



South-South Cooperation for Capacity Development – the case of South Sudan

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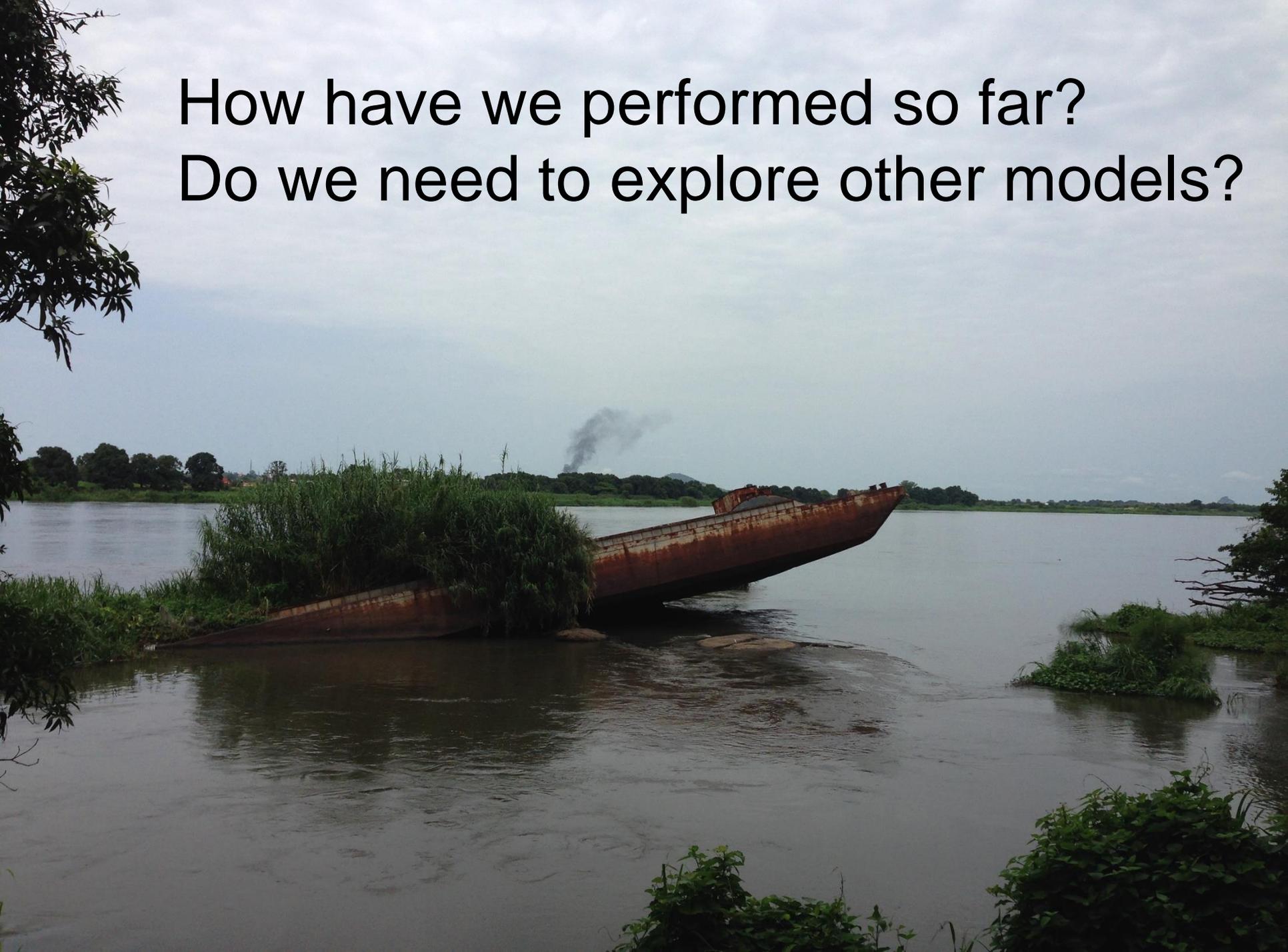
The conflict-poverty-underdevelopment trap

- Today, one-third of the world's poor live in fragile countries; by 2018 that share is likely to grow to one-half, and in 2030 to nearly two-thirds
- Many fragile states and economies have made important strides toward reaching the MDGs, but as a group they have lagged behind other developing countries.
- Every civil war that began since 2003 was a resumption of a previous civil war
- To break cycles of insecurity we need legitimate institutions that can provide a sustained level of citizen security, justice, and jobs

- Capacity development is at the heart of state (and peace) building.
- It must ensure that the inherent capacity of all societies are “tugged” into a trajectory towards sustainable peace and service delivery



How have we performed so far?
Do we need to explore other models?





The IGAD initiative

- Under the IGAD-initiative, three neighboring IGAD members, Ethiopia, Kenya and Uganda, has been seconding and placing 200 civil servants, the so-called Civil Service Support Officers (CSSOs) for 2 years in key functions with critical gaps as identified by GRSS ministries
- The project builds on the assumption that involving the neighboring countries is the most suitable approach to capacity development in South Sudan because of cultural and linguistic similitude, similar values and administrative systems, and knowledge of local and regional conditions.



The IGAD initiative cntd.

- The CSSOs serve both as an immediate capacity enhancement and work on developing local capacity and changing behavior through “twinning” with South Sudanese counterparts in peer-to-peer partnerships based on coaching and mentoring
- The initiative is based on bilateral agreements while IGAD provided regional legitimacy
- UNDP through a PMU provides support to all aspects of the project and serves as the technical partner for the involved actors



The IGAD initiative cntd.

The initiative is a historically significant example of:

- **Triangular cooperation** as Norway funds the costs of the (comparably small) allowances for the civil servants as well as project support and management
- **South-south cooperation** as CSSOs remain on payroll in the sending countries all of which are also aid recipients



Research Findings: The model

- High level of **national ownership** (not capacity). The program invested time and resources in putting the government(s) in the driver's seat. Willing and able GRSS leadership
- Very **fluid and flexible model** with limited predefined limitations (project objectives, workplans, targets) – new type of **donor behavior**
- **Cost-effective** but not transaction cost free (\$18m = 70K/y per CSSO + salary)



Research findings: The CSSOs

- **High calibre and integrity** of the CSSOs
- professional qualities but also reflections over their role as mentors and coaches
- CSSOs are (mainly) motivated by a **genuine desire to assist** South Sudan
- Largely **appropriate professional fit** and a constructive degree of **cultural affinity**
- Positive **gender** impact



Research findings: Perceived impact

- 82% of the supervisors found that the institution's **service delivery** had improved as a result of the program
- 80% stated that the **skills** of the twins had improved as a result of the program
- 95% of twins agreed or strongly agreed that they are **learning** a lot from working together with the CSSOs



Research findings: Outcomes

Some tangible results in a very challenging environment:

- Policies
- Processes
- Behaviour
- Entry points to engage for others
- Knowledge and skills transfer
- Enhanced service delivery



Current focus

- The impact of regional “high politics” developments on the IGAD initiative as “bureaucratic cooperation”
- The importance of personal and professional well-beings
- Ways of better documenting outputs and outcomes



Topics we think need exploration

- The myth that south-south cooperation is always between equals and adhering to SSC principles
- Design and project management - the difficulty of planning in advance
- Triangular donor behaviour
- South-South collaboration on knowledge sharing. Developing forums, agendas, and processes



Publications

- With a little help from my friends: cultural affinity in regional support for capacity development in South Sudan. NUPI Policy Brief No. 8, May 2013. With Diana Felix da Costa, Søren Vester Haldrup, John Karlsrud and Frederik Rosén and Kristoffer Nilaus Tarp
- Triangular co-operation for government capacity development in South Sudan. Policy Brief April 2013. The Norwegian Peacebuilding Resource Centre. With Diana Felix da Costa, Søren Vester Haldrup, John Karlsrud, Frederik Rosén.
- The IGAD Initiative in South Sudan: a case study in OPEN. Policy Brief. April 2013. Danish Institute for International Studies. With Diana Felix da Costa, Søren Vester Haldrup, John Karlsrud, Frederik Rosén.
- “Coaching and Mentoring for Capacity Development: Operational Lessons Learned from the case of South Sudan”. African Security Review 21.1, March 2012, 15–30.
- “South Sudan – A new model for Civilian Capacity in post-conflict settings”. Journal of Peacebuilding and Development. Vol. 6 NO. 2, 2011
- “Building Civil Servant Capacity in South Sudan”. Policy Brief October 2011. Danish Institute for International Studies.
- Forthcoming articles on regional aspects of the IGAD initiative and CSSO well-being.