purpose of the Study

The purpose of study is to find out the effective way of capacity building to developing southern Sudan, in that it has a need to develop a certain skill or competence for general upgrading of performance ability. Mostly purposeful for capacity building from UNDP program in south Sudan is being used by government to transform community and decentralization approaches to solve both social and environmental problems.

The purpose of study is to find out the ways of provide the creation of an enabling environment with appropriate policy and legal frameworks, institutional development, including community participation human resources development and strengthening of managerial systems, in addition to that, UNDP recognizes capacity building is a long-term, continuing process, in which all stakeholders participate.

1.3 Objectives

The Objective of study is to find out how to improved governance, leadership, mission and strategy, administration (including human resources, financial management, and legal matters), program development and implementation, resources mobilization and income generation, diversity, partnerships and collaboration, evaluation, advocacy and policy change, marketing, positioning, planning, etc. For individuals, capacity building may relate to leadership development, advocacy skills, training/speaking abilities, technical skills, organizing skills, and other areas of personal and professional development.

Another Research objective of study is to find out how to help the municipal government identify priorities in the country and communities at large for intervention, as well as rationalize the allocation of its social development funds. More importantly, it made definite steps to encourage community participation in situation analysis, planning, monitoring and evaluation of social development projects by built the capacity of local government officials, indigenous leaders and other stakeholders to converge in the management of these problematic issues in the country.
1.4 Research Questions

1. How does UNDP define capacity building?
2. How has UNDP’s support to capacity building and development evolved?
3. What capacity existed in 1983 before the country evacuated into 22 years of civil war?
4. What are the impacts on the roles of UNDP in Southern Sudan in Capacity Building?

1.5 Research Hypotheses

The hypotheses variables are capacity constraints and political will, there is direct relationship between capacity constraints and political will. Let capacity constraints is \( Y \) and political will is \( X \). \( Y = g_0 + g_1X_1 \) (See appendix II figure 1 at 5% of significance of testing null hypothesis).

The graph below showing the relationship between capacity constrain and political will variables, in that when a capacity constraint has improved. It shows impact on political will also improved and the capacity development line is growing diagonally from A to B, then from B to C and then from C to D and even from E. See in the figure below on conceptual frame work.

\[ Y = g_0 + g_1X_1 = 0 \]
The Y axis show the values in percentages in which capacity constraints is improving from 2005 to 2009 while the X axis showing political will improving from 2005 to 2009. Therefore when capacity constrains improve from zero percent to 5 percent due to more training, then the political will is also improved from the year 2005, 2006, 2007, 2008 and 2009 due to the more level of training on leadership and governance components on such on-job training, conferences, workshops and many other training conducted by UNDP on capacity building in southern Sudan.

In the opposite when the capacity is deteriorating due to war for the last 39 years the capacity building line showing the opposite direction.

1.6 Scope of the Study

This is a case study carrying out in Juba, central Equatoria state on sampling the ten states of southern Sudan. This capacity building programme form the basis at GoSS level, support by UNDP to build a strong local government sector to more responsive governance including recovering planning.

The main component are support in capacity building of local authorities, inclusive policy issues and coordination with others government function (HR, finances etc), infrastructure support, advocacy, technical assistance at Goss level, state and local level, training in wide range of governance, planning, and management function, development of planning and other system, development comprehensive recovery plan and budget, provision of local fund, for civic education, to civil society in capacity building, public engagement and external accountability mechanism.

Managing expectations and matching reintegration programmes with the expectations of former combatants and associated groups will be vital. There is limited access to basic social services and a shortage of trained human resources across the country, and particularly in the south. Extensive capacity building of human resources and institutions will be essential for the effective implementation of GoSS year programme support by UNDP.
Early recovery is a multidimensional process guided by development principles that begins in a humanitarian setting, and seeks to build on humanitarian programmes and catalyse sustainable development opportunities in southern Sudan. It aims to generate and reinforce nationally owned processes for post-crisis recovery that are resilient and sustainability in southern Sudan. It encompasses livelihoods, transitional shelter, governance, security and rule of law, environment and other socio-economic dimensions, including the reintegration of displaced populations in southern Sudan in to their original place.

1.7 Significance of the Study

It is significant to southern Sudan for local and central authorities in the aftermath of conflict, societies struggling to meet rising food crisis imported from states dependant (neighbouring country)on highly volatile imported market commodity, effective change can be one of the hardest things to get right as the capacity to changes are often limited.

Without sufficient capacity like effective leadership and succession planning, aid coordination and financial management skills, a functioning civil service, a skilled labour force or an environment conducive to business (investment) country lacking the foundations on which to plan, implement and evaluate their development strategies. Capacity building works to strengthen this foundation has been achieved for the last five years of stability in southern Sudan.

Capacity development in the context of national, sector, and thematic strategies i.e. ensuring proper integration of capacity development priorities in the area of national, sub-national level and thematic strategies. Country systems assessing, strengthening and promoting the use of country capacity built to implement policies and manage public resources include procurement, public financial management, results, statistics, and information systems and enabling environment of addressing the systemic impediments to local capacity development.

International Technical co-operation like UNDP is working towards demand-driven efforts in technical co-operation and promoting the use of local and regional
resources, Significance in Civil society and private sector to enabling local civil society and the private sector to play their role in southern Sudan development. At southern Sudan developmental situations like tailoring, phasing and coordinating capacity building and development in situations of fragility, including states emerging from proxy conflict.
CHAPTER TWO

REVIEW OF RELEVANT LITERATURE

2.0 Introduction

A literature review discusses published information in a particular subject area, and sometimes information in a particular subject area within a certain time period.

A literature review can be just a simple summary of the sources, but it usually has an organizational pattern and combines both summary and synthesis. A summary is a recap of the important information of the source, but a synthesis is a re-organization, or a reshuffling, of that information. It might give a new interpretation of old material or combine new with old interpretations. It might trace the intellectual progression of the field, including major debates. And depending on the situation, the literature review may evaluate the sources and advise the reader on the most pertinent or relevant.

Since the signing of the Comprehensive Peace Agreement on January 9, 2005, Sudan has made great strides in its transition from a nation at war, to one at peace. As they approach the six years interim period of autonomy, the international community continues to work alongside dedicated Southern Sudanese to deliver the peace dividends promised to the people. The foundations of democracy and good governance continue to be strengthened through the efforts of both the Southern Sudanese, and the international partners engaged in supporting the implementation of the Comprehensive Peace Agreement.

The United States Department of Agriculture (USDA), in accordance with the terms of the Participating Agency Service Agreement (PASA) with the United States Agency for International Development (USAID) has focused on support for the implementation of the Comprehensive Peace Agreement as outlined in the USAID Strategic Statement for Sudan (2006-2008). The aim of the activities implemented under the PASA is to mitigate challenges related to the lack of human and infrastructure capacity in the South and the need for consistent monitoring of potential areas of tension.
2.1 Southern Sudan Before 1980s

From 1972 to 1979 immediately after Addis Ababa Agreement refer to Abel Alier (2003), Too Many Agreements Dishonoured, Southern Sudan, 3rd edition Oxford. Institutions were built, systems were established and procedures of work were laid down while broad economic and social policies were formulated, reviewed and sharpened.

Economic progress in the south depended on the following basic requirement peace and tranquillity, continuity of good policies, stable government, availability of trained manpower and financial resources. These were among the requirement critical to the attraction of investment.

Hence the emphasis on manpower training at both pre-service and in-services levels. For the purpose of nine institutions were established during that period. Other public services were established like Roads and bridges, Health and education and rural water supply and agriculture were in place by investors and government.

In term of capacity development Southern Sudan have nine institutions in the three great regions of autonomy. Namely Great Upper Nile, Great Bahe Gazel and Great Equatoria, graduating thousand of graduates from difference field of specialization that was from 1972-1979 after Addis Ababa Agreement.

2.2 Southern Sudan After 1980

In 1980 to 1982 there serious state of emergency declared by the president of republic. Small conflict/War started tribe by tribes of which certain tribe armed against certain tribe for example Morlee tribes was armed against Dinka base on cattle raiding. A lot of discrimination in employment opportunities on regional bases start transformed into what they called Korkora in Bari dialect call out curse meaning not belong to that region. Juba was a big capital city of southern Sudan by then.

(SPLM/A from 1983-2005 Southern Sudan) The heavy war between SAF and SPLA has taken place making southern Sudan the battle field. In this war more institutions of which were settings in 1979 to 1980 in the southern Sudan were all destroyed and make them the barracks for Sudan Arm Forces (SAF). Southern Sudan remains
without schools for the last twenty two years in war. Therefore the capacity built is eroded and diverted for destruction.

Over twenty two years of civil war has left Sudan with depleted resources and weakened public institutions and human capital. In addition to the heavy toll on life, population displacement and overall destruction, the post-conflict situation in Southern Sudan is one in which the public institutions of governance, infrastructure of governance, at all levels, and the domestic capacity for service delivery are somewhat rudimentary. In January 2005, the Government of Sudan (GoS) and the Sudan People’s Liberation Movement /Army (SPLM/A) signed the Comprehensive Peace Agreement based on a vision of wealth and power sharing that seeks equity, guarantees political rights and civil liberties, aims to prevent political and economical monopoly, and provides for a reformed and fully developed system of governance in which all Sudanese are equal.

On the same year of peace in 2005 SPLM and NCP established Government of National Unity (GoNU) and the Government of Southern Sudan (GoSS) adopted the Interim National Constitution and embarked upon the creation of a decentralized governmental system that promotes the respect of the universal values of rule of law, human rights and democracy. Effective decentralization requires governance reforms, the creation of new institutions, and significant capacity building at all levels of government in southern Sudan. To help both governments meet this challenging task, UNDP Sudan is implementing a comprehensive governance programme that addresses public administration reform, decentralization, local governance, civil service development, civil society participation, the judiciary, political parties and elections.

2.3 Capacity Gap in Southern Sudan

The difficulties of capacity Gap in southern Sudan include the lack of skilled human resource professionals both at the state and county level; emerging nature of local government; acute lack of basic infrastructural facilities and security; lack of data, long absence of local participation in local decision making process due to Africa’s longest civil war. The lack of data that had hinders the planning and budgeting
process has been addressed to a large extent in 2007 with the preparation of new county profiles.

The UNDP southern Sudan took an analysis of human resource and other related capacities during May and June 2007. The analysis was supported by UNICEF, and by USAID through its Capacity Project, and conducted by three local consultants and two international consultants from the Capacity Project. The analysis highlighted five key issues for the government of southern Sudan (GoSS) i.e Structure and staffing, Resources, Information dissemination coordination, sensitization, counselling and follow up, the scarcity of social workers, additional resources, physical facilities resources, allocation of funds across a inequitable distribution.

2.3.1 Governance

At Juba, 20 June 2008 as Southern Sudan works towards a decentralized governance at the state and local levels, UNDP and development partners continue to lend their support to build decentralized governance practices and bridge the capacity gap across the 10 southern states and 78 counties through capacity development support in planning and budgeting at three levels of governance through various projects within UNDP.

Developing the capacity of county staff to implement participatory planning and budgeting process is part of a set of interventions undertaken under the Local Government Recovery Program (LGRP), a three-year initiative jointly implemented by UNDP and the Government of Southern Sudan (GOSS), and funded by the UK’s DFID, the Embassy of the Netherlands, and France.

The LGRP support is mobilized at three levels of governance in Southern Sudan. At the GOSS level, the project provides support for policy and legislation on local government through the Local Government Board (LGB), a constitutionally provisioned body responsible for overall policy matters on local governance. At the state level, the project collaborates with the state governments through the state Ministry of Local Government. However, most of the activities focus on the counties, at the local government level.
The project’s support to the counties include putting in place local councils, planning structures; developing local planning and budgeting systems; capacity development to implement participatory planning and budgeting process; and establishing a local government fund to enable the local governments to access resources for development and delivery of services.

Building a decentralized local governance administration and management is an enormous challenge in view of the capacity gap. In fact, the local government structure was based on the system that was developed by the Government of Sudan in the 1980s. As a result, in many cases the current local government staffs have been serving in their respective counties since 1980s without being empowered into skilled workers. Since the signing of the CPA, however, the local government system in Southern Sudan has been subject to major reforms to allow the emergence of local governments that are capable of playing a leadership role in the socio-economic development of counties.

2.3.2 Public Services

As of the same year, a total of 49 county planning unit staff of 11 counties of Jonglei state have successfully completed a ten days one-week training on the participatory planning and budgeting process in preparation for the 2009 county planning and budgeting exercise. The training was organized by the United Nations Development Programme (UNDP) in collaboration with the Local Government Board, and State level Ministry of Local Government on June 3-13, in Bor County, the capital city of the state.

Bringing 49 staff together from 11 Jonglei State counties to be trained in participatory planning and budgeting wasn’t an easy task. Most of the time participants had to be airlifted due to the lack of drivable roads and other logistical obstacles. But with the support of all partners, not only UNDP managed to make this important training as participatory as it should be, but UNDP are extremely pleased to see that the government staff who had been trained by UNDP as trainers and facilitators were able to train their fellow southern Sudanese civil servants in the best possible way. Such an achievement clearly demonstrates the importance of sustainable development.
It is expected that the participatory budgeting and planning training would help the county staff carry out their respective tasks that cover planning, programming, budgeting, coordination; resource mobilization; and maintaining peace and stability at the county level for the delivery of basic services to the people of Southern Sudan. Since no county planning and budgeting process has ever been undertaken in the past, their immediate priority work would focus on preparing county plans/budget based on a participatory approach.

2.3.3 Expert Consultants & Advisory Services

UNDP imported six international and six national consultants for assessment and advisories action. Therefore they draw up a plan and schedule of training for new recruits, staff in newly created posts, and staff with new responsibilities to cover areas identified and design an induction or staff development plan. Provide opportunities for leadership training and mentoring for senior staff. Plan for and undertake staff gap recruitment and training to accommodate increased Monitoring and evaluation at secretariat capacities, the implementation of the national states database system, and an create the vital Forum focal person. Implement and consolidate clear communication and reporting, and debriefing systems as well as platforms to share experiences and best practices. Implement a training plan coordinated by the UNDP Regional Forum for all connected with the Governance function.

Establish fair allocation criteria for allocation of funds to regions and apply these during budget allocation.

Provide these guideline figures to regions prior to planning. Complete the analysis of staffing and resource (planning and budgeting, human resource skill of management, donation of vehicles to counties offices) needs in the remaining ten regions taking into consideration opportunities to utilize resources available within other directorates for the benefit of OVC.

Develop mechanism for regular communications between counties Forums, states, Regional Councils and local government in all ten states of southern Sudan and others that can bridge the gap.
2.3.4 Human Resources Development

The UNDP projects has recruited a national civil service reform advisor and seconded them to the Government of South Sudan. As the advisors to supported the Government in initiating civil service reform programmes through the establishment of the Civil Service Reform Committee in the Ministry of Local Government and Civil Service.

Conducted Institutional capacity assessments and gender audit of state level public institutions, localities and civil society organizations in 2006, 2007 and 2008, Organized a conference on civil service reform and a good governance that attracted the participation of some 100 civil servants drawn from the State and Federal Government institutions.

The conference addressed opportunities and challenges of Civil service reform in South Sudan for human resource development. Organized in partnership with the UNDP’s Regional Service Centre supported a learning mission for 10 high-level state government officials in South Africa on September 5-12, 2006. Led by the Governor of the State, the learning mission exposed South Sudan officials to innovative ways in systems’ thinking, government agenda setting, public sector process engineering, transformational leadership and change management aimed at greatly optimizing public service delivery in the State.

Implemented between 2006 and 2008 extensive training sessions in operational, managerial and technical knowledge and skills that benefited 1,567 government officials, native administrators and CSO leaders. The training covered a variety of subjects such as strategic planning, local government financial management, fiscal decentralization, public policy formulation, monitoring and evaluation, participatory planning and budgeting, basic management skills, gender mainstreaming, and English-language training.

Twenty public sector and civil society training modules developed, packaged and translated into Arabic and used for training programs. A Governance capacity development training impact assessment was carried out to assess the impact for all “soft” capacity building activities implemented from inception of the project.
Conducted a review of the South Sudan Administrative and Civil Service Structures and Wage Bill June 2006; and the Locality Capacity assessment in 2006 and 2008. The Survey was used as a reference by different UN agencies including the World Bank. Trained civil servants in ICT and provided state line ministries and localities with 81 computers, 56 printers, 3 scanners and six photocopiers, two fax machines and one LCD projector as part of enhancing the e-governance capacity of public sector institutions.

Helped the State Civil Service Integration Committee to prepare and develop the civil service integration plan and budget. Recruited and placed a civil service database consultant in the State Ministry of Local Government and Civil service to support the establishment of a civil service database, Provided technical and financial support for the establishment of a State level Civil Society Organization umbrella body with comprising 13 civil society organization (CSO) umbrella body leaders. The 150-member strong forum is a registered organization that aims to strengthen the participation of CSOs in governance and service delivery, Supported the establishment and operationalization of an inter-ministerial gender task force. Provided technical and financial support to the State Civil Service Integration Committee to help in the integration of that benefited 1,567 some 4,500 former SPLM civil servants into the State Civil Service system and structure; and Forged a partnership with the UN Mission, which helped generate additional resources for gender mainstreaming in support of the State Ministry of Social Welfare, Women and Children.

2.3.5 Institution Building

National Mine Action Legislative Framework and the Adoption of the Sudan Mine Action Law: With technical and advisory support from the UNDP Sudan, the National Mine Action Authority (NMAA) was established by a Presidential Decree No. 299, in December 2005 followed by establishment of the Southern Sudan Demining Authority (SSDA) by the Government of Southern Sudan (GOSS) Presidential Decree No. 45 on 27 June 2006. As a further step in the development of the legislative framework for mine action in the Sudan, with technical assistance from UNDP, the Sudan Mine Action Law was adopted through Presidential Decree No. 51, for the year 2010 on 18 Feb 2010.
Assistance to the Establishment of the National Institutional Framework:- UNDP provided technical, financial and material support to the development of the institutional framework and establishment of the Head and Field Offices of the NMAC and SSDA by assisting them to develop their organizations structures, terms of reference for various key positions, and recruitment and training of staff. As part of this process UNDP trained more than 100 staff members of the NMAC and SSDA; procured and provided to NMAC and SSDA 22 off-road vehicles, 3 saloon cars, 2 medium size trucks, 30 laptop computers; 20 laser jet printers; 4 small and 4 big generators; 20 VHF radios, 4 Codan radios and office furniture and fixture.

Completion of the Destruction of Stockpiled AP Mines:- With technical and financial assistance from UNDP, the Sudan completed destruction of 10,566 stockpiled anti-personnel mines, thus fulfilling its obligation under Article 4 of the Mine Ban Convention within the stipulated timeframe.

Development of the National Institutional Framework:- With technical and advisory assistance from UNDP Sudan, the National Mine Action Centre (NMAC) based in Khartoum and the Southern Sudan Demining Authority (SSDA) based in Juba developed organizations structures for their head office and six field offices in various key locations and recruited about 80 national staff for key management positions within these offices.

It is worth mentioning that all the national staff members have been recruited as civil servants and are on the payrolls of the respective government authorities. The staff members of NMAC and SSDA have attended several training courses in various mine action fields and continue to develop their capacities and skills in various fields of mine action including Operations, Quality Assurance, Mine Risk Education, Victim Assistance, Monitoring and Evaluation, Admin/Finance, and Public Relations etc.

Development and Implementation of National Mine Action Strategic Framework:- With assistance from UNDP and the UNMAO, and keeping in view relevant provisions of the Presidential Decrees and the CPA, the UN Mine Action Strategy for 2006-2010, the Sudan National Mine Action Strategic Framework-2006-2011 was developed, approved by the High National Mine Action Committee and adopted by the Council of Ministers of the GONU on 06 August 2006. This key document continues to guide mine action in the Sudan and all mine action plans are prepared;
and implemented in support of achieving the goals and objectives of this Strategic Framework.

Reinstitution of the UN Mine Action Steering Committee:- With the lead role of UNDP Sudan, the UN Mine Action Steering committee which became non-functional in June 2006, was instituted in early 2009. This Committee determines the scope, thrust and strategic direction of UN implemented/supported mine action in the Sudan. The first meeting of this re-instituted UN Mine Action Steering Committee was held on 09 June 2009.

The meeting endorsed the draft Terms of Reference (TOR) for the UN Mine Action Steering Committee and confirmed UNMAS/UNMAO, UNICEF and UNDP as members of the committee. In order for the relevant high-level national authorities to be fully engaged in the policy and strategic decision making process on mine action issues, the members decided to work with the appropriate authorities within the GONU and Government of Southern Sudan (GOSS) to establish a joint UN-National Authorities Mine Action Steering Committee with membership from both GONU and GOSS. The UNDP Mine Action Project staff has developed draft TOR for this committee and work is in progress with NMAC and SSDA to arrange for the first meeting of this joint mine action steering committee as soon as necessary preparations are complete.

Inclusion of Mine Action in the UNDAF and the Sudan Five Year Strategy:-With assistance from UNDP and the UNMAO, mine action was included in the United Nations Development Assistance Framework (UNDAF) for Sudan for the period 2009-2012. In addition, UNDP assisted the NMAA to include mine action in the Sudan Five Year Strategy for the period of 2007-2012. Both these documents give due recognition to the problem of mine/ERW contamination in the Sudan and the challenge it poses to various sectors including the return of IDPs and refugees, and the overall reconstruction and development process. The UNDAF stresses the need for the development of sustainable national capacities to address this problem in the long term. The inclusion of mine action in these two documents has assisted in mobilizing and securing the necessary resources for mine action.
Inclusion of Mine Action in the National/State Budgets:- With technical and advisory support from UNDP the national authorities included mine action in the national budgets in 2006 and since then the GONU and GOSS have provided more than US$ 16.5 to various mine action projects including funding for the Joint Integrated Demining Units.

National Mine/UXO Clearance Operations Capacity Building:- As part of the sustainable and cost effective national demining capacity, with technical and financial assistance from UNDP, 250 deminers jointly provided by Sudan Armed Forces (SAF) and Sudan People's Liberation Movement (SPLA) within the framework of the Joint Integrated Demining Units (JIDUs) were trained in humanitarian demining by International Mine Action Center (IMATC) based in Nairobi during 2006 and 2007 with funds from the UK Government. Out of this number, 110 deminers have been structured into six demining teams and deployed to field for the clearance of high priority roads and routes and other contaminated areas.

As of March 2010, the JIDUs had successfully completed clearance of 16 projects including 446 km of Babanusa-Wau railway line and 1,650 high priority roads in eastern, central and southern parts of the country. This has resulted in providing safer environments for local as well as return populations, while at the same time promoting reconciliation and confidence building between the CPA partners.

Linking Mine Action to Development: - UNDP has been working with NMAC and SSDA to strengthen linkage between mine action and the broader development community. For instance with technical assistance from UNDP through NMAC and SSDA, the GONU secured funds for the rehabilitation of the Babanusa-Wau Railway line (446 Km) and roads between Kadugly-Kawda in South Kordofan State (119 km) and Eldamzine-Karankran (24 Km) in Blue State. UNDP continues to work with NMAC, SSDA and other development actors so mine action is considered in all reconstruction and development projects.

Support to Mine Action Transition from UN to National Authorities:-Over the past three years, UNDP has worked with NMAA, NMAC, SSDA, UNMAO and other partners to assist in the smooth and systematic transition of the management of all
mine action activities from the UN to NMAC and SSDA. A mine action transition plan has been developed based on which management of mine action will be transitioned from the UN to NMAC and SSDA by June 2011 after which they will require limited external technical assistance to address the residual landmine/ERW contamination problem in the country.

International Networking:-UNDP has provided technical, advisory and financial support to the official delegations of the Sudan to participate in all key international events related to mine action, and or the implementation of the Mine Ban Convention. Participation in these international events has promoted the understanding of relevant national authorities about mine action through lessons learned in other countries and has helped them to make informed policy and strategic decisions about mine action in the Sudan and present a good image of mine action in the Sudan in the international circles.

Assistance to the Victims of Mine/ERW:-Socio-economic rehabilitation and re-integration of landmine/ERW victims continues to remain high on the national agenda. The Sudan has signed the “Convention on the Rights of People with Disabilities”. VA has been integrated into the social welfare systems of the country. With the generous contribution of 1.7 Million US Dollars from the Government of Japan through the UN, a Victim Assistance National Strategic Framework has been developed and approved. As part of this project, UNDP implemented 11 community based projects for the Socio-economic rehabilitation and re-integration of landmine/ERW victims during 2007-2008.

2.3.6 Civil Roles
UNDP seeks to engage with civil society to promote the Millennium Development Goals (MDGs in southern Sudan). Engagement with civil society is critical to national ownership of development processes, democratic governance, and the quality and relevance of official development programmes. Given the growing role and influence of civil society in development, UNDP seeks to draw on and contribute to its strengths in order to maximize the potential of civic engagement for development.
Civil society actors at national and global levels have developed substantive capacity and influence in a range of development issues. Partnering with them can help contribute to the effectiveness of development interventions, especially with respect to marginalized and vulnerable groups.

The success of development and participatory governance depends on both a robust state and an active civil society with healthy levels of civic engagement. Civic engagement is key to the work of UNDP in strengthening responsive governing institutions and practices accountability, good governance, democratization of development co-operation, and the quality and relevance of official development programmes. Civil society also has an important role to play in development and aid effectiveness. It has been a strong advocate of changes in the way donors provide development assistance, and is an active partner around the Paris Declaration and Accra Agenda for Action.

Many civil society organizations (CSOs) have a proven capacity for broad-based mobilization and creating bottom-up demand that fosters responsive governance. Civil society advocacy can facilitate the participation of poor and vulnerable populations in the design and implementation of development policies and programmes. This can enhance the delivery of basic social services, such as health and education. Civil society organizations also play a critical watchdog role in public life. Last but not least, members of civil society organizations volunteer their time, skills, and expertise to development.

For UNDP, civil society constitutes the full range of formal and informal organizations that are outside the state and market. This includes social movements, volunteer organizations, indigenous peoples' organizations, mass-based membership organizations, non-governmental organizations, and community-based organizations, as well as communities and citizens acting individually and collectively.
To foster policy dialogue with civil society, UNDP has in recent years promoted the establishment of Civil Society Advisory Committees to United Nations Country Teams as forums for strategic engagement by civil society in the work of the UN at the national level. At headquarters, the Civil Society Advisory Committee provides UNDP with policy advice.

UNDP partners with a wide cross-section of local, regional and global CSOs in programme implementation and policy advocacy. At the country level, this often means working with them to provide basic services in the areas of health, education, water delivery, agricultural extension and micro-credit provision. In addition, recognizing that CSOs often serve as both a driving force in guiding development policies and as a watchdog to make sure policies get implemented, UNDP facilitates civil society participation in poverty reduction strategy processes, advocacy for the Millennium Development Goals, and in advancing gender equality.

2.4 International Cooperation for National Development

The budget received for the Government of Southern Sudan is 3.5 billion US dollars from the oil revenue an amount that is not sufficient enough to allow the GOSS to function accordingly, such as developmental projects; the building of hospitals, maintaining schools, housing and so forth, and so it is the duty of Regional Cooperation to bring in that extra amount from aids, donors, and private investors through establishing and promoting relations with the various friendly countries and people of good will.

Currently there are eighteen consulates within Juba and six member donor teams that include Norway, Holland, Denmark, UK, Canada and Australia. That the strengthening of ties and relationships with the countries that will in turn bring friends to help the Government in its service deliveries to the public whom they serve.

Regional Cooperation have offices located in Ethiopia, Eritrea, US, Kenya, Uganda, DRC, Brussels, Egypt, South Africa and with every intentions of opening new offices in the UK, Sweden, Norway and many more. The minister stressed that it is their duty on behalf of the Government of Southern Sudan to win investors, and establish trade relations sympathetic to our cause as we are starting from zero.
Japan through Japan International Cooperation Agency (JICA) has constructed the Juba River port and is helping with the rehabilitation and reconstruction of Multi-Training Centre (MTC) in Juba, building of schools, water sanitation, and late last year JICA trained quite a number of GOSS staff including of MRC in Japan, Malaysia, Uganda, Kenya; in various fields and visited a few states to assess and identify developmental projects, and also training opportunities for the medical staff.

The MRC have been encouraging the training civil servants throughout the States and that an approximate total of seven hundred from a range of fields such as finance, police, judiciary, presidency office had been trained in South Africa.

2.4.1 Financial Aid
The financial aid for Government of Southern Sudan coming from the following:-

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<tr>
<th>Institutions</th>
<th>The years of Financial Aid</th>
<th>Amount in US Dollars</th>
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<td>World Bank</td>
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2.4.2 Policy Dialogue for Capacity Development

The Sudan country programme 2005 to 2011 covers Southern Sudan but not the three states of Northern Sudan. It addresses the priority needs and challenges of the country, as identified in the 2005 country analysis and the United Nations...

Widespread poverty, regional disparity and the competition for scarce natural resources instigated the country’s main conflicts since its independence in 1956. In 2005, the signing of the comprehensive peace agreement (CPA) between the Government of Sudan and the Sudan People’s Liberation Movement ended Africa’s longest armed conflict. With national election in 2009, the planned referendum in 2011 on self-determination for Southern Sudan, and the ongoing efforts for peace in Darfur, Sudan now has its best chance for sustainable peace and human development.

In recent years Sudan has witnessed high economic growth fuelled by oil exports and Foreign Direct Investment. This growth, however, is unbalanced, and significant regional disparities persist, particularly in Southern Sudan where 90% of the population live below the poverty line. Gender-based inequalities in wages, employment and decision-making are of concern, and the HIV/AIDS incidence estimates at around 2.3%, are amongst the highest in the Middle East and Northern Africa. The Human Development Index (HDI) ranked Sudan at a low 147 out of 177 countries in 2007.

Although significant progress has been made towards peace and the democratization processes, major challenges remain, especially in conflict areas. Institutional capacity development is needed at all levels, as well as the capacity to deliver effective security, justice and basic services. The national women’s empowerment policy endorsed by the President of the Government of National Unity (GoNU) in 2005 is a major breakthrough, reflecting national commitment in support of women’s political and civil rights.

The slow transition from international humanitarian assistance to recovery and development has resulted in lower peace dividends. In South Sudan, the large-scale return of internally displaced persons and the need for extensive capacity building will require an above ordinary collective effort. The situation is further compounded by the continued existence of armed groups and armed civilians, and also the
landmine/explosive remnants of war (ERW) contamination which seriously affect sustainable recovery in South Sudan.

Environmental degradation, exacerbated by climate change, desertification, and land degradation continues to impact livelihood development in rural areas, and contributes to the competition and conflict over the natural resources between different groups such as nomads and those engaged in pastoral and in agricultural pursuits.

2.4.3 Monitoring and Advisory

Advisory:-The Ministry of international Cooperation coordinates all external aid including the UNDP country programme, and is the designated UNDP counterpart. UNDP also maintains close coordination with the GoSS Ministries of Regional Cooperation, Finance, Economic Planning and line ministries. While direct execution will be the main project execution modality, UNDP will strive to increase the usage of national execution, using such modalities as the Harmonized Approach to Cash Transfers (HACT).

Partnership strategy UNDP will continue to build on its partnership with the Government at all levels, with international organizations, donors, civil society, and the relevant organizations of the United Nations system such as the United Nations Development Fund for Women, United Nations Capital Development Fund (UNCDF), United Nations Office for Project Services (UNOPS), and United Nations Volunteers (UNV). UNDP will work closely with multilateral funding sources, such as the World Bank administered MDTF and the African Development Bank (AfDB). UNDP will establish new partnerships within the framework of the Sudan Recovery Fund, especially in the Southern Sudan, to ensure scaling up of short-to medium-term recovery and development programmes.

Where possible, UNDP-supported programmes and projects will leverage Government counterpart contributions to enhance ownership and sustainability. All activities will be closely coordinated with the United Nations Mission in Sudan (UNMIS). Other strategic partners include international and national non-
governmental organizations, civil society organizations (CSOs), international finance institutions, the private sector and academia.

UNDP internal resources will be tapped, including regional experts/the Sub-Regional Resource Facility and the Bureau of Crisis Prevention and Recovery Strategic Partnership mechanism. The partnership modalities will include joint programming based on the “One UN” principle, collaborative technical assistance, achievement of synergies, using limited UNDP core resources as seed money to leverage basket funding, like the strategic partnership which was established between Department for International Development, the Netherlands, Denmark and UNDP Sudan in 2005.

**Monitoring and evaluation** Results-based management mechanisms will be used in all UNDP supported projects. UNDP will strengthen the country office capacity in monitoring and evaluation, and strengthen national capacities for monitoring and reporting on MDG progress with the involvement of various national stakeholders. Key outcome, mid-term and end-term evaluations, in close collaboration with government and other stakeholders are planned. To the extent possible, data will be gender disaggregated.

UNDP will closely monitor the critical risks which may affect the country programme results, including any uncertain political situations or political decisions. The risk mitigation strategies will focus on strengthening communication with national counterparts, enhancing national and UNDP capacities to rapidly respond to political changes, and diversifying funding and implementing partners.

### 2.5 Obligations of Southern Sudan

In southern Sudan and the Three Areas, USAID support is strengthening democratic governance and assisting the CPA’s key political processes. Activities are strengthening the core institutions of the Government of Southern Sudan and develop systems to meet citizen needs and government priorities at the regional and state levels. This assistance also targets the fragile Three Areas and border states of southern Sudan to enhance local governments’ ability to transparently manage resources, deliver tangible peace dividends, and increase incomes.
Investing in people, USAID health and education programs focus on delivering peace dividends to the people of Sudan. USAID programs strengthen maternal and child health services and reduces the burden of HIV/AIDS, malaria, tuberculosis, and other infectious diseases. Access to health services is increased by training county medical officers and conducting national immunization days and polio eradication campaigns. To improve education, USAID rehabilitates schools, trains teachers, and mobilizes parent-teacher associations to increase Sudan’s capacity to provide quality primary and secondary education, especially for girls.

Economic growth, USAID activities link isolated communities and facilitate an enabling environment for market development, through improvement of roads, assistance in electrification, agricultural support, bolstering of private sector competitiveness, support for improved land policies, and promotion of better environmental management of the Boma-Jonglei landscape and its rich biodiversity.

2.6 Conclusion
UNDP focusing on the following three issues like capacity development for deepening democratic processes; support to decentralized governance; and strengthening effective and accessible justice systems that promote the Rule of Law.

Deepening the democratic process and strengthening democratic institutions, UNDP will develop the capacities of the National Legislature, the Southern Sudan Legislative Assembly, and the State Assemblies to play their constitutional roles in support of the democratic processes in Sudan. UNDP will also strengthen capacities of the National Electoral Commission, civil society, and other key institutions critical for well managed elections in 2009 and the referendum in 2011.

Support to decentralized governance to expand capacities for equitable delivery of public services, UNDP will support administrative and financial decentralization by developing national, state and local level capacities for public finance management.
Rights upheld and protected through accountable, accessible and equitable Rule of Law institutions, UNDP will provide capacity development support to the Judiciary, the Ministry of Justice and law-enforcement institutions, with special attention to equitable access to justice for vulnerable groups including women and people living with HIV/AIDS. UNDP will help to address the challenges arising from the dual system of formal courts and customary/traditional norms and values.
CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introductions

Methodology can be the analysis of the principles of methods, rules, and postulates employed by a discipline for systematic study. The system of collecting data for research thesis is known as research methodology. The data may be collected for either theoretical or practical research for example management research may be strategically conceptualized along with operational planning methods and change management. Some important factors in research methodology include validity of research data, Ethics and the reliability of measures most of the work is finished by the time one finish the analysis of your data. Formulating of research questions along with sampling weather probable or non probable is followed by measurement that includes surveys, case study and scaling. This is followed by research design, which may be either experimental or quasi-experimental, neither quantitative nor qualitative. The last two stages are data analysis and finally writing the research thesis, which is organised carefully into graphs and tables so that only important relevant data is shown.

3.1 Research Design

The study has used both qualitative and quantitative approaches in data acquisition, data analysis and data presentations.

3.2 Research Population

Central Equatoria States has a land mass of about 160,000 square kilometres, with population ranging between 840,000 people. The population is expected to grow by 15% as much as 840,000 thousand in the next six years of peace and stability as a result of natural increase in population and the return of refugees and internally displaced people (IDPs). The signing of the Comprehensive Peace Agreement in January 9th, 2005 brought to an end more than two decades of hostilities between the North and South. As a result, the Government of National Unity (GNU) and the Government of South Sudan (GOSS) have been established, to form a Confederation system for governance under the rubric of one country, two systems. South Sudan is
now gradually entering a recovery and development phase however humanitarian needs still abound, with an expectation of mass return of a large number of IDPs and refugees to the South Sudan.

In central Equatoria state, the total of questionnaires distributed were 200 in which 50 questionnaires were given to UNDP’S staffs. 40 questionnaires were given to the ministry of finance and economic planning in which 30 were given back to the researchers. 40 questionnaires were given to presidential affair and ministry of parliamentarian affairs in which 15 were given to the researcher. 70 questionnaires were given other section which 30 were given back to the researcher completely filled.

3.3 Sample Framework
The sample framework include sample size, sample techniques, sample procedures.

3.3.1 Samples Size
In this type of sampling, subjects were selected in such a way that the existing sub-group in the population was more or less reproduced in the sample. In the study the subjects were sampled from UNDP office in Juba, Ministry of Finance and Economic Planning, Presidential Affair and Parliamentarian Affair.

3.3.2 Sample Techniques
Stratified random sampling was used. The main reason for the use of stratified random sampling was to achieve the desired representation from various sub-groups in the population.

3.3.3 Sample Procedure
The study was carried out in Juba, central Equatoria State. The site comprised of five counties in which their total Population is 840,000 people. The main reason behind the choice of the study was familiarity with areas having visited the said divisions severally hence purposeful sample.
3.4 Research Methods

Research methods are a variety of techniques that people use when studying a given phenomenon. Both instruments like questionnaires, interview and direction observation were use in this kind of study. However, the case study of Central Equatoria the randomly select names from a list of staff of UNDP, ministry of presidential affair and parliamentarian affair of which a more on random samples). Because the sample was randomly selected, the data whole of the data sample presents the capacity building component.

Some common research techniques used in this study are case study, surveys, experiments, and field research. A lot of references were used like magazines and other publications report the results of their month of finding on literature. The questionnaires, interview and direction observation were used.

3.4.1 Instrument

Questionnaires, interviewing and observations were used. The Questionnaires were distributed direct to respondents with little cost on transport for Researcher. The Direct interviews were conducted with government officials in the Ministry of Finance Economic and Planning and Presidential Affair. In both counties there were limit knowledge of UNDP roles in capacity building in southern Sudan.

3.4.2 Sources of Data

Primary and Secondary both primary and secondary data were used in this research thesis. Interviews were conducted with random sample of UNDP in head office and UNDP field offices in the five counties in Central Equatoria as sample of ten states of southern Sudan. The secondary data were collected from University of Juba Library and University of Juba, Joint Assessment Mission in Sudan, UNDP magazines and UNDP website.

3.5 Data Collection Procedure

The Researcher had to drive through all these sites within Juba to collect the data. A self administered questionnaire was used in data collection. The questionnaire captured both stress related causes, symptoms and impacts among the officers. Questions were both structured and unstructured.
Unstructured questions were included in order to avoid self-deception and to provide freedom of expression. The questionnaires were distributed through a “drop and pick later” in order to encourage the responses. All the target sample population of 150 respondents managed to fill in the questionnaires in time for analysis. They were all available and very cooperative. The researcher used to explore one question at a time for all the respondents.

Researcher would then come up with summaries of the answers. Irrelevant answers were ignored. The data acquired through questionnaires was processed by use of (Microsoft excel) and other data analysis packages. Be sure to include an “unknown/missing” option if data may be unknown or missing.

Include a “not applicable” response for questions that may not be applicable to all respondents. Do not combine multiple ideas or variables into an item and then request a response specific to one idea or variable. Assess need/usefulness/burden of closed-versus open-ended item format. Be sure that return address, fax number, and contact information are included on the form itself as well as in accompanying memorandum.

3.6 Data Analysis
The variables of the data analysis are Capacity constraints and political will, in which political wills, is endogenous variable when testing against the alternative hypotheses or null hypotheses against the other the exogenous variable (capacity constraint). There is a strong relationship between the capacity constraints and the political will to the Government of Southern Sudan, when assessment of capacity building in southern Sudan was carried out from first week time allocated in 2005 to 2009.

The record data show the effect i.e. when the capacity constraints is improving and increased by innovating and removed the consequences of war for the last twenty two years and then the political will for proposing and developing the public goods is also improve for the southern Sudan to gain more recovery in term of developmental activities and public goods like infrastructures and public light. And the same time when the capacity constraints decrease due to the consequences of war for the last twenty two years in war, the political will also reduced and convert all the political
tactic into militarily tactic for instability of lacking peace but destruction of losing more life and properties like for the last twenty two years of war in the country (see in the annex I on testing of null hypotheses against alternative hypotheses). The annex I shows the simple regression in the statistical method to show relationship between capacity constraints and political will after the significance test at 5 per cent level.

3.7 Validity and Reliability of Research Instrument

The questionnaire is most frequently a very concise, replanted set of questions designed to yield specific information to meet a particular need for research information about a pertinent topic. The important thing to remember when choosing this method (questionnaires) is that, it was the most appropriate one to measure the variables as you have defined them in the thesis hypotheses.

The major distinct ideas of using questionnaires and interviews in Research Thesis are the presence of an interviewer. In questionnaires, responses are little to answers to predetermine questions. In interviews, since the interviewer is present with the subject, there is an opportunity to collect nonverbal data as well and to clarify the meaning of questions if the subjects do not understand.

For one thing, it is likely to be less expensive, particularly in terms of the time spent collecting the data. Questionnaires can be given to large numbers of people simultaneously; they can also be sent by mail. Therefore, it is possible to cover wide geographic areas and to question large number of people relatively inexpensively. The most significances of questioning people who cannot write their responses in the oral interview.

This category also includes illiterate subjects or subjects who do not write as frequently as they speak. Oral responses from these individuals will contain much more information than would their written responses. Another appropriate of the interview method is that is actually results in a higher response rate than does the questionnaire. Many people who would ignore a questionnaire are willing to talk, with an interviewer who is obviously interested in what they have to say. Another advantage of the interview technique is that you can plan to ask questions at several
levels to get the most information from the subject. The combination of structured and unstructured questions can provide depth and richness to the data and, at the same time elicit data that are comparable from one subject to the next.

3.8 Ethical Consideration

The public services commission developed an interest recommendation of this Research Thesis topic with the interests of capacity building in the entire southern mind and for the future reference about the role of UNDP in capacity building in southern Sudan. Throughout its deliberations, the Public Service Commission was well aware of the dark history of research involving since the war has destroyed everything. UNDP also was eager to know the deep they have gone in capacity building programme in southern Sudan. They warned not to permit the exposure of other ethical culture rigidity to changes. The National Public Services Commission has to review the research before give to University for bias included in this Research Thesis.

In this Research Thesis topic, in fact, the Public Service Commission adds further protections interim of directives where to collected right information in the area cover by recommending additional ethical safeguards. At the same time, access to research may be critical to improve the healthy consideration of capacity building and the conditions in which they live, as the commission to recruitment more competent employees.

UNDP recommend the topic and add more information, they need to protect the statutory rights of members of the social community or groups being investigated, avoiding undue intrusion, obtaining informed consent, and protecting the rights to privacy of individuals and social groups by not single out by names those who have no capacity in the government while holding the ministerial posts.

Used of professional ethical conduct of research, the need to see and add more to research questions and agenda objectively, so as to widen the scope of capacity building in social research, and to maintain confidence in the research process; to ensure that the conduct, management and administration of research is framed in a way which is consistent with ethical principles and which recognizes the limits of
competence of researcher, Sensitivity to cultural and social differences is all remove are the need to remain insensitive to, and cognisant of, social and cultural differences and to consider conflicting of interests, Reporting of Research Proposal need to report findings completely, widely and objectively, with full information on methodologies employed both to allow research work to be assessed by colleagues and to increase public confidence in its reliability.

3.9 Limitation of Study
Bad weather of sunny, windy, dusty, rainy condition which persist sometimes from morning at 10:00 am to 5:00 pm Sudanese local time that affect the Researcher in the processes of data collection led to disease like malaria and the common flu due to change of the weather in the body from place to place with in Southern Sudan.

Transport problem was another issue sometimes using Boda Boda of motorcycle and bicycle. Illiteracy unfortunately they don’t know how to read and write. Filled in questionnaires form was a big problem to some of the staffs in GoSS offices. Some of them return them blank and some people who are somehow honest ask translation and interpretation into local language that sometimes might affect information during interpretations from one person to another because of illiteracy but some are fluency in oral speaking in both two languages like English and Arabic.

Lacks of reading materials like books for references in the southern Sudan are so rare to be found, especially university books and even including on structure of the library was problem that affecting researcher. In both Central Equatoria and Juba where most of the field work regards this thesis of study compiled.

Sudan has been in war for twenty two years making hard for scholars to come up with some new books with new modern era information and ideas that could feed academically the young modern researcher. Time limit was major problem affect researcher in this research of study. The time for compiling the data and time for collecting was so limited and even the time line given by the university was so limit. Insecurity like some of respondents were suspicious that researcher was intruder assessing the wealthier offices and come back at night for looting their properties.
CHAPTER FOUR

PRESENTATION, ANALYSIS, INTERPRETATION OF DATA

4.0 Introduction

UNDP Defines Capacity Building as the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. OECD Define Capacity Building as the process by which individuals, groups and organisations, institutions and countries develop, enhance and organise their systems, resources and knowledge; all reflected in their abilities, individually and collectively, to perform functions, solve problems and achieve objectives.

GTZ Define Capacity Building as the process of strengthening the abilities or capacities of individuals, organisations and societies to make effective and efficient use of resources, in order to achieve their own goals on a sustainable basis. (GTZ, downloaded, 16 April 2009) JICA Define Capacity Building as ongoing process of enhancing the problem-solving abilities of developing countries by taking into account all the factors at the individual, organizational, and societal levels.

(JICA, November 2007) The new about capacity building is the Technical cooperation was the most common approach to development cooperation in the 1970s and 1980s. At the time, priority was given to technical training and the introduction of models and systems from the expatriate knowledge.

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 (This is where UNDP gives support for hiring knowledgeable experts).

4.1 Social Demographic

The tables below showing counties and populations in the Central Equatoria State

**Table: I.** Below show the population in Central Equatoria State in counties presented and cover by the scope of the research studies.
<table>
<thead>
<tr>
<th>Counties</th>
<th>Population In Figures</th>
<th>Population Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morobo</td>
<td>175,000</td>
<td>20.83%</td>
</tr>
<tr>
<td>Lainya</td>
<td>165,000</td>
<td>19.64%</td>
</tr>
<tr>
<td>Tekeke</td>
<td>170,000</td>
<td>20.26%</td>
</tr>
<tr>
<td>Yei</td>
<td>180,000</td>
<td>21.42%</td>
</tr>
<tr>
<td>Juba</td>
<td>150,000</td>
<td>17.85%</td>
</tr>
<tr>
<td>Total Populations</td>
<td>840,000</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Table: II Pie chart on the population covered by studies

Source: Primary data
4.1.1 Sex

Table IV: Sex Distribution

<table>
<thead>
<tr>
<th>Counties</th>
<th>Illiterate</th>
<th>Primary</th>
<th>Secondary</th>
<th>Tertiary Education</th>
<th>University</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morobo</td>
<td>33.33</td>
<td>26.31</td>
<td>33.33</td>
<td>20.00</td>
<td>20.00</td>
</tr>
<tr>
<td>Lainya</td>
<td>20.00</td>
<td>25.00</td>
<td>20.00</td>
<td>10.53</td>
<td>0</td>
</tr>
<tr>
<td>Tekeke</td>
<td>33.33</td>
<td>25.00</td>
<td>20.00</td>
<td>10.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Yei</td>
<td>33.9</td>
<td>24.00</td>
<td>20.00</td>
<td>23.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Juba</td>
<td>33.9</td>
<td>25.00</td>
<td>25.00</td>
<td>20.00</td>
<td>23.00</td>
</tr>
<tr>
<td>Totals</td>
<td>46</td>
<td>83</td>
<td>104</td>
<td>127</td>
<td>46</td>
</tr>
</tbody>
</table>

Source: Primary data

4.1.2 Level Education

From the data collected, the educational level of young graduates from five counties was found to vary mainly between young employees working in counties. It was observed that their skills were based on freshly theoretical knowledge rather than experiences of some years working in the offices.

The Administrators trained by UNDP for two years had higher levels of formal education and the required less training skills as per now but more of office management and running the counties in budgeting and planning. There are needs for formal education among those working in the public office frequently expressed in studies of county development. Thus, it pointed out that education is important in determining the acquisition of experiential skills like budgeting and managerial skills relevant to for successful offices. In five counties, women were marginalizing at their educational level that had opted for business because their educational level could not allow them to secure job in the modern wage sectors.
### Table III: Educational level of Employees in Central Equatoria state in public offices

<table>
<thead>
<tr>
<th>Counties</th>
<th>Illiterate</th>
<th>Primary</th>
<th>Secondary</th>
<th>Tertiary Education</th>
<th>University</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morobo</td>
<td>15</td>
<td>19</td>
<td>30</td>
<td>15</td>
<td>5</td>
<td>84</td>
</tr>
<tr>
<td>Lainya</td>
<td>10</td>
<td>20</td>
<td>25</td>
<td>19</td>
<td>3</td>
<td>77</td>
</tr>
<tr>
<td>Tekeke</td>
<td>9</td>
<td>18</td>
<td>20</td>
<td>25</td>
<td>6</td>
<td>78</td>
</tr>
<tr>
<td>Yei</td>
<td>2</td>
<td>10</td>
<td>15</td>
<td>28</td>
<td>2</td>
<td>65</td>
</tr>
<tr>
<td>Juba</td>
<td>16</td>
<td>14</td>
<td>40</td>
<td></td>
<td>30</td>
<td>102</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>46</strong></td>
<td><strong>83</strong></td>
<td><strong>104</strong></td>
<td><strong>127</strong></td>
<td><strong>46</strong></td>
<td><strong>406</strong></td>
</tr>
</tbody>
</table>

**Source:** Primary data
It appeared that their perception slow in rapidly capacity development is because of educational level. Few of them in Central Equatoria attained University Education level led them to the slow in capacity development for the last five years. The common view among those who were interviewed was that low educational level limits their capacity absorptions and fails to prepare them adequately for development operation.

4.1.3 Age Distribution

Table: V Age distribution of employees in the counties (in per cent)

<table>
<thead>
<tr>
<th>Counties</th>
<th>20 to 25</th>
<th>26 to 45</th>
<th>46+</th>
<th>Mean ages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morobo</td>
<td>35.71</td>
<td>41.67</td>
<td>22.62</td>
<td>20.00</td>
</tr>
<tr>
<td>Lainya</td>
<td>25.97</td>
<td>44.16</td>
<td>29.87</td>
<td>18.5</td>
</tr>
<tr>
<td>Tekeke</td>
<td>24.36</td>
<td>51.28</td>
<td>24.36</td>
<td>17.5</td>
</tr>
<tr>
<td>Yei</td>
<td>18.47</td>
<td>61.53</td>
<td>20.00</td>
<td>14.00</td>
</tr>
<tr>
<td>Juba</td>
<td>19.60</td>
<td>63.73</td>
<td>16.67</td>
<td>30.00</td>
</tr>
</tbody>
</table>

Source: Primary data

Most of the employees surveyed in study are in the middle group (see in the above mentioned table). This is between 26 to 45 years. The mean age of employees was found to vary slightly at 20, 19, 18, 14 and 30 in Moroba, Lainya, Tekeke, Yei and Juba respectively.

4.1.4 Roles of Respondents

Provide the answer to the question asked by the researchers during collection of the data. On a more general level, the respondents were asked to identify the most pressing needs of capacity building and development in terms of training. The fundamental challenge in this respect seems to be to find the right balance between keeping counties workers up-to-date with theoretical developments in the human
capacity building area and instructing them on how to translate their theoretical knowledge into practice by workshopping and conferences.

Many Human capacity building Officers and indeed managers of HR UNDP Operations bring a wealth of academic experience which at time they find hard to translate into practical application and to the realities of a complex UN bureaucratic structure such as a personnel on short mission. On the other hand, many officers spend a long time in the field and travel from mission to mission. They need to be constantly refreshed about human capacity developments and finding

Accordingly, several respondents stressed the need for training on practical elements of a counties officer’s work such as interviewing techniques, reporting skills, PR/advocacy skills and project management skills. Others highlighted more theoretical aspects, in particular the need for refreshing the knowledge of international recruitment standards and being updated on new human capacity development issues such as transitional training institutions or poverty reduction strategies.

Moreover, it is worth noting that a number of issues which had been raised under previous questions headings were again mentioned in this training section as deserving special attention, in particular the need for proper guidance on the practical application of capacity building based approaches and for training support in terms of stress management. Finally, several respondents expressed concern about the fact that many training courses were “primarily designed for staff in the higher standard of education therefore would be a need for translation into Arabic. They stressed the importance of ensuring that more junior officer to be considered or those based in distant locations are given equal access to information on trainings.

Three short questions concluding this section addressed issues revolving around the ideal form of training methods for capacity building and development. Short training courses and workshops of up to one week were ranked as the most useful training method, followed by mentoring and organised mutual training (peer to peer skills transfer). Self-learning courses with the assistance of training material and longer training courses were seen as more helpful. Other training forms suggested include stress counselling/periodic debriefing and “networks or structured/moderated
communities of practice”. What periodicity of in-service training could be considered as adequate obviously depends on the type of training offered.

However, most respondents generally favoured on-going or quarterly training modules over training courses offered only thrice a year for rapidly capacity development. Several respondents suggested combinations, such as on-going general training, combined with quarterly formal short courses. In terms of suitable training venues, local, regional and international locations received almost equal ratings, though the respondents did express a slight preference for regional over local and international venues. Other proposed venues included universities or other educational institutions, specialised learning institutions and locations in countries/regions facing similar challenges as the host state where a capacity building is based.

4.2 Current Capacities Problem

Unequal participation and representation of men and women in almost all political and socio-economic spheres in Southern Sudan, with women remaining a minority, Though some progress has been made since the signing of the Comprehensive Peace Agreement (CPA) in 2005, more must be done to encourage women to compete for high-level positions so that they are properly represented in key institutions. Enabling women to pursue careers in government and law help create a new generation of leaders who can address and defend equal rights in parliament, in the courtroom, and in the community.

The CPA and the Interim Constitution of Southern Sudan (ICSS) both state that human rights and fundamental freedoms should be available to all citizens. They also call for affirmative action to re-dress the historical imbalances and inequalities by stating a mandatory 25% women representation at all levels of the public sphere. These provisions are very progressive, but operationalizing them has been difficult and inequality remains a big issue in southern Sudan.

Recognizing that Sudan’s first multiparty national poll in 24 years offers hope that women’s participation in public office might increase, the UN Development Fund for Women (UNIFEM), in collaboration with UNDP, helped empower female
candidates in the run up to the election by providing training in all of Southern Sudan's ten states. Education was also offered to female voters in an effort to mobilize them to participate in the polls. UNIFEM's main objective is to create the political space for all not just half of Sudan's diverse peoples to have a say in the decisions and policies that affect their lives.

To complement this work, the Ministry of Legal Affairs and Constitutional Development (MoLACD) has been working with UNDP to look at the status of women in law in Southern Sudan. In a workshop help in March, female lawyers from MoLACD, the courts and private practice came together for the first time to share their experiences and work together to look at practical ways to ensure a legal environment which protects everyone equally. Participants heard experiences from female lawyers from other countries and discussed capacity building needs for Southern Sudan.

The workshop contributed to the establishment of the Southern Sudan Women Lawyers Association, a body to empower female lawyers to improve their professional skills and enhance their contribution towards key developmental issues. This Association will become legally operational after registration with the government. It is hoped that the initiative will help raise awareness of gender issues, and improve the protection of women by lobbying for legal reform.

4.3 Effect of Capacity Building

The United Nations Development Programme (UNDP) introduced TOKTEN project in 1977 to help reduce adverse effects of the "Brain-Drain" phenomena or "reverse transfer of technology" in many developing countries. TOKTEN offers a window of opportunity for expatriate nationals with lengthy experiences in their fields of specialization to return to their home countries, for an agreed period of time. TOKTEN modality is considered as an efficient development intervention as TOKTEN Volunteers can merge their acquired learning with their familiarity of local culture and language in order to effectively transfer their knowledge and skills.
TOKTEN has since been expanded to in these countries, highly skilled expatriate professionals have provided technical expertise, policy advice and research to governments, private and public sectors, universities, and research centres in various fields.

Following the signing of the Comprehensive Peace Agreement (CPA), the overall social and political environment has changed and opened an unprecedented window of opportunity to turn the devastation of years of war, displacement and underdevelopment into a new era of peace and prosperity in Sudan. However, a large number of the qualified and experienced human resources of Sudan that could contribute to the recovery and development process in Sudan live outside the country. Studies conducted by different agencies on the expatriate Sudanese nationals living abroad have indicated that a large number of highly talented and experienced expatriate nationals are willing to contribute to the reconstruction and peace-building initiatives in their home country.

The Government of National Unity (GoNU) and the Government of Southern Sudan (GoSS) are encouraging Sudanese expatriates to volunteer their professional experience to national and state institutions. Each government has human resources capacity building policies that encourage the involvement of the Diasporas in their recovery and development efforts.

In January 2006, building on the favourable policy situation and the increasing political stability in Sudan, with the support of the Netherlands Government and the UK's Department for International Development, UNDP launched the Transfer of Knowledge through Expatriate Nationals project, widely known as the TOKTEN. This initiative is a special volunteer programme that calls on expatriate nationals to volunteer in their country of origin for a short period of time.
The main objective of the TOKTEN project in Sudan is to support the national capacity building of Sudanese institutions in various development sectors, through the transfer of knowledge of the professional Sudanese in the Diasporas. Thus contributing with an invaluable, efficient, and sustained input to the humanitarian, peace and development efforts to rebuild Sudan, while capitalizing on Sudan’s own human resources. The National TOKTEN project will cover at least 10 states in Sudan.

4.3.1 Effect by UNDP

The main Effect by UNDP are Recruited 43 volunteers to provide institutional capacity building support for more than 75 government institutions, universities, and private sectors in Northern and Southern Sudan, Directly supported 35 national and state government institutions, universities and research institutions, private sector organizations, and NGOs in Northern and Southern Sudan. The project trained and built the capacity of 2,352 personnel from 65 national and state government institutions, universities and research institutions, private sector organizations, and NGOs across Sudan.

The trainings covered the following areas like governance and rule of law, HIV/AIDS and health sector, food security, basic and higher education, public administration and governance, sustainable environmental conservation, and economic development, micro finance development; geographic information system; media professional training; and public administration and project management, developed a database that includes 350 professional Sudanese expatriates who are willing to join TOKTEN through a mission in Sudan.

4.3.1.1 Education

JUBA, Sudan (UNDP) – Providing children with access to education has always been a priority for the UN capacity building agency and in South Sudan UNDP/UNHCR has been making a difference by ensuring schooling for hundreds of young returnees.
It's a huge task in a region emerging from more than two decades of civil strife, but every new school or college built is important and in recent weeks UNDP/UNHCR has constructed another five community based primary schools in areas of high return.

Such schools need teachers, and UNHCR is doing its part to meet the needs by organizing the construction of teacher training institutes in the South Sudan capital, Juba, and in the town of Aweil. When completed, these two institutes will play a vital role in the further development of education in the south Sudan.

The five new schools were built in South Sudan's Eastern Equatoria state with funds donated by the Bill and Melinda Gates Foundation and implemented by UNDP. Of the 330,000 refugees who have returned to South Sudan since 2005, including some 170,000 with UNDP/UNHCR's help, more than a third has gone to Eastern Equatoria. Some 2 million internally displaced Sudanese have also gone back home.

Construction of the schools has been warmly welcomed by the authorities and the local community. Each school has room for about 500 students, who will take classes in buildings constructed of burnt brick with corrugated iron roofing. All five institutions will be administered by parent management committees that will try to ensure good teaching standards.

Meanwhile, the institutes in Juba and Aweil will provide nearly 500 newly qualified teachers every year after they open in 2010, and thereby create a cadre of trained teachers to educate the next generation of students at schools throughout South Sudan, including the five in Eastern Equatoria.

The teacher training institutes will have a major role in the development of education in South Sudan for years to come and their establishment is also expected to encourage more Sudanese refugees to return home. Two decades of conflict and
neglect left the south’s education sector in tatters. The lack of development is an obstacle to reintegration and that’s why UNDP/UNHCR, other UN agencies and international aid groups continue to support refugees after they return home.

The refugee agency has launched almost 700 reintegration projects since 2005, prioritizing the education sector as a fundamental tool for long-term development. Refugees who received a good education during their exile in camps overseas were concerned about schooling back in South Sudan for their children and some returnees kept their children overseas to complete their education.

4.3.1.2 Health Sector

In South Sudan, through UNDP, UNFPA has taken the lead in establishing solid foundation for contributing to reduction of maternal mortality by providing technical and financial support for development of the policy and standards on Community Midwifery Training. The policy document was agreed at a consultative workshop with key stakeholders and endorsed by the MOH-GOSS. This has been followed by the development of midwifery curriculum, training modules, and training of trainers and finally, training of community midwives commenced in September 2006 in the pilot sites.

During 2005/6, UNFPA provided RH kits and commodities to RH service providers in South Sudan and has supported capacity development of the newly established Reproductive Health Directorate of the Ministry of Health of GOSS. Support to advocacy and IEC activities on RH and HIV/AIDS and refresher training on RH information and services are also part of UNFPA contributions in South Sudan. UNFPA is the leader of the Reproductive Health Working Group. This is a technical body charged with the responsibility to develop the standards and norms of practice of RH in Southern Sudan. UNDP supported the development of the General Health Policy document for Southern Sudan and has lately been providing co-leadership in the development of the Reproductive Health Policy for Southern Sudan.
The first ever fistula repair centre in Southern Sudan was established in June 2006 at the Juba Teaching Hospital. Given the poor maternal health indicators in Southern Sudan, it is surmised that fistula patients abound in Southern Sudan. Indeed at the inaugural session of the fistula repair programme, many patients turned up for surgery. This centre after additional training is provided to the surgeons will become a regional referral centre for fistula in Southern Sudan.

Through UNDP, UNFPA initiated the GBV Technical Working Group in Southern Sudan and has been actively involved in addressing key issues affecting women particularly in relation to GBV. UNFPA with funding support from HRU facilitated a consultation process with women, women groups and leaders on issues of GBV across Southern Sudan. The outcome of this consultation was presented at the high level symposium on GBV in Brussels in May 2006.

In principle, the outcome of the wide consultations should lead to the development of a national plan of action on GBV for Southern Sudan. This is yet to materialize. More recently UNFPA has been involved together with UNIFEM and UNMIS police in the training of the local police force on issues of GBV and human Rights. This should lead to a more positive handling of GBV issues by the police. It is a training that has brought the different UN agencies to work jointly to achieve common objectives. UNFPA is a member of the protection working group.

Earlier in the year UNFPA participated in a large survey on the Southern Sudan IDPs to determine their return intentions, living conditions and access to health care in partnership with OCHA, IOM, UNHCR and NRC. The results of this survey are being used for programming returns processes.
UNFPA currently chairs the UN Theme Group on HIV/AIDS that mainly deals with policy issues. This is both in the North and in the South. The theme group in Southern Sudan was recently established in June 2006 however the UNTG is already addressing some of the critical issues such as the need for concerted support to urgently build the capacity of the newly established Southern Sudan HIV/ AIDS Commission.

As a member of UN Technical Working Group on HIV/AIDS and HIV/AIDS Monitoring and Evaluation Reference Group, UNFPA is actively involved in shaping the stage for a more coherent implementation if HIV/AIDS programming in Southern Sudan. The main role of both working groups is to provide technical support for a unified M&E system, surveillance, operational research, surveys and reviews and programmatic monitoring, including resource tracking. A number of joint-programming opportunities are being examined in the context of HIV/AIDS.

4.3.1.3 Skill Training

Strategic and right-based planning approaches incorporated in on-going planning processes and Local economic development, food security and slum upgrading prevention projects integrated/incorporated in the Structure Plan and Urban Development Plan

Planning and implementation capacity of MPPPU and stakeholders enhanced and applied in pilots. A State-level urban observatory with a network of seven localities together with GIS/LIS established. System and procedures concerning data collection, plan performance, monitoring, review and updating established and applied
Review and assess the current overall land legislation, urban planning practices and spatial and Sectoral policies and strategies with a view of stimulating pro-poor approaches in the facilitation of access to land and housing;

Review the ongoing structure plan and urban development processes to stimulate the legal frameworks for broad-based participatory processes. Conduct Rapid Urban Sector Profiling Study (RUSPS) for Identification of priorities Selection of pilot projects for demonstration for on-the-job training.

Train key stakeholders for participatory plan formulation, programming and implementation, conflict resolution, local leadership skills training Conduct a capacity building needs assessments and prepares State-level status reports on legal frameworks, institutional set-ups, and modalities of implementation in the following areas: land management (including tenure), strategic settlement planning, housing and shelter, basic infrastructure, urban environment and local economic development.

Develop a capacity building and training action plan based on capacity building needs assessment and the Rapid Urban Sector Profiling (RUSPS) recommendations and further needs of the Structure Plan 2005–2011.

Provide technical assistance to MPPPU and localities (municipalities) including exchange visits to prepare strategic plans focusing on settlement, urban agriculture and rural urban linkages. Conduct thematic workshops that cover the main themes of the structure and urban development plan to ensure in-depth and broad-based consultations in order to facilitate urban planning processes and to formulate policies.
Sectoral studies on land, spatial planning, housing, basic urban service (BUS) and local economic development (LED) urban pro-poor policy in support of urban poor and IDPs.

Assessment of the whole process of planning and implementation of urban and development policies in Khartoum state (urban Planning and Development Report)

Capacity building needs assessment and capacity building and institutional development action plan. Monitoring and evaluation and feedback system for structure plan and on-the-job training on participatory urban planning for stakeholders at community, local administration and state levels.

**4.3.1.4 Institution Capacity Building**

Throughout the two decades of conflict, the Southern Sudan Region has been a contested zone between the Government of Sudan (GoS) and the Sudan People’s Liberation Movement/Army (SPLM/A) on the referendum of either separation or unity of Sudan. The signing of the Comprehensive Peace Agreement (CPA) provided a new opportunity to recover the basic social and economic assets and for the reintegration of the increasing flow of returnees into the region, and marked a clear transition from war and insecurity to peace and stability. System of governance in the recently established South Sudan states, constituted a milestone in the promotion of good governance and rule of law. The power-sharing government was established in April 2006 comprising 22 establishments, including the Office of the Governor, the Legislative Council, the Auditor General, 10 line Ministries and 9 Localities.

In December 2006, the state Government approved the states Constitution, thus contributing to enhancing the process of democratization and decentralization in the state. This year, the Governorship of South southern Kordofan state passed smoothly from SPLM to the National Congress Party in 2007 as stipulated in the CPA. The planned merger of the two governance systems, as determined in the CPA, has been facing several challenges due to limited capacities and a lack of the necessary technical expertise to support effective governance and service delivery in the state.
Most institutions have limited financial and human resources and capacities and are unable to manage an effective public administration to support the devolution of power, as stipulated in the CPA. In general, the decentralization and democratization process in South Sudan states faces other difficulties related to the integration of different structures and weak operational and technical capacity within the civil service, and the continued limited capacities of civil society organizations (CSOs) and traditional institutions to engage in meaningful dialogue with the government and effectively participate in service delivery.

In an attempt to foster democratic governance in south southern state, in January 2006, UNDP launched the Local Governance Capacity Building project, with the support of the UK’s Department for International Development and the Netherlands.

4.3.1.5 Managerial Capacity

Twenty public sector and civil society training modules developed, packaged and translated into Arabic and used for training programs. A Governance capacity development training impact assessment was carried out to assess the impact for all “soft” capacity building activities implemented from inception of the project.

Conducted a review of the South Sudan Administrative and Civil Service Structures and Wage Bill – June 2006; and the Locality Capacity assessment in 2006 and 2008. The Survey was used as a reference by different UN agencies including the World Bank.

Trained civil servants in ICT and provided state line ministries and localities with 81 computers, 56 printers, 3 scanners and six photocopiers, two fax machines and one LCD projector as part of enhancing the e-governance capacity of public sector institutions. Helped the State Civil Service Integration Committee to prepare and develop the civil service integration plan and budget.

Recruited and placed a civil service database consultant in the State Ministry of Local Government and Civil service to support the establishment of a civil service database. Provided technical and financial support for the establishment of a State level CSO
umbrella body with comprising 13 CSO umbrella body leaders. The 150-member strong forum is a registered organization that aims to strengthen the participation of CSOs in governance and service delivery.

Supported the establishment and operationalisation of an inter-ministerial gender task force and Provided technical and financial support to the State Civil Service Integration Committee to help in the integration of that benefited 1,567 some 4,500 former SPLM civil servants into the State Civil Service system and structure and Forged a partnership with the UN Mission, which helped generate additional resources for gender mainstreaming in support of the States in Ministry of Social Welfare, Women and Children.

4.3.1.6 Good Governance

Organized in partnership with the UNDP’s Regional Service Centre supported a learning mission for 10 high-level states government officials in South Africa on September 5-12, 2006. Led by the Governors of the ten States, the learning mission exposed South Sudan officials to innovative ways in systems’ thinking, government agenda setting, public sector process engineering, transformational leadership and change management aimed at greatly optimizing public service delivery in the States.

The training covered a variety of subjects such as strategic planning, local government financial management, fiscal decentralization, public policy formulation, monitoring and evaluation, participatory planning and budgeting, basic management skills, gender mainstreaming, and English-language training.

The Local Governance Capacity Building project in South Sudan is a five-year initiative that aims to contribute to the establishment of effective state and local governance structures which are transparent, accountable, accessible, efficient, representative and sustainable. The specific objectives are Develop and strengthen the human resources capacity of governance institutions at all levels in the state. Develop and strengthen effective and elaborated working systems, structures and procedures of governance institutions with an emphasis on results based management. Strengthen
the legal and institutional framework for effective decentralization and empowerment of local government.

4.3.1.7 Other Effects

Addressing disarmament, demobilization and reintegration (DDR): UNDP has provided financial and technical support to DDR in Sudan since 2005. In anticipation of the peace agreement, UNDP developed a preparatory assistance programme that established a UN DDR Unit to provide capacity building for national counterparts during the peace negotiations to ensure that DDR provisions were reflected in the Comprehensive Peace Agreement. The programme also commissioned surveys and assessments to prepare for the longer term DDR programme and acted as a critical confidence-building measure between the two parties.

Strengthening rule of law: Another example of UNDP’s crisis prevention and recovery work has been in Darfur. In September 2004, with an on-going armed conflict prevailing, UNDP and the International Rescue Committee initiated a project to strengthen rule of law programming and protection in southern Sudan. The initiative was launched in response to a culture of impunity and disregard for the law and individual rights. The project sought to build trust between communities of internally displaced persons and local authorities. Key activities included human rights training for the judiciary and security officials, seminars on local and international law, and the establishment of ‘justice and confidence centres’ that address the needs of displaced and aggrieved persons. This initiative helped train 12,000 local stakeholders.

Supporting recovery and governance: At the Southern Sudan States Level, UNDP has spearheaded capacity building of the state authorities by supporting the governors in developing state strategic plans, linked with the Government of Southern Sudan (GOSS) recovery and development plans. The first state strategic planning workshop took place in May in the Jonglei State. The actors deliberated on the state’s
development vision and identified key priorities for 2006-2011. At the local level, UNDP is working closely with county and local government authorities through the Southern Sudan Local Government Board, to develop county recovery plans and pilot recovery activities that will feed into the broader state strategic plans.

**Establishing joint mine action training efforts:** As part of the national landmine clearance capacities, the Government of National Unity and the GOSS have seconded 140 military personnel (70 persons from each side) to National Mine Action Centres to be trained in humanitarian demining. These personnel will be structured into a Joint Integrated Demining Unit as part of the confidence-building effort and establishment of joint military units. The teams will mainly work in transitional areas on humanitarian and development priorities. Development of this capacity is a critical step towards Sudanese leadership and ownership in the mine action field. In December 2005, a presidential decree was passed in that established the National Mine Action Authority (NMAA). The launch of the NMAA was a starting point for developing a fully fledged national mine action institution for the country.

### 4.3.2 Government Responses

Francis Ben Ataba, Education Minister for Eastern Equatoria, said UNDP/UNHCR's help was vital because his ministry had very limited financial resources. "The areas where the schools have been built needed education facilities badly," he said, while noting that more and more people were returning to the area. "We hope these schools will help bridge the educational gaps in their locations."

Mama Domitila, a parent management committee member, was delighted with the brand-new school in the district of Kudo Payam. "It is the first time we have seen this kind of magnificent building here," she said, with a broad smile on her face. We are deeply grateful to UNHCR because the future of our children's education is now assured; we have nothing to give in return, but we pray that the organization lives long to support disadvantaged people like us all over the world," Domitila added.
Another parent said: "The future of my children is now assured as far as education is concerned."

Described by one senior government official as "manna from heaven," the teacher training institutes are being built with funding from the government of Japan. Trainee teachers will be able to gain practical experience at educational establishments being built as satellite schools for the institutes.

Genesis Ohide, a teacher at a school in the Eastern Equatoria capital of Torit, gave some insight into the grim state of the education sector in Eastern Equatoria. "Education has been badly affected [by the war] . . . the students lack textbooks, exercise books and stationery. Most cannot afford to pay the school fees or buy a uniform. Schools have limited capacity and one class may have more than 100 students, which means many of them have to stand outside the classroom," he said, adding that the quality of teaching was generally not very good.

4.4 UNDP Method of Capacity Building

The methods used by UNDP on capacity building in southern Sudan are

4.4.1 Workshops

The workshops facilitated the organization and management of first, second, third, four, five, sixth and seventh Governors Forums and four Speakers' Forums. The Governors' Forum for Southern Sudan has become an influential platform for intergovernmental policy dialogue and an effective mechanism for identifying and discussing key policy issues.

The workshops facilitated the establishment of a States Affairs Desk in the Ministry of Presidential Affairs Directorate of Intergovernmental Relations to coordinate and facilitate support to the 10 states. Substantial technical support provided to State
Ministry of Finance Planning Units in areas of planning, budgeting and expenditure management.

40 officials of state legislative assemblies were trained on the core functions of Parliament including oversight of the executive, representation, and legislation; 27 protocol officers of state assemblies were trained on protocols, diplomacy and some aspects of international relations and Urban management guidelines, and action plans were prepared and adopted by a consultative workshop and accompanying training guidelines developed.

70 trainers were trained in urban management in collaboration with UN HABITAT. The training was aimed at developing a pool of urban planning and management trainers that will be used to conduct training at the state level.

4.4.2 Conferences.

The Director General for Aid Coordination and the Advisor for Aid Management from the Ministry of Finance and Economic Planning attended the International Conference Dialogue on Peace Building & State Building on 18 March and the Coherent Coordinated Complementary Conference from 19 to 20 March in Geneva, Switzerland. The mission was supported by the Support to Economic Planning Project UNDP project.

Together with the Government of Southern Sudan (GoSS) counterparts and UN agencies, the project staff of the Good Governance and Equity and Political Participation Project participated in a planning meeting organized by the Ministry of Gender to prepare for the upcoming women’s conference for the establishment of the General Women’s Union and Association in the ten states.

The Ministry of Housing and UN-HABITAT, together with project staff from the Support to States Project held a planning meeting in preparation for the upcoming settlement demonstration projects conferences. The Support to States Project’s technical team held a meeting with the Ministry of Physical Infrastructure of Central
Equatoria State to discuss progress on the informal settlement demonstration project in Hai Zandiya (Central Equatoria).

UNDP held discussions with the Ministry of Health, Directorate of Research, Directorate of HIV/AIDS, and Directorate of Preventive Medicine on operationalizing the National M&E Framework. It was agreed that each Directorate would submit an M&E work plan and budget to the Directorate of Research so that one National M&E Plan would be produced for the Ministry of Health.

At the invitation of the Deputy Resident Coordinator, the Threat and Risk Mapping and Analysis Project (TRMA) made a presentation to the UN Country Team (UNCT) on the proposed Information Management Working Group (IMWG) for Southern Sudan.

4.4.3 On-job trainings.

International UNV Planning Specialists have been recruited and posted to these units to develop capacities in the states for implementing planning and budgeting mechanisms, systems and processes. With UNDP support, all 10 states have prepared Strategic Plans as well as Annual Workplans and budgets for 2009. States have been supported to develop an integrated planning and budgeting framework that has enabled the integration of county, state and GoSS budgets.

All states have established State Planning Development Committees and State Budget Sector Working Groups that bring together all major stakeholders including the state governments, UN agencies, and NGOs. Joint Planning of development activities in the states promotes synergy and increases ownership.

110 directors including 70 chairpersons of State Budget Sector Working Groups have been trained and linked to GoSS Budget Sector Working Groups to ensure consistency in budgeting between GoSS and the States. 301 state officials were trained in regular review and revision of state strategic plans and an additional 317 officials were trained in Working Groups received on-the-job training in budgeting and 138 state officials were trained in financial management, Funded the study that
led to the establishment of the parliamentary service commission to serve as a secretariat for parliamentary business. The report was presented, reviewed and adopted at the 4th Speakers’ Forum.

4.4.4 Off-job trainings and Teleconferences.

The Ministry of Finance and Economic Planning (MoFEP) held its Budget Sector Planning review at the Government Accountancy Training Centre (GATC) on 13 – 17 July. This ensured that each of the 10 Sector Working Groups adhered to planning guidelines. Ms. Winnie Byanyima, Director of UNDP’s Gender Team at the Bureau for Development Policy in New York visited Juba for a gender mission (7-10 July) and conducted teleconference facilitated by New York, play in gender mainstreaming.

Government counterparts she shared the teleconference with include the Undersecretary for Ministry of Parliamentary Affairs, the Specialized Committee on Gender, the Minister for Gender, Social Welfare and Religious Affairs, and the Chairperson for the Human Rights Commission, The Statistical Yearbook for the Commission of Census Statistics and Evaluation (SSCCSE) was finalised with its wide cross-section of information, including the recently published national census results.

The Police Development Committee agreed to a $2 million project (Strategic Support to the Southern Sudan Police Service) which will be funded by the Japanese Government, The Women’s Common Agenda for the elections was developed during a conference held in Juba on 17-19 July to develop strategies to better integrate women into the political sphere.

Key areas of focus included looking at ways to: influence political parties to nominate women; adopt 25% affirmative action in the parties; and promote women’s participation in the upcoming elections. The conference was organized by UNIFEM and the International Republican Institute (IRI) and supported by UNDP and other international organizations.
UNDP Southern Sudan held a staff retreat (16-17 July) which brought together over 200 participants from across the 10 states. The aim of the event was to reiterate UNDP’s mandate in the region namely, strengthening state institutions and structures, and to clarify its objectives for the post referendum period.

4.4.5 Study touring

As part of UNDP’s infrastructure support to JoSS, technical assessments were completed in 2008 for selected locations of the Judiciary’s court facilities in: Eastern Equatoria, Central Equatoria, and Western Equatoria States. UNDP facilitated a study tour for a team of eight Justices to the Kenyan Judiciary in Nairobi to explore options for capacity building support for JoSS.

UNDP conducted a training coordination mission to potential legal training institutions in Uganda (Law Development Centre and the Judicial Studies Institute) undertaken by the leadership of the Judiciary of Southern Sudan regarding organizing legal/judicial training courses for staff of the Judiciary.

With the support of UNDP, JoSS commissioned the Judicial Studies Institute to conduct training for 20 Southern Sudanese judges in Kampala in October 2008. Equipment was procured for JoSS, including transportation equipment for the Supreme Court and the Special Courts. A customary law study tour to Namibia and Botswana was facilitated by UNDP for 11 member Sudanese delegations comprising of members of the Judiciary, MoLACD, Local Government Board and traditional authorities in October 2008.

The study tour exposed members of JoSS, MoLACD and Traditional Authorities to the application of customary law systems of Namibia and Botswana with reference to the application of statutory laws with the objective of introducing the delegation to the best practices of the respective countries to inform ongoing strategy development in harmonizing mainstream statutory law systems with the customary law systems now operating throughout Southern Sudan, facilitated attendance of two female judges to a Gender Justice conference in Ghana.
4.5 Effect of UNDP Roles

With a total population of approximately 37 million in Sudan, women account for nearly half of the society. Sudanese women gained the right to vote in 1964 and their right to equal pay in the 1970's. The Comprehensive Peace Agreement (CPA) stipulates 25% representation by women at all levels. This has provided women with the opportunity to assume leadership and decision-making roles in the Government of National Unity and the Government of Southern Sudan. This important gain has been coupled with an increase in the number of working women in urban areas. According to the 1993 census over 90% of rural women in the different regions are members of the workforce, with higher percentages for the western and southern regions as compared to the north and east. However, there are still major challenges constraining women’s access to justice and equity as well as to leadership positions, which are often related to social norms and traditions.

In Southern Sudan women experience harsh living conditions and have suffered disproportionately from the effects of the war. The lack of access to maternal health care and to education, in addition to social and economic inequities make women more vulnerable to poverty and to contracting deadly diseases such as HIV/AIDS. While women contribute directly to most of the agricultural production, they have less access to land, credit and marketing facilities, as well as to health and agricultural extension services, advice and packages.

The twenty-two year conflict, that consumed much of the country’s resources, played a major role in hindering the process women’s empowerment in Sudan. Given the importance of empowering women in the country, UNDP aims to mainstream gender throughout its programmatic activities and is helping national partners to identify and implement a sound gender strategy in order to promote gender equality and development in Sudan.

In Darfur, where the lack of security has made women more vulnerable to violence, UNDP supported rule of law project Addressing GBV in Darfur, is also helping raise awareness on the issue, and develop the legal capacities that enable victims to respond swiftly and adequately when they are subject to this type of violence. The Good
Governance and Equity in Political Participation in Post Conflict Sudan Project and Good Governance and Equity in Political Participation in Southern Sudan the Gender Mainstreaming initiative are two other interventions that address women's empowerment in Sudan and serve as an example of how UNDP is integrating gender in its programmes.

4.6 Capacity Building Process

The five steps of UNDP's capacity development process are: Engage stakeholders on capacity development, Assess capacity assets and needs, Formulate a capacity development response, implement a capacity development response and Evaluate capacity development. Approaching capacity development through this process lens provides a rigorous and systematic way of supporting it, improves the consistency, coherence and impact of efforts, and helps promote a common frame of reference for a programmatic response to capacity development.

4.7 Challenges of Capacity Building

Disaster response assistance should never be imposed upon the beneficiaries. Effective relief and lasting rehabilitation can best be achieved where the intended beneficiaries are involved in the design, management and implementation of the assistance programme and strive to achieve full community participation in our relief and rehabilitation programmes. Despite the degree of vulnerability that exists in south Sudan, it is necessary to avoid creating relief dependency among community members. This means that Sudanese individuals and families need to take responsibility for their own health and welfare, identifying the problems and needs of the community, and developing the capacity to contribute to their own and the community's development.

Community participation in the context of humanitarian assistance poses significantly greater challenges than in the context of development aid. In south Sudan, agencies are working in devastated areas, where resources are limited and contested, and people displaced. The priorities, interests and strategies of local counterparts may not
match those of the agency; management and administrative skills may be in short supply, and adequate infrastructure may not exist.

In southern Sudan, for instance, many medical supplies have to be delivered by air. Installing hand pumps as part of a water and sanitation programme often requires technical expertise that is simply unavailable locally, while spare parts may be in short supply. Socioeconomic activity may be at a standstill, making it difficult to reduce people’s relief dependency.

Nonetheless, UNDP has worked in collaboration with its local partners including humanitarian counterparts, to ensure that there is local participation in the delivery of primary, Secondary and Colleges. UNDP believes that people have the right to participate, both individually and as a community, in the planning and implementation of health care. The basic approach to primary health care is that the centre of gravity should shift from urban locations to local, rural communities. Community inputs are crucial; according to their capacities, communities need to mobilise human, financial and material resources to supplement the resources provided by the national government and other outside sources. In the preventive and promotive aspects of primary health care education, local people are the main actors, with the health services and outside agencies playing only a supportive role.

Local capacities could be developed through technical training in the field, and at the regional level. The effective implementation of programmes requires well-trained local workers. A more advanced approach would include training Sudanese trainers. Training programmes need to follow approved curricula and manuals, preferably conducted by qualified trainers or at a reputable training institution. Specific project objectives should indicate the number of local professional staff that would be trained, and how this objective will be implemented.

The roles of international agencies needs to include the facilitation of project leadership by Sudanese, and assisting Sudanese institutions in developing operational strategies for community projects, whether designed for emergency situations, or for long-term development.
In other challenge, international agencies should not attempt to take all responsibility for programmes; this should largely be discharged by local communities, humanitarian counterparts, the civil administration and traditional authorities. Community meetings at the early stages of project design could be useful in clarifying the roles and responsibilities of the various actors. At this stage, it should be possible to establish the capacities and expectations of the stakeholders in a particular project, and define and agree on the nature of the relationship between the various institutions in question.

Where there are no clear distinctions between the military, local authorities and civilians, how do agencies ensure that their aid is going to non-combatants, and not sustaining people engaged in the conflict? Clear programme mandates and regular coordination and consultation meetings with the relevant local authorities are vital. But there is no clear-cut solution here; instead, international agencies are guided by how well they develop and maintain effective working relationships with the various actors.

Other challenges include institutional capacity building, development of policy framework, curriculum, quality education – this involves quality assurance for example accreditation and assessment in higher education.

Other challenges include the technical education needed to meet the challenges of infrastructure construction, the scope of the Southern Sudanese qualifications that is certificates, degrees, including provision by both public and private higher education and quality assurance thereof.

The country, which is rich in mineral and oil resources, has only three universities. The universities offer qualifications in the general streams and not in the fields of science and technology. As a result Southern Sudan relies on foreign labour.

The delegation stated that it would like to expand their higher education institutions from five to 16 faculties between 2007 and 2009, however this requires qualified staff, which at the moment the country lacks.
Even their Department of Education, Science and Technology does not have properly skilled staff and therefore capacity building is also needed in this area, said Mr. Madibeng.
CHAPTER FIVE
FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction
This chapter explains the findings, conclusions and recommendations. Recommendations address to various stakeholders necessary in promoting capacity building in southern Sudan.

5.1 Findings
It is important to note that UNDP’s donors would have not just contributed financially. They would have to work together with UNDP and government counterparts on project identification, formulation and monitoring and participate in regular Project Board Meetings and Annual Reviews process. These meetings evaluate UNDP’s activities and achievements across various sectors. One of UNDP’s key partners is the Joint Donor Team a strategic partnership of donor governments that would have to work together to respond to some of the most urgent needs in Southern Sudan. The Joint Donor Team currently represents the governments of six countries: Canada, Denmark, the Netherlands, Norway, Swede and United Kingdom.

UNDP’s innovative programming and critical development work is made possible but yearly evaluation from the GoSS and donors should be implemented. Much of the funding that UNDP receives from its generous donors is channelled directly towards programming that builds the skills and capacity of GoSS national bodies but also national staffs in UNDP need also to be considered in capacity building and development. UNDP is a proud supporter of Government of Southern Sudan (GoSS) officials and agencies, who are taking the lead in building a peaceful and prosperous Southern Sudan. By allocating support – both financial and technical – UNDP helps to strength local leadership which has sought to take a solid position since the signing of the Comprehensive Peace Agreement in 2005.

The Governors’ forum presents an opportunity for broad discussion on important issues- particularly CPA implementation, corruption and foreign aid management.
The Forum provides a platform for discussion, consultation and action on policies related to political, fiscal and administrative decentralization. In addition, it offers a space for broader discussion on other important issues such as corruption and CPA implementation.

The Forum is organized in close collaboration with the Ministry of Presidential Affairs, the Office of the President, and the Ministry of Labour, Public Service and Human Resource Development. It has achieved the following:

Encourages high-level dialogue and debate, The Forum encourages dialogue between Southern Sudan’s leaders on the key challenges facing the region such as food insecurity, conflict, corruption and financial management. It brings together the three branches of government (legislative, executive, and judiciary) and the different levels of government (GoSS, state, local).

Its unique structure provides a platform for knowledge transfer and discussion between officials that often do not get a chance to meet. Plans were recently initiated for a Commissioners’ Forum which will bring together county commissioners from across Southern Sudan’s ten states for consultation and information sharing between communities.

Public finance, the collection, allocation and expenditure of public resources is a key and defining feature of a state. In post-conflict environments, building up this function can be difficult because states are often weak or unaccountable. Public finance is vital for two reasons as follow being able to gather and properly disburse revenue is a prerequisite for the provision of public services and having a transparent budgeting system is central to building public trust and strengthening accountability.

The Government of Southern Sudan (GoSS) understands the need to establish a strong planning and budget process to guide resource allocations and expenditures in a transparent way. To this end, UNDP initiated the Support to Economic Planning Project in 2007 in collaboration with GoSS. The main aim of the initiative is to improve planning and monitoring and to strengthen the coordination and management of donor support.
5.2 Conclusions

There are three units or department in UNDP include Democratic Governance Unit, Crisis prevention unit, Poverty and MDG Unit. In Democratic Governance include the following roles, improved dialogue and coordination by increased capacity of states to manage budget resources; 215 administrators trained and working at county-level.

Training and awareness, Awareness campaigns in all 10 states targeted 10,500 citizens on the CPA, the interim constitutions, and the Bill of Rights. High level training for judges and lawyers conducted in training institutes in Uganda and Kenya (including certification). Training provided for police officers and prison officials

Policy support, Organization of monthly rule of law forums at state-level and quarterly GoSS rule of law forum. Establishment of interim Bar Association of Southern Sudan. Planning and research initiated for customary law strategy including training and codification and Infrastructure development in Constructed MoLA library, 12 police stations, 4 prison facilities and 2 courthouses with judicial residences.

Stabilization to Provided support to state information collection and for planning and recovery, increased capacity of demining commissions in field clearance and leadership, Over 16,000 households (est. 96,000 people) benefited from livelihood training and activities, Initiated reintegration of demobilized soldiers: 3,000 soldiers demobilised, 1,747 received counselling, 78 completed reintegration process.

Poverty and MDG Unit include the following roles. Management of the Global Fund programme portfolio to (60-89%) performance rating on all five grants managed by UNDP (on behalf of GoSS), 75,000 young people provided with HIV/AIDS education. Technical support to MoFEP and SSCCSE, To supported GoSS through technical advisory support to annual planning and budgeting process, supported the development and presentation of draft 2010 Budget Book; trained state and county planning and budgeting officials on budgeting guidelines.
Poverty monitoring, to Supported the completion of National Baseline Household Poverty Survey, Supported the compilation, editing and launching of first Southern Sudan Statistical Yearbook, Technical support on data collection and analysis (CPI index/trade statistics) given Private sector development to Developed project document on inclusive microfinance in collaboration with UNCDF, MOCI and SSMDF, Developed trade capacity building project document for MoCI and key stakeholders and Capacity building and microfinance training courses delivered for MoCI and BoSS officials

5.3 Recommendations

It is important to note that workshops and conferences for off-jobs training are not intensives helpful. Instead, taking some how well qualify personnel and give them full scholarship for further studies in four to five years and bring them back to the ministry when they more useful and more productive than off-job training.

UNDP’s innovative programming and critical development work is made possible on only capacity building and development to GoSS official but leaving their staff without capacity to be building. It is possible when they are making it inclusive for both internal staff for UNDP and their four-part.

Building an Inclusive Financial Sector in Southern Sudan Supported the field mission of UN Capital Development Fund (UNCDF) officials in Juba to monitor the performance of Micro Finance Institutions which have received financial support through the UNCDF Micro Lead Programme will implementation and renovate government offices.

Joint Programme on Creating Employment Opportunities for Youth in Sudan in activities of development in southern Sudan. Advancing Gender Equality and Women’s Empowerment in Southern Sudan to facilitate a strategic planning workshop on for the Ministry of Gender, Social Welfare and Religious Affairs and the Ministry of Social Development for capacity building and development.
Participated in the Southern Sudan Women Legislator’s Conference at the Ministry of Parliamentary Affairs. Provided technical advice to the office of the President for any upcoming conferences on Women and the Referendum, on the gender issues surrounding the referendum; and support on organising this conference.

UNDP would continue providing technical and advisory support to the GoSS Budget Sector Planning Process (UNDP will act as co-chair for the Public Administration and Rule of Law Budget Sector Working Groups), including during Reviewing Weekly.

Facilitated and provided technical support for the participation of a GoSS delegation, led by the Minister of Finance and Economic Planning, at a workshop on “Challenges and Opportunities in Achieving the MDGs in the Context of a Post Conflict and Crisis Setting” as well as which resulted in the adoption of the articulating key priorities for accelerating progress towards the MDGs.

Provided mentoring and backstopping to State Sector Working Groups (SSWGs), and State Planning and Development Committees (SPDCs) through the Support to States Project. With technical support from UNDP, the first to digitalising Southern Sudan of the Information Management Working Group (IMWG) will be working on.

UNDP needs to concentrate on what is urgent and important namely, improving the capacity of government to provide and maintain security. Service delivery can follow from this but, for now, UNDP must become utterly focused on bolstering key government institutions like rule-of-law, community security, the justice system and the police so that people feel safe. Focusing on these particular institutions is vital if the cycle of violence that has overshadowed Sudan’s recent history is to be overcome.

Strengthening finance ministries at both GoSS and state level is central to this. If they cannot plan, prioritize, and budget effectively, the vital structures of governance will suffer. For if UNDP build all the schools necessary, all the clinics, yet do not have teachers and nurses to staff them and funds to pay their salaries, and police to protect surrounding communities, in an environment where rule-of-law is respected, all of our
efforts will have been in vain. UNDP's activities worldwide are based on the premise that governments have the primary responsibility for their own development, and for the establishment of their own development agenda. Development of state structures (through technical assistance, mentoring and direct financial support) remains an overarching focus for UNDP in Southern Sudan.
REFERENCES


APPENDICES
APPENDIX I: QUESTIONNAIRES

The Roles of United Nation Development Programme in Capacity Building in
Southern Sudan
Case Study of Juba, Central Equatoria State.

INSTRUCTIONS: Ticks or circles and fill in the blank space on the answers that you
think are corrects at the best of your knowledge as per this questionnaire is concerned.
I will and I will not dearly let down your acknowledgement.

QUESTIONS: These questions are categorising into sections. Section I, II, and III, both
structure questions for fill in the blank space and ticking correct choices.

SECTION I
1. What is your sex?
   a) Female
   b) Male
2. What is the level of your Education?
   a) Form four graduate
   b) Senior six graduate
   c) Diploma holder
   d) Higher diploma holder
   e) University graduate
   f) Master degree holder
   g) Doctorate degree holder
   h) Primary
   i) Any other specification, please explain
3. What is your position by Title in the Ministry/NGOs or UN agencies?

4. What are your roles in this institution?
   Please explain

SECTION II

1. What is a major role of UNDP in Capacity Building in southern Sudan did you notify since 2005 after signing of Comprehensive Peace Agreement?
   a) Workshop
   b) Conferences
   c) Induction training in the government ministries
   d) Giving scholarship to government officials
   e) Sponsoring government workshop
   f) Any other specification

2. Which level in term of title duties did they begin from?
   a) Ministers
   b) Governors
   c) Permanent secretaries
   d) Under secretaries
   e) Directors
   f) Any other specification

3. What is technical module specification did they give most in term of specialisation in southern Sudan capacity building program?
   a) Town planning
   b) Financial training modules
   c) Computer technical skill
   d) General management,
4. I did understand there are ten states in the government of southern Sudan, how many ministries in the state government?
   a) 5-7
   b) 7-9
   c) 10-15
   d) 15-20

5. How did UNDP Southern Sudan reach them in term of capacity building?
   ____________________________
   ____________________________
   ____________________________

6. What is method did UNDP Southern Sudan used in building capacity to government official?
   a) Sending their technical staffs to central government ministries
   b) On job training
   c) Off-job training
   d) Sending their technical staff to state ministries
   e) Only through workshop and conferences
   f) Any other specification______________________________

7. How many UNDP field offices in southern Sudan?
   Namely ____________________________

8. What are their roles in at the state level?
   Explain ____________________________

9. What are UNDP Capacity building impacts for the last five years of Comprehensive Peace Agreement?
   ____________________________
   ____________________________
   ____________________________
   ____________________________
   ____________________________
   ____________________________
10. UNDP suppose to be evaluated by the government against the roles they play in the country as donors’ pledges to the country, therefore how many times did the government of southern Sudan evaluate UNDP for the last five years in term of capacity building in their area of their work?

SECTION III

1. What is the capacity building process?

2. How does capacity building processes relate to national planning?

3. How capacity building relate to human development?

4. How has UNDP’s support to capacity development evolved?
APPENDIX II: PERCENTAGE POINTS OF DISTRIBUTION

Figure: 1

Percentage Points of the (Distribution)

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Example

For \( v = 10 \) degrees of freedom.
There is a strong relationship between the capacity constraints and the political will to the Government of Southern Sudan, when assessment of capacity building in southern Sudan was carried out from 2005 to 2009. The record data show the effect i.e. when the capacity constraints is increase and developed then the political will is also increase for the southern Sudan to gain more capacity built and the same time when the political will decrease the capacity building also reduced because of instability of lacking peace but destruction of more life and properties like for the last twenty two years of war in the country. Let Capacity Constraints is $Y$ and Political Will is $X$. use the above figure to help analysis of simple regression below.

Therefore $Y = g_0 + g_1 X_1$

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$N=12$  $\Sigma Y=756$  $\Sigma X=108$  $\Sigma X^2=1,020$  $\Sigma XY=6,960$  $\Sigma y=0$  $\Sigma x=0$  $\Sigma xy=156$  $\Sigma x^2=48$  $\Sigma Y=756.0$  $\Sigma e=0$  $\Sigma e^2=383.98$

$Y=63$  $X=9$
With the computation of the capacity constraints \( Y \) and political will \( X \). I get the equation mention below:-

\[
g_0 = \frac{\sum X^2 \sum Y - (\sum X)(\sum XY)}{n\sum X^2 - (\sum X)^2} \\
= \frac{(1.020)(756) - (108)(6.960)}{12(1.020)^2 - (108)^2} \\
= \frac{19.440}{576} \\
= 33.75 \\
g_1 = \frac{n\sum XY - \sum X\sum Y}{n \sum X^2 - (\sum X)^2} \\
= \frac{(12)(6.960) - (756)(108)}{(12)(1.020)^2} \\
= \frac{1.872}{576} \\
= 3.25 \\
Y = g_0 + g_1X_1
\]

\( Y = 33.75 + 3.25X \)  
(8.24)  (4.10)

Let test the relationship between the capacity constraints and the Political will at the 5 per cent significant level. Let test the null hypotheses against the alternative hypotheses one.

\[
H_0: \rho = \rho_0 \\
H_1: \rho \neq \rho_0 \\
\text{t} = \frac{33.75}{8.24} = 4.10 \\
\text{t} = \frac{3.25}{4.10} = 0.79 \\
-t_{0.025} = -2.228 \\
t_{0.025} = 2.228
\]
$g_0$ and $g_1$ are statistically significant therefore we accept the null hypotheses that there is relationship between capacity constraints and Political will at 5 per cent significant level in the role played by UNDP in capacity building in southern Sudan.
APPENDIX III: INTRODUCTION LETTER

KAMPALA INTERNATIONAL UNIVERSITY

INSTITUTE OF OPEN AND DISTANCE LEARNING
OFFICE OF THE DIRECTOR

Date: 13th May, 2010

TO WHOM IT MAY CONCERN

Letter of Introduction

This is to introduce Daniel Yong Bol Deng Reg. No. MPA/10007/81/DF a student pursuing a Master’s Degree in Public Administration of Kampala International University from September 2008 in the Institute of Open and Distance Learning Programme. He is writing his research on ‘The roles of United Nation Development Programme in Capacity Building in Southern Sudan’. He is at the data collection stage and your Institution/ Organization has been chosen for his research study.

It will be appreciated if you can accord him the necessary assistance.

Thank you,

J.S. Owodeye, Ph.D.
Director-IODL

"Exploring the Heights"