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Strengthening Core Economic Governance Institutions II (CORE II)

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LIST OF ACRONYMS

AFDB	African Development Bank
BSS	Bank of South Sudan
BTC	Banking Training Center
CSD	Central Securities Depository
CYPRESS	Capacity, Performance, Results, Sustainability Methodology
DG	Directorate General
DFID	Department for International Development
CORE II	Strengthening Core Economic Governance Institutions II Project
DOJ	Department of Justice
DPOC	DAR Petroleum Operating Company
DTIS	Directorate of Taxation Information System
ERP	Enterprise Resource Planning
GATC	Government Accounting Training Center
GPOC	Greater Pioneer Operating Company
GIZ	Deutsch Gesellschaft fur Internationale Zusammenarbeit (Dutch International Development Agency)
HICD	Human and Institutional Capacity Development
HQ	Headquarters
HRD	Human Resources Development
HSE	Health, Safety, and Environment
IFMIS	Integrated Financial Management Information System
IMF	International Monetary Fund
IT	Information Technology
JOC	Joint Operating Company
LTU	Large Taxpayer Unit
MOFEP	Ministry of Finance, Commerce, Investment, and Economic Planning
MOJ	Ministry of Justice
MMBT	Maturity Model Benchmarking Tool
MPM	Ministry of Petroleum Mining, and Industry
NLA	National Legislative Assembly
PFM	Public Financial Management

PMEP	Performance Monitoring and Evaluation Plan
PPU	Public Procurement Unit
SPLM	Sudan People’s Liberation Movement
SPOC	SUDD Petroleum Operating Company
SSP	South Sudanese Pounds
SSRA	South Sudan Revenue Authority
STMC	State Transfer Monitoring Committee
TPS	Taxpayer Services
TSA	Treasury Single Account
WB	World Bank

INTRODUCTION

Project Award and Context

The Strengthening Core Economic Governance Institutions II (CORE II) project was awarded by USAID on April 22, 2013. CORE II works to create macroeconomic stability and promote capacity and sustainability within the Ministry of Finance and Economic Planning (MOFEP), the Bank of South Sudan (BSS), and the Ministry of Petroleum and Mining (MPM). The project provides tax, budget preparation, and budget execution support to all ten states and has a permanent regional presence outside of Juba in Wau, Western Bahr el Ghazal (WBeG), serving the three states of Northern Bahr el Ghazal (NBeG), Warrap, and Western Bahr el Ghazal. CORE II's three main objectives are:

- Strengthened public financial management by assistance to MOFEP and state ministries of finance;
- Strengthened financial governance through assistance to BSS;
- Strengthened management of the natural resources sector, in particular petroleum and minerals, through assistance to MOFEP and MPM

During the first year of CORE II, and until the mandated evacuation of project staff on December 18, 2013, advisors gained important traction with counterparts in assisting them to identify areas for sustainable performance improvement through implementation of Deloitte's CYPRESS¹ methodology, building counterpart capacities, and getting South Sudanese to better perform government functions. This was achieved by providing extensive training, both on the job as well as through formal workshops and seminars, and helping South Sudanese to take greater ownership of the reform process.

Activities and progress were interrupted in December due to unrest that broke out in South Sudan. On December 17, 2013, the US Embassy ordered the evacuation of all USAID contractors and grantees from the Republic South Sudan due to instability. While continued project support was provided from January through the end of the reporting period by national staff in country and expatriate advisors outside of South Sudan, our ability to provide effective advisory support was negatively impacted. Project leadership supported USAID to analyze various options by developing potential scenarios for future CORE II technical assistance and provided relevant and timely information to assist USAID in tracking the evolving political and security situation and Republic of South Sudan (RSS) government activities.

Significant Project Achievements

During Year 1, the Project made significant progress across all three objectives.

Objective 1: Strengthened Public Financial Management

CORE II assisted MOFEP to promote sound public financial management practices, which is essential for service delivery, safeguarding state fiscal autonomy, and reducing dependency on oil by increasing non-oil revenues, in the following ways:

- Implement, update, and maintain an integrated public financial management information system (IFMIS) in the central government and each of the ten states.

¹ CYPRESS is a capacity development framework for implementing sustainable performance improvement. Steps include 1) goal setting, 2) benchmarking and gap analysis, 3) action planning, 4) implementation, and 5) measuring results and impact.

- Develop processes to track oil sales and flow of oil revenues for cash management.
- Assist the State Transfer Monitoring Committee (STMC) to monitor the transfer and use of funds in each of the ten states.
- Establish disciplines in the ten states to account for financial processing (revenues and expenditures) through the submission of monthly financial reports and bank reconciliations to the national government in Juba.
- Develop and enhanced revenue recording procedures, especially for non-oil revenue.
- Assist in the development and implementation of the Government's centralized revenue collection policy through which the national government collects taxes on behalf of the states.
- Increase tax revenues to SSP 76.8 million in October 2013 prior to the crisis (during the crisis, collection declined slightly to approximately SSP 60 million).
- Establish the collection of tax revenue through commercial banks.
- Establish accountability and transparency in the collection of revenues through the Directorate of Taxation Information System, which records all transactions, including registrations, filings, and payments.
- Establish an audit function in revenue collection to encourage and maintain an acceptable level of compliance.

Objective 2: Strengthened Financial, Monetary Policies, and Banking Governance

CORE II activities at BSS are designed to support the Bank's efforts to become a fully-fledged central banking institution by supporting financial recording and reporting, regulation and supervision of financial sector institutions; and central banking operations. To help promote a functioning Central Bank and monetary system, which are critical for maintaining a stable currency, keeping inflation low, facilitating business transactions, and ultimately promoting economic growth, CORE II helped BSS to:

- Issue and effectively manage almost SSP 5.9 billion (USD 2 billion) of the Government's domestic debt.
- Enhance the legal framework for the supervision of the financial sector institutions.
- Significantly improve the accuracy and quality of accounting records maintained by BSS.
- Improve BSS operations and implementation of the core Banking System.
- Finalize externally audited financial reports.

Objective 3: Strengthened Management of Petroleum and Minerals Sectors

Because oil revenues represent over 90% of South Sudan's revenues, ensuring that production is optimized and properly accounted for and sales are managed in a transparent manner are fundamental to the sound economic governance of RSS. In addition, there is a need for Ministry of Petroleum and Mining (MPM) to properly regulate the oil production sector to avoid longstanding health, safety, and environmental degradation and ensuring protection of local communities. To help MPM achieve these goals, the project provided assistance to:

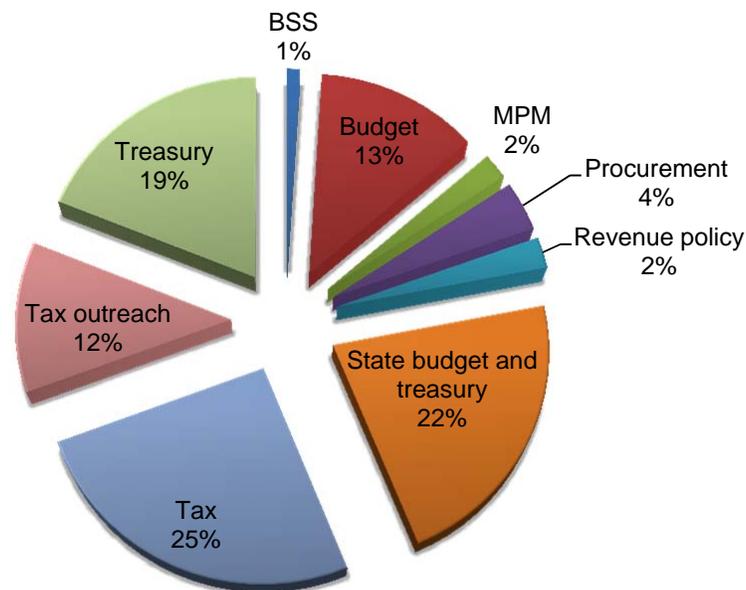
- Promote and develop a ministry environment, in close cooperation with Norwegian Peoples Aid, which understands its role as a regulator with responsibilities to the people of South Sudan.
- Establish a functioning crude oil marketing group, responsible for selling the government and national oil company share of crude oil.
- Develop health, safety and environment regulations along with a scheme of administrative penalties for violators and trained ministry inspectors on the regulation enforcement.

- Initiate a program of daily and monthly production reporting to ministry officials, necessary for decision making.
- Support the ministry in their third party audits of oil companies and have been requested to assist in the formation and training of both an audit and an entitlement group.
- Develop and maintain a ministry website, publishing a variety of information which enhances petroleum and mining sector transparency.
- Examine the feasibility of a new export pipeline and analyzed the economics regarding the small refineries that are being planned throughout the country, which are essential for the future growth of South Sudan.

Training and Capacity Development

In its first year, CORE II formally trained 2,660 people of which 2,247 were male and 413 were female. These trainings were reinforced by ongoing on the job training and mentoring.

CORE II Training by Component



Advisors also implemented an organic, “grass-roots” partnership with leadership in the MOFEP Budget Preparation, Treasury, Tax, Procurement, and Revenue Policy Directorates to begin institutional development of strategic planning using the CYPRESS HICD framework. Directorate leadership attended an introductory workshop to become familiar with the framework, tools and implementation plan. Directorates then identified key performers and staff to participate in each of the workshops to develop Directorate goals and performance objectives.

Directorate teams, including Directorate leadership, performed Maturity Model Benchmarking of their area’s functional capability. During these multi-day workshops, team leaders and staff identified their current capacity and performance, reviewed leading practices, and identified target performance to be achieved by the end of May 2014. The Directorate teams then developed action plans to address performance gaps identified during the benchmarking workshops. During the action planning sessions, Directorate

leadership helped the teams identify performance priorities and integrate existing work plan activities.

Figure 1: Illustrative RSS Maturity Model



POLITICAL AND FISCAL ENVIRONMENT

The project commenced at a time when there was no oil production and the government's fiscal situation was deteriorating rapidly as indicated by a significant increase in borrowing. In May 2013, oil production resumed after it had been suspended for almost 18 months, resulting in the first sale of oil at the end of June and the first receipts of revenues in July.

On July 23, 2013, President Salva Kiir dismissed all national Ministers from the government of South Sudan, creating a further vacuum of much needed leadership. A week later, on July 31, President Kiir appointed a new cabinet wherein Mr. Stephen Dhieu Dau remained Minister of Petroleum and Mining and a new MOFEP Minister, Mr. Aggrey Tisa Sabuni, former advisor to the President and Undersecretary in the Ministry of Finance, was appointed. The uncertainty of the oil production, combined with the change in cabinet, and the downsizing of the government from 29 to 22 ministries, delayed passage of the FY 2013/2014 budget and necessitated significant modifications. The National Legislative Assembly (NLA) finally approved the FY 2013/14 budget on October 12, 2013. The approved budget was made retroactive to July and continued all austerity measures through December and spending increases planned for January were conditioned on sufficient increases in oil revenue, non-oil revenue and financing.

On November 12, BSS announced a change in the official exchange rate regime with the goal of eliminating disparity between the official and parallel rates. BSS rescinded the policy two days later as many government officials, members of Parliament, and others objected to this change because they believed that BSS would be unable or unwilling to keep the parallel rate from increasing and that significant inflation would result. A lack of agreement on this measure further stunted development of the banking system, as banking institutions are focused on making a profit from foreign exchange, rather than providing loans to businesses to stimulate economic development. As a result, domestic investment is stalled due to lack of access to capital thereby negatively impacting growth.

On the evening of December 15, 2013 fighting broke out between factions of the Sudan People's Liberation Army, loyal to former Vice President Riek Machar and troops loyal to President Salva Kiir. Violence quickly spread to other areas of the country with fighting most intense in Jonglei, Unity, and Upper Nile states. Thousands of people have since been killed and over a million displaced. As a result of the fighting, the government soon began to incur additional expenses for the army that was previously not budgeted and oil production decreased, which will have obvious impacts on the cash flow of the government and the budget process.

The President announced another Government restructuring on March 17, 2014, creating six new ministries and largely reversing of the government downsizing that took effect in August 2013. The new government structure will require updates to the Chart of Accounts and will delay preparation of the FY 2014/15 Budget. The Council of Ministers (CoM) approved the an estimated budget ceiling for FY 2014/15 of SSP 4.5 billion and delays payments to the Future Generations Revenue Fund and Oil Revenue Stabilization Account. Based on the current resource envelope, the amount required to pay basic operating costs, make transfers to States and Counties, and cover salary costs, all of which have been reduced to FY 2012/13 austerity levels and include 50% housing reduction, will result in a deficit with no funding for current arrears. At the same time, the Ministry of Finance has been unsuccessful to date in identifying new loans at reasonable terms from reputable financial institutions to support expenditures for FY 2014/15.

Following a period of high volatility following the onset of the civil unrest, the SSP/USD exchange rate remained stable at about SSP 4.00/4.20 to the USD, primarily due to subdued demand for foreign currency as a result of lower volumes of imports, low spending capacity of the public (delayed salary payments), and generous forex allocations by BSS.

Oil production had been increasing steadily from about 207,000 barrels per day (bpd) at the start of October 2013 to close to 240,000 bpd before the political crisis that erupted in December, but had not reached levels that existed before the January 2013 oil shutdown. In the months after the crisis, oil production remained around 165,000 bpd from Dar Blend fields in Upper Nile, while Nile Blend fields in Unity state remained shut down.

PROJECT ACHIEVEMENTS

Objective 1: Strengthened Public Financial Management

Advisors assisted MOFEP on a wide range of issues designed to strengthen public financial management and improve collection of revenues at the national and state level.

Sub-Objective 1: Managerial, Policy, and Support Services

In Year One, technical assistance was supported with cross-cutting human and institutional capacity development (HICD). CORE II provided strategic support for performance improvement, assisted with organizational design, and made specific contributions in support of human resource development (HRD) transformation.

CYPRESS HICD Framework. The implementation of the CYPRESS framework in the Budget Preparation, Treasury, Tax, Procurement, and Revenue Policy Directorates was key to building a sense of ownership and accountability within the MOFEP Directorates for project supported reforms. For the first time, leaders and staff discussed issues and identified solutions in an inclusive, outcome-based forum. Directorates developed tactical plans that will guide them to achieve their goals.

Organizational Design. The organizational design efforts in support of MOFEP began with drafting of the new structure. Although the draft MOFEP structure has not been officially endorsed, CORE II worked closely with the Tax Administration and Revenue Policy functional leadership who were eager to make transformational efforts. CORE II worked closely with the Tax Administration to both realign the current structure to build a stronger administrative function and to begin building the framework for a new Revenue Authority to bring the Tax and Customs functions together.

"If you don't measure your work, you don't know where you're going. You need to learn from your mistakes. The management of performance is a difficult thing in this country, when it comes to really going into the details. We have to plan the policy and guiding laws that can help us to reach our goals and we have to listen to and address the difficulties encountered during implementation,"

- Director General, Treasury Directorate, MOFEP

CORE II also provided organizational design support to the Revenue Authority Steering Team to develop a new structure, leadership job descriptions, and the recruiting policy and procedures to initiate the first steps in the Revenue Authority strategic work plan.

Tax Directorate Staffing Model and Profiles. CORE II helped Tax Directorate leadership to analyze Tax Administration staff capabilities which was used to assign staff to functions which needed support. Advisors assisted the Directorate to develop a staffing model and performance-based job descriptions to accompany the new Tax Administration structure. For the first time, the Tax Administration Directorate integrated workforce planning as part of their strategic planning efforts as new staff were assigned from Khartoum. The team also worked to build the HRD functional capability by helping to redeploy the time and attendance policy. CORE II provided direct support for training team leaders, building attendance tracking tools, and deploying the tools to each of the Tax Administration locations. Leaders are now equipped to monitor staff and in a position to have a staffing dialogue during Directorate leadership meetings.

Public Communications. CORE II trained MOFEP leadership on the importance of timely and accurate communications. While MOFEP lacks a press office and staff, the project was able to help the minister draft news releases to address public concerns, such as the November 25 announcement iterating the ministry's capability and intent to pay government and army salaries during budget cuts. Just 48 hours before fighting broke out in Juba on December 15, CORE II trained 14 senior MOFEP staff in crisis communication, including how to respond in mock scenarios of armed violence in Juba and public reaction to payroll disruption, similar to events that would transpire in the coming days and months of the conflict. The introduction, part of a media relations short course, emphasized the potential gravity of ministry communications.

The project guided the Director General (DG) for Taxation and the Undersecretary of Planning through steps necessary to set goals, identify audiences, develop messages, and budget and execute large scale information campaigns. The Taxation Directorate and the ministry developed basic and workable communication plans.

Sub-Objective 2: Tax, Non-Tax, Revenue and Intergovernmental Fiscal Relations

Tax Revenue Collection. Total tax revenue collected during the reporting year was SSP 762,155,088, an increase of 49% from the period March 2012 through February 2013 (SSP 510,684,267). Comparative figures for non-tax revenue cannot be provided due to lack of data prior to July 2012; however total non-oil revenues for the period March 2013 through February 2014 totaled SSP 1,005,484,946. While this is still not adequate for funding all

government operations, it is a substantial improvement from the time the project began and now represents a more meaningful contribution to the budget resources. The project helped the Directorate of Taxation to increase tax revenues through improved reporting and collection procedures, facilitating revenue collection through commercial banks, ongoing technical assistance and support to Directorate leadership, training to tax officials, and assistance in the implementation of tax laws and regulations.

State Revenue Allocations. Under the Centralized Collection Policy, the National Government collects certain excise taxes on behalf of states and has agreed to share 50% of sales tax proceeds with the states. With advisory assistance, distribution of sales and excise taxes to the states totaled SSP 176,490,907 during the period.

Tax Administration Management. A new Director General of Taxation was appointed in June 2013. Advisors provided orientation regarding primary issues in the directorate and assisted in development of a work plan for the Directorate for the new fiscal year (July 1, 2013 – June 30, 2014), as well as a briefing document for presenting needs and challenges to the Minister. Unfortunately, the new DG was very ill and recently passed away, creating a management vacuum at the top of the organization and increasing dependence on advisory assistance.

Revenue Collection through Commercial Banks. Revenue collection through commercial banks was piloted under the USAID Economic Growth Project in South Sudan (EGPSS) in order to ensure that revenues collected are actually deposited to the Government account in the Bank of South Sudan and reduce the opportunities for corruption.

In the first year of CORE II, the pilot for making tax payments through commercial banks expanded to include all large taxpayer unit (LTU) taxpayers, all sales and excise tax taxpayers, and a large number of other designated taxpayers, including taxpayers in Yei (the first taxpayers outside Juba authorized to pay through a commercial bank). Clearing agents at the border crossing in Nimule are also expected to use a commercial bank for processing their payment of customs duties and taxes due at the time of import. In addition, the program was expanded to include payment of non-tax revenues collected by Ministry of Telecommunications and Ministry of Justice (business license fees). A third bank is ready to join, but further expansion has been negatively impacted by the absence of advisors due to the mandated evacuation.

Reporting and Collection Procedures. A committee of officials from MOFEP, with CORE II support, reviewed and revised the Revenue Collection, Remittance and Reporting Procedures Circular to include the procedures for making revenue payments through commercial banks, improved reconciliation processes, and revised reporting procedures. These revisions ensured that revenues collected are properly and timely deposited and by making payment at commercial banks easier, ultimately increasing revenues.

Tax Administration Perception Survey. With assistance from advisors and university students, a survey of large taxpayers in Juba was conducted to determine their perceptions of the Directorate of Taxation. Overall results of the survey indicated that there was above 60% positive perception of the tax administration. At the same time, the survey confirmed the need for substantial improvement in taxpayer education and communication. The results are somewhat limited as only the largest taxpayers located in Juba were surveyed, whose interaction with the Directorate of Taxation may be more positive than interactions of other taxpayers.

Revolving Operating Fund. The lack of an operating budget continues to adversely impact the ability of the Directorate of Taxation to effectively mobilize its staff, resulting in gaps in

enforcement of the tax laws as reflected in the high rate of non-compliance among businesses in South Sudan. Advisors assisted in obtaining a revolving operating fund designed to guarantee a constant level of operations. The process was in place for only one month when hostilities broke out and Ministry funding is no longer adequate to allow a continuation of the fund. As a result, taxpayer compliance remains very low.

Tax Laws and Regulations. CORE II assisted in the implementation of the Taxation Amendment Act of 2012, which came into force in May 2013. The Act introduced a sales tax on imports, domestic production, and specified services, increased the rate of excise tax on alcohol and tobacco products, established excise tax on insurance premiums, and established an advance payment of income tax of 4% on imports. Regulations for implementation of the Tax Amendment Act of 2012 and further implementing regulations related to the basic Taxation Act 2009 were finalized within the Directorate of Taxation and submitted to the Minister for signature. Increased rates and new taxes were intended to increase revenue and provide an additional source of revenue for states so that they would stop harmful tax practices that resulted in multiple levels of taxation on the same item.

Directorate of Taxation Information System (DTIS). Due to the crowded conditions in the Nyakuron field office, the returns processing staff had a backlog of over 1,500 returns that had not been input. With the move to the headquarters building in Jebel Kujur, the backlog was eliminated within three weeks. CORE II conducted training sessions for the returns processing staff to increase their capacity to administer their system. The tax staff is now able to independently update all computers in operational locations, although they still seek assistance that advisors have been able to provide remotely during the evacuation. Training provided has also improved the knowledge of the staff in system administration so that they can perform basic system administration tasks.

Systems Cleanup. CORE II assisted the Deputy Director of Policies and Procedures to identify taxpayers assigned to incorrect tax types in the system. As a result, approximately 5,000 sales tax taxpayers and 600 excise tax taxpayers were removed from the system with approval of the Director General. Removing incorrect tax assignments improves the ability of the system to accurately identify non-filers and allows the tax administration to better address taxpayers with specific filing obligations. Removing incorrect tax assignments does not remove the taxpayers from the system as they continue to be liable for other tax obligations.

Audit Assistance. With CORE II support, the Directorate of Taxation established its first annual audit plan. This plan identifies the taxpayers to be audited during the course of the year based on a variety of selection factors and provides the beginning of a structure around which to build a sustainable audit program in taxation. The conservative audit plan calls for 120 audits to be completed by LTU and Nyakuron audit staff. Audits will primarily focus on employment tax issues, with some audits designated for other programs. Auditing of tax returns is a primary method of increasing compliance and maintaining a level of compliance once achieved.

In addition to conducting formal audit training, CORE II helped auditors close a number of cases on which the audit work had been completed. Hands-on assistance will facilitate improving auditors' ability to take closing actions themselves in the future. Advisors have recommended greater emphasis be placed on the importance of the initial audit visit as a means of educating taxpayers and determining the taxpayer's current compliance status.

Collection Assistance. Advisors assisted the DG of Taxation to identify the 100 largest tax debtors so that collection resources could be directed to these high priority cases. Advisors conducted ad hoc training for collection team leaders in case assignment and monitoring, as

well as in research methods necessary to identify the cause of the delinquency so that it can be explained to the taxpayer. Similar ad hoc training was provided to collection staff assigned to work the cases. At the time of evacuation, resolutions have been identified for 48 of the 100 cases, but processing issues have prevented their full resolution. Full resolution of these cases, either through collection or adjustments will reduce the volume of tax debts by over 80%.

Compliance Strategy. CORE II helped tax administration staff to develop a compliance strategy which includes a penalty relief component designed to increase revenue and broaden the tax base. The strategy is intended to assist in bringing registered businesses back into the tax net and identifying unregistered businesses to bring into the tax net. Penalty relief is recommended as a means of assisting businesses become compliant without depleting their capital and providing an incentive for their becoming compliant. The inability of advisors to work directly with the counterparts and train them in the recommended processes during the evacuation has prevented the strategy from being implemented at this time.

Taxpayer Service Assistance. Advisors assisted in drafting new brochures/pamphlets and forms resulting from the implementation of the Taxation Amendment Act of 2012 in May 2013. A revised work plan was developed defining six areas of concentration, namely employee training for all taxpayer service employees nationwide, a taxpayer information plan to include taxpayer education seminars, a tax return perfection/error correction unit, the creation of portable sub-tax offices for taxpayer assistance and education, creating and distributing taxpayer information brochures, updating the Directorate of Taxation Web Page, and implementing a Small Message System (SMS) to remind taxpayers of payment and filing responsibilities.

Outreach. Outreach efforts were established in order to help businesses understand their obligations. Two taxpayer workshops for newly-registered businesses to ensure their full understanding of their tax obligations were held, however, attendance at both was very poor and alternative educational processes are being considered. In addition, CORE II assisted with the development of news releases and television spots regarding tax issues. Lack of funding has prevented some programs from moving forward.

Large Taxpayer Unit Assistance. The LTU is key to increased compliance in tax administration and the Ministry's efforts to increase revenues. At the present time, the LTU is generating between 50 and 70% of the domestic non-oil revenue, with a goal of increasing that amount to a constant 75 – 80%. Additional taxpayers were assigned to the LTU bringing the total assigned to 200 taxpayers of which the majority are regularly not in compliance. Advisors provided input and assistance in identifying 16 auditors for assignment to the LTU along with three team leaders.

Development of South Sudan Revenue Authority. Advisors supported the Revenue Modernization Steering Committee in working towards establishing a South Sudan Revenue Authority (SSRA), which will combine the Customs and Tax Directorates. A final draft of the SSRA bill was submitted to the Ministry of Justice for review prior to consideration by the NLA.

RSS-States Fiscal Arrangements Bill. With CORE II support, the RSS – States Fiscal Arrangements Bill was finalized within the Revenue Modernization Steering Committee, approved by the Economic Cluster of Ministers, and submitted to Ministry of Justice for final review before presentation to the Council of Ministers. This Bill includes a Model State Revenues component which standardizes own source revenues for the states and harmonizes the revenue responsibilities of the national and state governments. This Bill is particularly important as it provides additional sources of revenue for the states and clearly delineates the responsibilities of federal and state taxing authorities. Without this Bill, there will continue to be lack of standardization in the tax systems of the states and there will be continued interference in federal taxation by the state authorities. Once the bill is approved, significant work will be required by advisors to assist in explanation and implementation. Any such work is currently on hold due to the current situation in South Sudan.

State Implementation and Centralized Collection. Advisors facilitated a meeting of State Ministers of Finance to discuss issues related to implementation of the Centralized Collection Policy, and facilitated two meetings of a technical sub-committee responsible for reviewing revenue collections to ensure that the states are receiving their proper share of revenues collected by the National Directorate of Taxation.

Taxation Regime of the Mineral Sector. Advisors drafted policy recommendations regarding an appropriate taxation regime for the mineral sector. The recommendations emphasized the fact that existing tax laws are investor-friendly and require only minor modifications to accommodate mineral exploration and development.

Assistance in the National Directorate of Taxation Offices in the States. Directorate of Taxation offices in the states are poorly managed and lack oversight. Advisors traveled to Wau, Aweil, Kuajok, Bentiu, and Bor to provide briefings and workshops on receiving and processing tax returns and payments and reporting processes. Following the visits a briefing was held with the DG who requested that advisors develop a more in-depth training program to be presented in the states. Advisors developed a training curriculum and a handbook specific to state issues to assist the states in their processes. Advisors also helped prepare a special compliance strategy to be implemented by non-combatant states. However, at this stage of low capacity in the state offices, it cannot be implemented without in-country advisory assistance.

Assistance in Yei Field Office. Advisors assisted national trainers to conduct training workshops for staff located in Yei. The three day training in Yei tax office included training in the Taxation Act of 2009 as amended; tax return processing and payment procedures; procedures for making payments through the Yei Branch of KCB; enforced collection procedures; tax audit and compliance; as well as holding a seminar for taxpayers.

Sub-Objective 3: Budget Planning and Preparation

RSS Cash Flow Forecast. Advisors created a document to assist MOFEP in forecasting the cash flow situation of the government over the year taking into consideration revenues, expenditures, and debt repayments. Advisors also assisted the Ministry in preparing an initial debt schedule, which enables the Ministry to track debt and provide for debt repayments.

Debt Management. Advisors assisted in preparing a presentation for the Minister to deliver to the Council of Ministers describing the current situation on debt incurred during the oil shutdown and emphasizing the procedures to be followed when new debt is incurred.

Advisors worked with MPM and the Fiscal Planning Directorate to develop projections of cash flow for the remainder of the current fiscal year and the resource envelope for FY

2014/15. Advisors then worked with MOFEP to analyze what debt must be repaid and what new loans will be required.

FY 2013/14 Budget Development. Finalizing the budget for FY2013/14 was affected by the restart of oil production, the cabinet reshuffle, and the downsizing of the government from 29 to 22 ministries. As a result, advisors supported the development of multiple iterations of the budget. In order to incorporate major changes, advisors were required to reconfigure the budget preparation system and associated documents.

Advisors assisted the Budget Directorate and Minister in preparing materials to answer Members of Parliament' questions on the revised budget. Following NLA approval, advisors helped budget officers revise the data and text in the budget book to reflect changes made by the Assembly.

FY 2014/15 Budget Preparation. Advisors assisted budget officers in planning the FY 2014/15 budget preparation process. Lead budget sector officers were trained in how to calculate base budgets for agencies and were trained on explaining the process to the Director General and junior budget officers.

Budget Preparation System. Advisors assisted the new Policy and Procedures Unit of the Budget Directorate in evaluating the FreeBalance budget module and in making recommendations about what system to use for FY 2014/15. The Director General accepted the recommendation to continue using the Budget Preparation System designed by the predecessor projects to CORE II and to accelerate efforts to train budget officers to take greater responsibility for managing that system.

Budget Directorate Training Plan. Advisors developed a training plan on aspects of the budget planning and preparation process for the Budget Directorate. Training materials will be developed on the various topics with relevant portions of the presentations delivered to agencies and parliamentarians over the next three months. One such presentation was already delivered during the reporting period on *Overview of the Budget Cycle*.

Budget Officer Training. Budget Officers were trained on how to analyze and interpret monthly budget execution reports. This is an important step in building the capacity of Budget Officers in not only collecting budget information but also in analyzing and making policy recommendations accordingly.

Budget Execution Training. Budget officers were trained in analyzing monthly budget execution reports. These officers then participated in a train the trainer workshop so that they may train spending agency budget officers in using the reports.

Budget Execution Training to Spending Agencies. Advisors supported the Budget Directorate to conduct interactive workshops for officers from all spending agencies to read and analyze the monthly financial reports. All members of the Budget Directorate participated in the workshops either by presenting or assisting the agencies to read and extract data from their reports during the sessions. Training focused on encouraging budget officers to:

- Nurture relationships with their allocated line agencies and to learn more about their agencies' business;
- Visit their line agencies to get to know them and discuss their budget execution results. In addition, to change their perception of line agencies being suppliers of information to customers requiring assistance to provide the best quality information for the national budget;
- Assist their line agencies during training sessions; and

- Use spreadsheets, checklist and templates to enable the Budget Directorate to collect data.

Sub-Objective 4: Budget Execution and Procurement Support

National Budget. In the absence of an approved FY 2013/14 budget at the National level during the first two quarters, advisors developed and executed an interim IFMIS database solution to allow continued recording and tracking of budget expenditures. The interim database enabled budget execution to continue for FY 2013/2014 per the previous year's budget in accordance with the Public Financial Management and Accountability (PFMA) Act.

Bank Reconciliation. To ensure that the government execution reports are accurate, advisors developed and implemented procedures for bank reconciliation. Reconciled bank accounts encompass significant expenditures, including the SSP and USD accounts for RSS operations and salaries. This task is critical to confirming the integrity of the IFMIS data and to providing accurate information for government spending.

Oil Revenue Management. Support was provided to establish processes to monitor the flow of oil revenues and manage the allocation of funds. This includes timely payments to the Government of Sudan, transferring the funds to the oil producing states, and setting aside the allocation for the communities until the Petroleum Revenue Act (PRA) is passed.

Revenue Recording. Procedures were developed to record revenues in IFMIS. Training on the classification, as well as IFMIS recording, was provided to the newly established Revenue Recording Unit. Advisors assisted the revenue recording team in reaching out to revenue units in various ministries to identify and report new revenue sources.

Visits to revenue generating units by ministry staff accompanied by an advisor revealed significant shortcomings in various areas, including incomplete or missing record keeping, no supporting documentation, no written procedures, no standard procedures followed, and no bank reconciliation. This together with the absence of formal remittance procedures for payments to the Central Bank as well as the lack of understanding and reference to the Chart of Accounts makes non-oil revenue recording nearly impossible.

A revenue workshop was held for all revenue generating units (excluding taxation and customs) where unidentified remittances was shared by the Ministry and revenue generating units provided information regarding their fees and the Chart of Accounts was introduced. Continued advancement in revenue recording procedures and recording is delayed due to the crisis.

Accounting Officer Skills Assessment. Advisors provided support for a general census and skills assessment of spending agency accounting officers. The CORE II Procurement Advisor worked with a team of three MOFEP staff and interviewed over 520 accounting staff in 52 spending agencies. A draft report with recommendations was presented to the Director General Treasury and Director of Accounts, with very positive feedback. The report included recommendations for standing up a unit to manage the administrative and training needs of all government accountants; MOFEP leadership are supportive of this effort.

This unit would be responsible for increasing staff rotations, reviewing new accountant hires, managing training opportunities, developing standard tools and providing general support for accounting staff. The goals of the unit would be to improve internal controls, improve knowledge and skills of accounting staff, reduce improper payment requests from spending agencies, and increase opportunities for female accountants.

Procurement Legislative Framework. Effective public procurement is a significant challenge which could threaten the legitimacy of the Ministry and the budget process. With this in mind, CORE II worked to strengthen the procurement legislative framework. Upon the request of the Procurement Policy Unit (PPU), CORE II provided guidance to the Directorate to redraft aspects of the provisions in the draft Procurement Bill to foster higher levels of independence of regulatory and oversight responsibilities.

Procurement Operations and Transparency. Advisors supported the PPU to develop a procurement planning tool to be used for effective monitoring and integration of procurement and budgeting.

Advisors provided guidance to the Procurement Policy Unit to initiate roll-out of procurement plan development by spending agencies using the standard template that the project assisted the Directorate to develop. The plans will be used for monitoring spending agency compliance with procurement procedures in budget execution.

The project provided guidance to staff of the Directorate on the way forward for spending agencies to complete quarterly reporting formats on procurement and processing of the information. The process will facilitate tracking and reporting on contract activities.

Capacity Development. PPU Procurement officers were trained in procurement planning and conducting perception surveys as a step to strengthen their capacity to perform oversight responsibilities.

The PPU's first vendor list was compiled through the first procurement perception survey conducted jointly by PPU and advisors. The list will assist the Ministry's outreach programs to be based on informed decisions and eventual classification of businesses.

Sub-Objective 5: Support to the States

State Targeted Support. In July 2013 a full time budget advisor deployed to Wau to support Northern Bahr el Ghazal (NBeG), Warrap, and Western Bahr el Ghazal (WBeG) States, in budget planning and preparation activities. The budget advisor supported the WBeG State Ministry of Finance to formulate the state's budget, and build overall capacity in the ministry on PFM processes.

The advisor advanced state Ministry of Finance officials' capacity through:

- Workshop on the legal and institutional framework for PFM, budgeting and planning, revenue policy and administration, budget execution, procurement, financial accounting and reporting;
- Workshops for State Ministry of Finance budget and planning staff on public financial management reform in South Sudan;
- Workshops for key service delivery agency staff (Health, Education, Public Services) on preparing comprehensive budget submissions using the Ministry of Finance's budget preparation system; and
- Seminars for internal capacity building of the State Ministry of Finance staff to manage and better guide the process of preparing the annual state budget submission.

The State Budget Advisor supported the Western Bhar el Ghazal State Ministry of Finance and UNDP to host an investment conference which resulted in USD \$46 million pledged by potential investors in the agriculture, forestry, energy, and physical infrastructure sectors.

State Budget. In the absence of approved budgets at the state level during the first two quarters, the project's state public financial management team deployed new databases

containing the FY 2012/13 budgets for all states. This new instance contained all transactions that the state executed from July 2013 to date, adjusting the budget available to the state by these amounts. This initiative allowed the continued use of IFMIS into the new fiscal year with no disruptions.

Implementation of IFMIS. As thirty percent of the national budget is transferred to states in the form of conditional and block grants, development of state PFM systems remain critical. The project rolled-out advanced payment procedures to the ten states prior to the crisis. With this, all states were conducting processing of revenues, expenditures, liabilities, bank and chest (cash) reconciliations with project support. Due to fighting, Jonglei and Upper Nile had difficulty submitting reports to the State Transfer Monitoring Committee. Despite the conflict, Unity state resumed state reporting in March on a limited basis as significant IFMIS equipment was lost during the conflict.

Objective 2: Strengthened Financial, Monetary Policies, and Banking Governance

In the first year of CORE II, advisors assisted the Bank of South Sudan (BSS) on a wide range of issues. All first year activities were designed specifically to improve the efficiency of the Bank's operations and its capacity to implement the national monetary policy.

Financial Operations and Reports. In order to increase accuracy of financial operations and timeliness of financial reports, advisors provided on-the-job training to BSS Accounting Department employees to ensure timeliness and accuracy of all accounting postings, improve financial recording, and presentation of financial data in line with international financial reporting standards (IFRS). This included assisting BSS to develop enhanced financial recording procedures for preparation of a reliable balance sheet, profit and loss account, and other financial statements. Day-to-day training and assistance was also extended in the production of monthly financial and budget control reports to Bank management, with special attention paid to such areas as fixed assets recognition and depreciation, donations and grants posting, recognition of deferred revenues, loans and advances, entering post-reconciliation adjustments, interest accruals, and monitoring actual expenditures against the approved annual budget.

Year End Financials. Advisors assisted accounting staff to run the financial year-end operations. Special attention was given to the treatment of fixed assets, depreciation, and recognition of grant income, as well as identifying the ledger miss-posting and making appropriate corrections.

Support During External Audit. Advisors provided support during an external audit by assisting in establishing audit files that were later used both for accounts reconciliation and external audit purposes. BSS management and Accounting Department staff were guided in providing the external auditors with requested information and explanations. The first external audit of BSS, which covers 2011 and 2012 financial statements, took several months to complete and only came to conclusion in March 2014. Given the lack of knowledge of international standards and limited experience of Bank staff in this area, advisors provided almost continuous on-the-job training, advice and assistance to the Bank's accounting employees and management throughout the process. Advisors also assisted BSS in assembling and preparing an audit response on BSS' IT system, including responses to over forty questions on the system security, integrity, and dependability.

Accounting and Finance Manual. Advisors helped develop the Accounting and Finance Manual for BSS. A draft framework for the manual was first delivered to departmental and senior management for review and input. When fully completed, the manual will contain

guidelines for various policies and procedures that comply with the generally recognised accounting standards (IFRS), and specify organisational rules and standards for corporate accounts. The manual will serve as a reference document of approved accounting policies and procedures for processing all the Bank's business transactions. The Accounting Policies and Procedures recently developed include General Accounting Principles and Guiding Laws, Foreign Currency Transactions Recognition and Revaluation for Non-Derivative Foreign Currency Transactions, and Presentation of Financial Statements.

Internal Audit. Advisors assisted the Chief Internal Auditor to prepare a presentation to BSS senior management on the role of the Internal Audit function in central bank operations. The presentation was prepared at the request of the Audit Committee of the BSS Board of Directors and is intended to gain support and strengthen the position of the internal audit function within the Bank.

Internal Controls and Information Management. One of the major tasks undertaken at BSS was the modernization of the internal control environment and information management. Advisors worked with the operations staff, management, and IT management to improve specific operating procedures, policies, and practices at BSS on currency and vault, tellers, signature control, cheque issuance and control, and account opening, maintenance, and control. These areas for improvement were identified through in-depth analysis of the existing operations and consultations and discussions with staff. As a result, advisors identified a need for the development of 55 new procedures. In close cooperation with the BSS departments concerned, nearly half of these policies and procedures have been drafted and returned to the departments' managers for review and presentation to BSS senior management for approval.

Cheque Clearing and Processing Operations. One of the identified areas that urgently required well documented policies and procedures was Cheque Clearing and Processing Operations. Draft discussion documents and previous work papers were converted into a standard procedure and submitted to the Cheque Clearing Unit for comments. Advisors also provided assistance to the Cheque Clearing Unit in an on-going effort to reconcile a substantial difference in the clearing suspense account. Training was provided to bank staff on the concept of automated cheque processing. Additionally, with the Bank's decision to proceed with a printing order for its cheques, advisors assisted the bank in creating the procedure and authorities according to the signed contract, the data file according to the branch requirements, and a process for validation and encryption, which resulted in the printing and delivery of 15,000 cheques for the bank's clients.

BSS Budget. Advisors provided advice on the treatment of various items in the proposed FY 2014/2015 BSS budget. In particular, assistance was provided on differentiation and treatment of the various items in the budget relating to the same activities, such as capital expenditure, payment of related services and maintenance, and purchase of intangibles.

Enterprise Resource Planning. As part of its drive to improve and modernize the internal BSS processes, the Bank's management expressed interest in acquiring *Enterprise Resource Planning* (ERP) software. Advisors assisted the Director General for Finance and Administration and the IT Manager with the drafting of a white paper for ERP implementation, Terms of Reference for a committee to oversee the project, a Request for Proposal for an ERP consultant, and a Request for Expression of Interest for the supply of ERP software. The advisors observed the meetings of the ERP Committee and offered technical advice as required.

Credit Reference Bureau. BSS entered into an agreement with the World Bank (WB) to establish a Credit Reference Bureau (CRB). Due to limited capacity at BSS and intermittent

support from the WB, advisors provided assistance in drafting, compiling and reviewing Terms of Reference for a committee for the implementation of the CRB, set of tender terms for the creation of a CRB, a list of regional CRBs, and a list of companies to be sent the request for proposal.

Customer Due Diligence. As part of the preparation for a CRB implementation, which would establish an efficient source of customer data, advisors assisted BSS staff in drafting a Circular on Customer Due Diligence for Banks for submission and approval of the BSS Board of Directors. The circular, to be implemented in 2014, sets out detailed rules for customer identification to be followed by all banks operating in South Sudan.

Bank License Applications. Upon the request of Banking Supervision management, advisors reviewed several bank licence applications for their completeness and compliance with RSS laws and regulations. Comments on numerous irregularities and shortcomings of the submitted documentation were provided. Advisors also assisted in preparing the official requests sent to the promoters of the new banks for additional documentation and clarification of some of the information already submitted. The results of this analysis and subsequent recommendations were presented to the Governor before the final decision on granting the licences was made.

Risk Based Strategy. Advisors worked closely with the Banking Supervision Department in reviewing risk management documents submitted by fifteen commercial banks. The reviews formed the basis of banks' presentations that took place between October and December 2013. This is a follow up to a Risk Based Strategy for banking supervision adopted at the beginning of 2013 and gradually implemented by the BSS.

Banking Supervision Annual Report. In January 2014, advisors assisted in drafting BSS' 2013 Annual Report of the Banking Supervision Department. Staff were provided guidance on analysing the South Sudan banking sector's financial data and the usage of tables and graphs in presentation of the findings.

Domestic Debt Management. As part of BSS' responsibility for RSS Domestic Debt Management, CORE II assisted the Financial Markets Department to conduct debt management operations, including processing numerous roll-overs of the maturing treasury bills and bonds, payments related to the new and maturing debt, calculating and settlement of interest payments, and the corresponding withholding tax on interest.

Central Securities Depository. In November 2013, BSS began to implement a new automated Central Securities Depository (CSD), which necessitated replacing manual methodologies of issuing the RSS Treasury Bills to automated processes. Although the CSD system will be gradually used to record all new issues of government securities, the maturing securities continue to require manual processing of interest payments and deduction of withholding tax on interest. Staff received additional training and hands-on assistance at each roll-over date, especially in preparing correspondence with Ministry of Finance and commercial banks. Furthermore, staff were trained and later supervised in processing the regular monthly interest accrual postings on loans extended by BSS to the RSS.

Restructuring of the Government Debt. In November 2013, advisors prepared a note to BSS leadership to draw their attention to past-due loans, and in early December offered a detailed solution for Restructuring the Government Debt. The suggested rescheduling was designed to avoid a forced declaration of government borrowing as non-performing and past due in the year-end financial statements of the BSS. A draft Memorandum of Understanding between BSS and MOFEP was prepared and submitted to the BSS Governor for discussion

with the Minister. Unfortunately, due to ongoing unrest, no progress was made on implementing these recommendations.

Lender of Last Resort. While RSS continued to postpone the repayment of its borrowing from the commercial banks, some of the financial institutions began to experience liquidity problems. To address liquidity shortages, commercial banks have expressed interest in borrowing against the RSS Treasury Bills as collateral. The project provided advice and guidance on extending such secured loans under the Lender of Last Report provision in the BSS Act. At the same time, to ascertain the genuineness of liquidity shortage claims, advisors assisted BSS off-site supervision staff in reviewing the latest financial statements of the concerned banks. Two requests totalling SSP 45 million were approved by the end of 2013, and staff were assisted in preparing loan documentation for these collateralised loans.

Trading of Government Securities in the Secondary Market. As part of the effort to improve access to liquidity for the banks holding government securities, CORE II assisted in drafting multiple circulars on Trading of Government Securities in the Secondary Market for submission to the Governor for comments and/or approval.

Exchange Rate Reform. Although the failed exchange rate reform was prepared with IMF assistance, advisors offered comments and technical advice on some aspects of the reform. Advice was primarily related to the day-to-day operational issues, training the bank's staff on new processing procedures, and to a limited extent, on the merits of the reform. Advisors assisted the Director General in preparing guidelines for implementation of the new regulation on the allocation system. Advisors also provided practical guidelines for the implementation of two BSS Regulations: the Foreign Exchange Exposure Limits and the Minimum Reserve Requirement both of which are required for the smooth functioning of foreign currency sales under a unified exchange rate.

BSS received much criticism for inadequately publicising and explaining the merits of the exchange rate reform. CORE II used this opportunity to familiarise the Deputy Governor and management with Strategic Communication options and to reinforce the need to be more active in providing information to the public and government officials.

Metal Coinage. BSS expressed interest in introducing metal coinage in South Sudan. Advisors assisted in organizing informational meetings with potential reputable producers and developing a technical paper on such issues as the likely demand for coins, the necessary stock that would need to be ordered, denominations, sequence of coin introduction, technical specification of coins (material, size, and design), and discussion of the economic benefits of coins.

Clean Note Policy. Recently, advisors have been helping BSS in drafting a range of policies and procedures that are meant to improve the quality of banknotes in circulation in South Sudan. These will form a new Clean Note Policy that will guide the Bank on setting standards for 'unfit' banknotes, their withdrawal from circulation, safe destruction, and ensuring adequate supply of new banknotes.

Objective 3: Strengthened Management of Petroleum and Minerals Sectors

Crude Oil Marketing. The Crude Oil Marketing Group within MPM is now a standalone department which is able to function independently to market the crude oil entitlements of the government and the national oil company. All day to day operations from the awarding of a sales contract to the collection of the cash receipt are overseen by the marketing group. The group is responsible for ensuring that all payments to Sudan under the 2012 cooperation agreements are made on a timely basis. Under the agreements, South Sudan is

responsible for paying transitional financial assistance processing, transportation, and transit fees based on the volume of each crude oil cargo sold. CORE II helped develop procedures developed and establish controls to manage the fee payment process.

The first draft of the Marketing Procedures Manual was completed in December 2013. The manual was developed in cooperation with ministry staff responsible for various marketing functions. In addition, advisors assisting in gathering information and preparing a matrix schedule to establish a crude oil buyer Bid Evaluation Group. Buyers should be properly vetted by the government before they are added to the official qualified buyers list. The matrix outlined Guidelines, Terms of Reference, Bidder Evaluation Process, Use of Ratios, etc. and offered suggested staff / group responsibilities.

Health, Safety and Environment (HSE). With CORE II support, the Health, Safety and Environment Group is able to function independently in their day to day duties and are now aware of their regulatory and oversight responsibilities, especially with regard to local communities. CORE II was instrumental in drafting the HSE Management Systems and Plans Regulations, getting them approved by the Ministry for consultation, creating a drafting Committee supported by international consultants and having Ministry of Justice (MOJ) and Ministry of Petroleum and Mining (MPM) representatives review them. CORE II was instrumental in developing an inspectors' manual for use in the field.

As part of the implementation of the management system regime set out in the Petroleum Act and the draft Regulations, the project organized two workshops on management system implementation. MPM approval was obtained to put the report on the MPM website and approval secured for all of the proposed recommendations, many of which have already been implemented. One of the recommendations implemented with CORE II support was the holding of regular monthly HSE meetings with the Joint Operating Companies (JOCs) to discuss problems, issues, and compliance matters with MPM in a spirit of cooperation. Three such meetings were held in October, November, and December 2013 which were regarded by the JOCs and MPM officials as highly productive.

Advisors conducted several HSE training sessions on:

- The Petroleum Act;
- HSE Provisions of the Petroleum Act;
- Management System draft Regulations; and
- HSE Audit Methodology within the Framework of the Petroleum Act 2012.

Most significantly, and with the full support of the Minister, CORE II initiated the development of an administrative monetary penalties policy, along with draft legislation to add to the enforcement tools already incorporated in the Petroleum Act 2012. This policy was approved by the Minister in December 2013 and a drafting committee formed to review the proposed legislation, draft the required regulations, and present the package for approval to the Minister. The drafting committee met twice in 2014 and an initial review of the draft legislation has been completed.

Production and Entitlement. Advisor assistance was instrumental in developing a process to collect and report on daily production volumes from the three JOCs to ministry officials. Production data is received in a variety of formats and is now being summarized in a usable and standardized form by ministry staff for informational purposes. The daily reporting has further evolved into a consolidated monthly production activity report. This basic data is fundamental for MPM to manage their petroleum sector responsibilities. It is also viewed as a starting point for the further development of existing petroleum reserves, evaluating JOC performance, and the preparation of production forecasts for use in forecasting future government revenues.

MPM recognized the need to better understand the crude oil entitlement processes that are defined in the Exploration Production Sharing Agreements (EPSA). The ministry has requested CORE II support to develop and implement an entitlement group within the ministry. CORE helped to prepare a comprehensive entitlement report for the past twelve months which provided some comparative data on the EPSA requirements vs. actual activity. The report was presented to the Minister for further study and consideration.

Financial Audit Activity. Despite staffing deficiencies and the lack of a dedicated group of audit professionals, assistance was provided in the successful “Tendering for Audit Services” process. The purpose of the tender was to select an audit firm to conduct a “Hostability” audit at each of the three JOCs to determine if they can host a Juba based audit of their July 9 to December 31, 2011 cost recovery and entitlement records. CORE II worked with ministry staff and the selected audit firm Ernst & Young to coordinate and monitor the work conducted by the firm. Advisors assisted with the review of documentation provided by the JOCs for the audits and attended the exit meetings with Ernst & Young at the offices of each JOC. The final signed report was issued by Ernst & Young to the Ministry in 2014.

CORE II continued to communicate with, and provide information and documentation to two of MPM’s contracted lawyers from PILHR and Skadden Arps, regarding the successful deferral of audit rights. The purpose was to obtain formal agreement from the three JOCs that MPM will be allowed to conduct audits related to the July 9 to December 31, 2011 cost recovery and entitlement period any time during 2014 and in subsequent years as required.

Strategic Planning Awareness. As a follow-up to the successful MPM strategic planning workshop sponsored by EGPSS in December 2012, a second retreat was planned for January 2014. The minister and other senior ministry officials recognized the need and enthusiastically supported this strategic planning program. The unfortunate circumstances of the December 2103 South Sudan crises prevented any further progress on this activity.

Export Pipeline Study – Phases I and II / Refineries. Phase I of the crude oil pipeline feasibility study was completed in 2013. Project advisors attended meetings with the pre-feasibility consultant and ministry officials in London to review the findings of Phase I and identify any potential issues to be clarified prior to final presentation to the government. The Phase I report was subsequently presented to the President, Council of Ministers and MPM officials. Advisors also provided guidance on the content of the MPM presentation to the Council of Ministers regarding the progression to the next phase of the study. On the basis of the completed work and the MPM council presentation, a government decision was made to give its approval to proceed to Phase II.

The Ministry requested further support from CORE II, particularly with regard to neighboring country negotiations. As a result an advisor traveled to Nairobi with the 1st Undersecretary of MPM to provide support for talks on intergovernmental agreement issues.

MPM is considering the creation of a state owned pipeline company to administer all domestic and international pipeline operations. At the request of the Ministry, CORE II provided guidance on the formation of the company including legal considerations, organizational structure and operational responsibilities. A workshop to allow ministry staff to more closely examine pipeline company issues was planned for December but was subsequently deferred due to organizational time constraints. Staffing limitations within the infrastructure group have also prevented this activity from moving forward more aggressively.

The Ministry has requested project support for economic issues related to new crude oil refinery operations. Two refineries are under construction in the Republic of South Sudan. It seems that the refinery feasibility study work may have been deficient since a complete economic evaluation does not appear to have been completed on behalf of RSS. The Ministry has requested CORE II to provide guidance on crude oil feedstock pricing methodology as well as wholesale / retail price recommendations for refined product. CORE II has received the full cooperation of ministry staff and were gathering relevant refinery data at the time of the evacuation in December.

MPM Website. After the website hosting lapsed, CORE II identified a more economical web service that the Ministry was able to directly fund. With CORE II assistance, the website was running again in January 2014. The Ministry has been extremely supportive of the website and the opportunities that it offers for disseminating petroleum sector information to a wide audience. Press releases, HSE reports, and MPM presentations have been placed on the website to date.

Although the website is functional, there is an urgent need for enhancements and additional professional development which advisors can provide assistance with. There is also a need for a defined process to allow for efficient approvals and posting of data on the site.

Protection of Women and Children. The mining and petroleum laws of South Sudan include provisions for the protection of women and children and to give communities a voice in development. The goals of these provisions are not achievable, however, if people do not know how to make use of them and if the Ministry does not make a special effort to define and respond to needs. CORE II assistance resulted in enhanced public engagement in 2013, allowing the Ministry to focus on women's issues for the first time and to begin to build awareness of urgent needs. Advisors assisted the Deputy Minister to produce a video on women in extractive industries in South Sudan that is being used for this purpose.

Following field visits to mining and petroleum locations, CORE II and the office of the Deputy Minister reviewed findings and developed recommendations related to social impact, gender and public outreach.

Findings were applied to MPM communication strategies and facilitated communication with MOFEP concerning exports and sales. With the Deputy Minister and press office staff, the project produced a video on women in extractive industries. The 10-minute video includes coverage of women artisanal mining in South Sudan and presents MPM responses to gender issues. The Deputy Minister presented the video at the 16th Africa Oil Gas and Mines, Trade and Finance Conference and Exhibition (UNCTAD) in Naimy, Niger on November 19.



Goram artisanal miners discuss household economics and community aspirations with MPM geologists and senior officials.

Community Engagement. Advisors assisted MPM to identify and respond to community concerns in Upper Nile (environmental contamination) and remote areas of Central Equatoria (social impact of mining). Advisors and ministry officials traveled to remote areas and met directly with community leaders, workers, and households. The Ministry committed logistical support and finances, which allowed engineers, health and safety workers, geologists and communication personnel to see and hear firsthand the needs and concerns of people affected by oil and mining. This type of direct interaction was essential to communication planning and identifying and addressing issues that could result in harm to communities.

Strategic Communications. Strategic communication includes public relations, public information and community engagement. CORE II provided RSS government counterparts with training, mentoring, on-site counsel, and help with planning and media production.

During the year the project helped MPM to:

- Communicate according to a plan;
- Learn how to prepare for and manage a crisis;
- Define and strengthen organizational structures and procedures for communication;
- Coordinate messages with the RSS President and other ministries to reduce incidences of contradictory and unmanaged statements;
- Work with journalists and participate in news interviews;
- Understand how women and girls are affected by oil and mining in order to make full use of legal protections, benefits and assistance programs;
- Understand and respond to concerns of people affected by oil operations more quickly and effectively, especially on issues of health and safety; and
- Begin dialogue with rural communities that will be affected by large scale mining.

Working Press Office. MPM is one of the few RSS ministries with a working newsroom and a full-time press secretary. The project helped the Press Secretary inventory and contact radio stations in South Sudan that are able to cover petroleum and mining issues. MPM provides stations with news and compressed audio. CORE II also provided on-site counsel that helped MPM build relations with international media such as Reuters, Bloomberg, AFP and Al Jazeera. Professionalism of the MPM newsroom and commitment of ministry leadership noticeably helped depoliticize news coverage of oil production, transport, and marketing issues, which contributed to an atmosphere of cooperation whereby relations could be strengthened with South Sudan's neighbors.

CHALLENGES AND LESSONS LEARNED

During this period, the project faced political, fiscal, and macro-economic complications, as well as difficulties with the capacity and commitment of project counterparts. Challenges included:

Social and Political Unrest. After fighting broke out on December 15, all expatriate advisors and many national staff evacuated from South Sudan due to growing security concerns. The evacuation stalled many key project activities and shifted government focus to crisis management. The social and political unrest depressed oil and non-oil revenues and led to unanticipated expenses by the army, which will have a significant impact on RSS cash flow. Advisors have shifted focus to advising counterparts to adjust for implications to the budget process, tax collection, public financial management of affected states, loans from BSS, currency fluctuations, shutdown of oil fields and potential damages, and depressed oil production.

Remote project support and lack of direct access to counterparts has proved immensely difficult and has significantly inhibited the project's ability to advance reforms, monitor activities, communicate, and advise counterpart officials. The project proposed several regional workshops and seminars but most were not approved due to a lack of clarity on continued project support and appropriate means of engaging RSS. During the evacuation, project management has continued to reduce advisor support in specified areas to reduce project burn and identify cost savings during the mandated evacuation. This reduced support and lack of access to counterparts has forced many activities to be delayed, put on hold, and in some circumstances regress.

Lack of Political Will. After the announcement by BSS to change the official exchange rate regime and eliminate the disparity between the official and parallel exchange rates, many government officials, members of Parliament, and others objected to the change. A lack of political will to support this important change is contributing to a currency regime that benefits a select number of individuals who have preferential access to the official rate. The disparity is also contributing to stalled domestic investment due to lack of access to capital. A lack of commitment to reforming and addressing key structural issues, reform priorities, and assuming responsibility for these changes remains a significant challenge.

Unfortunately political pressure is too often the reason project work is pushed to the background. The components would benefit from greater buy-in and commitment from counterparts; however, this can only be achieved with political will. If political will can be achieved impact and sustainability will be significantly more robust.

Gaining counterpart commitment can be difficult and often competing priorities overtake meaningful reform and project activities. It is important to develop the expertise and understanding of counterparts so that they can continue to carry on the initiatives and fully understand why they are important. Even though it takes longer, advisors need to be patient and allow the counterparts to assume additional responsibility to build capacity so that project work and assistance is truly sustainable.

Lack of Fiscal Discipline. The RSS government continues to struggle with fiscal discipline, which is exacerbated by the following complicating factors:

- Lack of senior management support;
- The number of instances, value and types of unbudgeted expenditure being approved including debt repayments;
- Payment procedure not being followed;
- Contracts being awarded without checking whether there is available budget;
- Overspending by a number of agencies; and
- Pressure from vendors and spending agencies to make payments.

The current unrest and unbudgeted expenditures by the military have only compounded these problems.

Management Deficiencies. MOFEP, BSS, and MPM all continue to suffer from a lack of adequate management skills and leadership. Their basic technical skills are at times adequate and can be built upon; however, direction and commitment from senior management to embrace reform is profoundly needed. Within middle management, lack of discipline, inadequate supervision, absenteeism, and lack of commitment to the official tasks negatively impact counterpart efficiency. Some staff are visibly demoralised and show very limited interest in their daily tasks or acquiring additional skills.

Lack of Clear Delegation of Powers and Responsibilities. Counterpart ministries suffer from a lack of clear delegation of powers from the upper management level to mid-

management. Instead of focusing on strategic policy decisions, upper management handles a large number of small, administrative issues creating bottlenecks that delay or impede work. For example, simple but important decisions relating to HSE, such as postings on the MPM web page or writing letters asking for documentation or information from the operating companies, should be able to be dealt with at the unit head level, but are currently not delegated.

Insufficient Funding. An acute lack of funding within MPM has contributed to inadequate staffing and facilities for important areas, including staffing shortages in areas of audit and entitlement. A lack of investment in pipeline and refinery studies and enhanced oil recovery could negate the possibility to address these issues later.

Similar acute funding issues for critical government functions are persistent at the Tax Administration preventing their effective mobilization of staff. This has resulted in an unmotivated staff and lack of interest in attempting compliance activity as the staff knows there will not be funding available for necessary travel. There is a lack of vehicles, fuel, mobile phones, and scratch cards, all of which have an adverse impact on the ability to contact taxpayers.

Poor Organization Structure. The Ministry of Petroleum and Mining still does not have an approved organizational structure. On numerous occasions in the past three years the ministry has attempted to finalized it and have submitted a final version to the Ministry of Labour (MoL) for approval. Until MoL approval is received, MPM is unable to fill vacant positions, resulting in a serious lack of skilled staff. Many of the critical higher level ministry positions, such as the Director General, are filled by people who receive no salary. In addition, the existing staff does not have approved position descriptions and their duties and responsibilities have not been defined. The lack of skilled staff along with undefined positions means that the more talented people are often called upon to do multiple tasks which adversely affect their primary responsibilities. In addition, there is a lack of motivation and little or no incentive to perform as there is no performance evaluation process, reward, or promotion plan. Finally, without an approved position description, it is difficult to identify and target training opportunities. These organizational issues must be addressed to foster long term sustainability and success within MPM.

CONTINUED ASSISTANCE: LOOKING FORWARD

The project's ability to build on the achievements made in Year 1 will depend on whether project advisors are able to re-deploy to South Sudan in Year 2. Even if the advisors are allowed to return to South Sudan, a number of challenges will impact project work. Project advisors will need to reestablish relationships with counterparts, in some cases, work performed prior to the evacuation has regressed, and counterpart staff is likely to have changed during the evacuation losing some previously existing capacity and institutional knowledge. This section describes the requisite support needed to advance reforms and strengthen capacity in Year 2.

Objective 1: Strengthened Public Financial Management

The transfer of skills to operational staff to undertake daily processing of budget execution and basic reconciliation processes has begun; however there still remains significant need to fully adopt and follow best international standard practice. This requires working closely with and developing the management and technical capacity of officers of the MOFEP, which is critical to building fiscal discipline and reducing opportunities for corruption. Significant gaps in capacity and continued assistance are required to:

- Expand the use of the IFMIS control functions to enable:

- Monthly expenditure limits and controls using IFMIS to reduce the level of unbudgeted expenditure and the buildup of arrears;
- Management of the already significant amount of expenditure arrears;
- Payment only to vendors who are registered taxpayers;
- Commitment control for large contracts;
- Put in place mechanism to conduct daily bank reconciliation to enable effective cash management, to record and reconcile oil and non-oil revenue collections;
- Establish mechanisms and disciplines to have MOFEP guide and coach the states based on the feedback provided during the State Transfer Monitoring Committee;
- Improve expenditure controls with regard to the use of funds, particularly state transfers;
- Advance reforms in the procurement process;
- Improve tax compliance;
- Build the internal capacity of the Directorate of Taxation to maintain and operate the data processing system;
- Additional assistance is required to finalize the harmonization of tax systems and implement pending legislation to provide additional sources of revenue to the states: and
- Continue to improve the National Council of Ministers decision making process. The institutionalization of systems requires political and executive support and ongoing training.

Objective 2: Strengthened Financial, Monetary Policies, and Banking Governance

BSS is still confronted with issues associated with the oversight of the monetary sector, management of the domestic currency and foreign reserves, and supervision of the financial sector. Significant gaps in capacity and continued assistance are required to:

- Advise on policy regarding the prudent level of domestic debt and its management.
- Assist BSS staff to adhere to the highest international standards, professionalism, efficiency, and transparency in its operations.
- Improve banking supervision. Continued support to the on- and off-site supervision staff is essential to protect the banking sector from systemic risks in case of further weakening of the economy.
- Help BSS leadership to better understand its role in steering the monetary policy, promoting economic development, protecting the financial sector and the depositors of South Sudan.
- Promote private sector lending.
- Ensure that BSS internal financial reporting and processing are meeting international standard (IFRS).

Objective 3: Strengthened Management of Petroleum and Minerals Sectors

To close significant gaps in capacity, continued assistance are required to:

- Further train, establish management practices, vet new buyers and maximize pricing in the sector.
- Improve website functionality and streamline procedures for more timely and complete information publication.
- Further train and build capacity for HSE inspectors and improve the oil production regulatory environment.

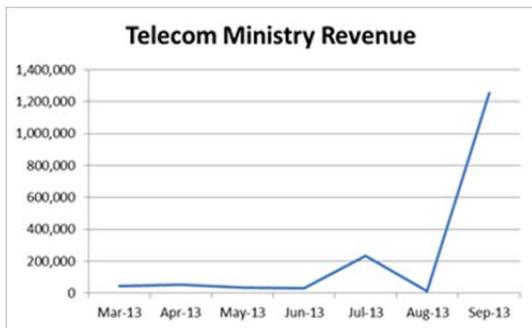
ANNEX 1: SUCCESS STORIES



CASE STUDY

New Processes for Tax Payments

Revenue deposits improve after Telecom Ministry joins bank pilot



Telecom Ministry Revenue Improvement

CHALLENGE: Many agencies in the Republic of South Sudan collect various forms of revenue through fees and licenses. At least some portion of these fees is not deposited into a Government Account as required by law. Despite numerous efforts to improve depositing and reporting discipline, under-depositing and inadequate reporting continue.

INITIATIVE: The Ministry of Telecommunications and Postal Services collects fees and licenses for telecom bandwidth, radio frequency, and similar uses. The Ministry of Finance, Commerce, Investment, and Economic Planning (MOFCIEP) piloted the use of commercial banks to collect tax and customs revenues with some success. With the assistance of the USAID-funded Strengthening Core Economic Governance Institutions II (CORE II), the Ministry of Telecommunications joined the pilot program in late August 2013, which requires licensees and remitters of fees to make their payments through a designated commercial bank. The Ministry of Telecommunications recognized an opportunity to improve their collection process and resolve problems their customers faced in making payments to the Bank of South Sudan.

RESULTS: In the six months prior to joining the pilot, the Ministry of Telecommunications made monthly deposits of SSP 42,404 (March); 51,800 (April); 34,600 (May); 28,600 (June), 236,000 (July); and 12,410 (August). In the first full month of the pilot, September, fees collected through the commercial bank totaled SSP 1,251,950. It will take a period of time to determine if this result reflects the norm or if it was an anomaly. In any event, the outcome has demonstrated that paying remittances through commercial banks is feasible and ensures that revenues collected are deposited to the credit of the government.



USAID
FROM THE AMERICAN PEOPLE

SOUTH SUDAN

FIRST PERSON “We Are One Team”

Effective leadership, commitment, and teamwork enable Jonglei State Ministry of Finance to be a consistent top performer in public financial management



Photo Credit: Madeline Turin, CORE II

When informed of his ministry’s success, the Minister of Finance in Jonglei State, Aqula Maluth Mam, smiles and nods knowingly. “I tell each Directorate that in their area, I expect not 100 but 150%”, he says. “When we lose points in any area, I question the Directorate concerned.”

USAID funded Strengthening Core Economic Governance Institutions II (CORE II) congratulates the minister on his state’s top performance among all state’s in South Sudan in public financial management endeavors. Many states are good, but Jonglei consistently excels. This excellence has been noticed by other states, who seek to emulate the state’s performance.

Since 2010, USAID funded projects EGPSS and now CORE II, have assisted all ten of South Sudan’s State Ministries of Finance in improving their public financial management processes. This has entailed rolling out an integrated financial management system (IFMIS), and corresponding financial processes to record state revenues and expenditures, and liquidity – whether in a bank account or in the Treasury as cash-in-hand. Compliance and completeness are objectively scored and the results published in a Scorecard distributed by the project to all ten state and the central Ministry of Finance, Commerce, Investment, and Economic Planning.

The Honorable Aquila Maluth keeps a steady supervision of his ministry’s activities, fostering teamwork and co-operation. Philip Nuyen, the Director of Administration and Finance, concurs, “We are one team. We must work together and support each other.”

The Director-General, Duom Kuol Ageer, agrees that USAID’s assistance in financial management has helped “improve the professionalism and capacity of our staff. We all know what we are expected to do and we help each other.”

It is clear that Jonglei State Ministry of Finance sees itself as an agency dedicated to developing its state. The Ministry routinely prioritizes spending and curtails extra-budgetary expense. This has led to greater fiduciary controls, the Director-General Kuol Ageer confirms: “We used to transfer lump sums [to the spending agencies]; now we advise them [spending agencies] to break down their claims and submit classified requests.”

Strengthening Core Economic Governance Institutions II (CORE II)



SNAPSHOT

Officials Focus on Performance

Directorates understand their situation and what they need to achieve



Photo Credit: Rup Khadka

Lee Mazanec conducts a CYPRESS workshop with the Ministry of Finance, Commerce, Investment and Economic Planning.

“The timing of this workshop is very good for ensuring we can measure our performance going forward against our objectives.”

- MOFCIEP Official

“If you don’t measure your work, you don’t know where you’re going. You need to learn from your mistakes. The management of performance is a difficult thing in this country, when it comes to really going into the details. We have to plan the policy and guiding laws that can help us to reach our goals and we have to listen to and address the difficulties encountered during implementation.”

- Director General, Treasury Directorate, MOFCIEP

South Sudanese Ministry of Finance, Commerce, Investment, and Economic Planning (MOFCIEP) leaders from five Directorates came together with their staff to focus on improving performance. As the government continues to develop both human and institutional capacity, a key step is to shift away from a “ticking the box” approach towards thinking about performance goals.

As a step in that transformation, each directorate began discussing their role in building capacity and how to meet the growing demands upon the organization. With that information in mind, each group constructed goals that were measurable and critical to the organization’s success. Sample goals include:

Directorate of Taxation: Increase the total number of registered taxpayers by 30% by June 2014.

Revenue Policy Directorate: Analyze and make first set of recommendations to improve the fiscal arrangements for transfer to the states by June 2014.

Directorate of Treasury: Reduce budget execution variance by 50% for spending agencies on aggregate by 30 June 2014.

Directorate of Procurement: Within six months of enactment of the procurement act, a procurement committee that is in compliance with procurement regulations will be set up in 50% of national spending agencies. This will be 100% after 1 year.

It is clear that staff and leaders from each directorate feel as though this was something profoundly different and that it was about *them*, and they appreciated the focus on *their* performance goals. In a couple of instances, after the meeting started, senior leaders called additional mid-level and junior-level people to join, indicating the value they felt. In every case, more people attended than were indicated at the outset. Officials reported that looking at their work in at a strategic level was illuminating. There was a great deal of debate and engagement around finalizing goals that are measurable and achievable.



CASE STUDY

Improving Accountability in Budget Management

Building capacity within the Budget Directorate improves RSS' ability to plan and manage budget execution



Photo Credit: Terima Brierley

Budget Officers analyze monthly financial reports after they attend the training.

“The agencies will have more respect for us now, they will know we are not just processors we are analysts.”

- MOFCIEP Budget Officer
(after completing the course)

CHALLENGE Neither Budget Directorate staff nor Spending Agency staff knew how to read budget reports let alone analyze them.

INITIATIVE USAID funded Strengthening Core Economic Governance Institutions (CORE II) advisors developed and delivered a course to assist budget officers in analyzing the financial statements of spending agencies.

RESULTS At the end of the course, Budget Officers acquired the following skills through the analysis of three months of data. The Budget Officers can:

- Read the monthly financial report.
- Identify and extract the relevant data from the report
- Enter the data into excel analysis tables and check for completeness and accuracy of the data transfer from reports. The Budget Officers have enhanced their Excel skills in adapting the tables for individual agency requirements.
- Analyze and interpret spending agency data.
- Write explanatory narrative in a briefing template for spending agencies, highlighting issues and recommendations for remediation to assist in budget management.

This course coupled with consistent on the job training from advisors has made inroads in improving Budget Officers' capacity to critically review and assess financial reports.

NEXT STEPS After attending the training and empowered with the ability to read and analyze budget reports, the Budget Directorate will arrange workshop sessions to train officers from spending agencies. Members of the Budget Directorate will participate in the workshop by presenting or assisting the spending agencies to read and extract data from their reports. Budget Officers are to engage in follow-up visits with agencies to reinforce the learning from the training and review reports with the agency staff.



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SOUTH SUDAN

SNAPSHOT

Tax Management Weekly Discussions

Weekly discussions with senior managers help inform managers and generate discussions leading to solutions



Director General Mr. Oboy Ofilang Itorong with his subordinates participating in the discussion program on business profit tax conducted on December 10, 2013.

Weekly discussion topics related to tax implementation have been initiated to help senior managers understand issues involved and identify solutions to implementation problems.

With advisor assistance, the Directorate of Taxation initiated a weekly discussion program with senior management in November 2013. Each week a topic of importance is selected for discussion. While early topics focused on implementation of tax filing obligations, it is expected to expand to other managerial issues.

At the beginning of each discussion, CORE II national advisors provide background of the issue, including the legal basis for implementation. Advisors and senior managers in the Directorate then focus the conversation around the current state of implementation and discussion of solutions to implementation problems. Through the discussions, for example, the Director General was able to clarify questions regarding penalties for non-registration as well as clarifying that the law does provide some basis for relieving penalties in appropriate situations. Similar practical issues are addressed which will build the capacity of the senior managers to administer their tax system.

To date, programs have been conducted on withholding taxes, excise taxes, sales tax and business profit tax. The discussion program was initiated when it became apparent that senior managers lacked a basic understanding of the laws which they were responsible for administering. Training had been largely directed at technical personnel and senior management staff, who remained detached from the actual implementation of the specific tax laws.

Participants include the Director General, Directors, Deputy Directors, Assistant Directors and Head of different sections of the tax office.

Date	Topic	Attendees
12 November 2013	Withholding Taxes	18
22 November 2013	Excise Taxes	17
26 November 2013	Sales Tax	14
10 December 2013	Business Profit Tax	20



PHOTO & CAPTION

Women in Extractive Industries



Working closely with the Deputy Minister, Directors General and Press Secretary of the Ministry of Petroleum, Mining, and Industry, CORE II advisors initiated and supported travel to remote gold mining sites and to the Palouge oil fields so MPMI officials could meet with community leaders, employees and women engaged in artisanal mining and the oil industry. Meetings ranged from household level discussions in family tukols (huts) to community level talks with tribal leaders and sultans. Ministry geologists, communication personnel and support staff remarked that this was their first site visit.



Awut Deng Acuil
Minister of Gender, Child, and Social Welfare

While originally focused on gender issues in the mining and oil sectors, the discussions resulted in finding information of great value for policy development and implementation, especially:

- Engaging and protecting vulnerable populations
- Administering licenses for small scale mining
- Involving communities in development programs according to the Mining Act and Petroleum Act
- Installing workable tax collection systems for an estimated 20,000 artisanal miners
- Preventing revenue losses of an estimated
- USD \$600 million artisanal gold mining sector, currently unlicensed and unregulated
- How to communicate with populations affected by oil and mining operations, mostly illiterate and in remote areas with little or no media access
- Administering large scale mining concessions
- Introducing procedures to document and respond to emergencies

Screenshots from Women in Extractive Industries video produce for UN Conference

Video footage of the discussions was incorporated into presentation by Deputy Minister Elizabeth James Bol to the 16th Africa Oil Gas and Mines, Trade and Finance Conference and Exhibition (UNCTAD), in Naimery, Niger on November 19

ANNEX 2: PERFORMANCE MANAGEMENT AND EVALUATION PLAN

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	CORE II Y1 Q3 12/31/2013	CORE II Y1 Q4 3/31/2014	Indicator Notes	
Objective 1 - Strengthened Public Financial Management and improved collection of revenues through assistance to the Ministry of Finance, Commerce, Investment, and Economic Planning (MOFCIEP) and state ministries of finance											
1.1	MOFCIEP Managerial and Support Services										
1.1.1	Increased MOFCIEP transparency, Public Financial Management and organizational performance management capability	Number of key types of fiscal information produced by MOFCIEP staff ready for public dissemination	MOFCIEP records	Annually	0	N/A	Target: 0 Actual: 0	Target: 0 Actual: 0	Target: 3 Actual: 0	Annual indicator tracked quarterly	
1.1.2		Number of core PFM regulations drafted	MOFCIEP records	Quarterly	0	N/A	Target: 1 Actual: 0	Target: 1 Actual: 0	Target: 2 Actual: 0		
1.1.3		Percentage improvement in MOFCIEP CYPRESS Budget Execution self-assessment score	MOFCIEP/ CYPRESS records	Annually	52% current state 104% weighted gap	N/A	Baseline MMBT completed				
		Percentage improvement in MOFCIEP CYPRESS Budget Planning and Preparation self-assessment score	MOFCIEP/ CYPRESS records	Annually	73% current state 63% weighted gap	N/A	Baseline MMBT completed				
		Percentage improvement in MOFCIEP CYPRESS Procurement self-assessment score	MOFCIEP/ CYPRESS records	Annually	54% current state 58% weighted gap	N/A	Baseline MMBT completed				

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	CORE II Y1 Q3 12/31/2013	CORE II Y1 Q4 3/31/2014	Indicator Notes
1.1.4		Cumulative number of key MOFCIEP Budget Execution staff at national and state level trained by gender	Training records	Quarterly	0	16 Total 12 male 4 female	Target: 0 Actual: 507 429 male 78 female	Target: 650 Actual: 691 Males: 595 Females: 96	Target: 650 Actual: 691 Males: 595 Females: 96	Excludes tax, budget and revenue policy trainings.
1.2	Tax, Non-Tax Revenues and Intergovernmental Finance									
1.2.1	<i>Tax Administration</i>									
1.2.1.1	Improved management of revenue collection by the Directorate of Taxation	Percentage increased revenue collected per year, tracked quarterly	DoT records	Quarterly	0%	26% of annual target (204M/793.3M)	Target: 50% (395.7M) Actual: 47% (375.8M/793.3M)	Target: 70% (555.3M) Actual: 72% (573.9M/793.3M)	Target: 100% (793.3M) Actual: 96% (765.4/793.3)	Annual measure tracked quarterly with expected 45% annual increase in revenue collected. From March 2012 to April 2013, DoT collected 547M SSP in tax revenue. In Q4 (January - April 2014) 765.4M SSP was collected which is 96% of the annual target of 793.3M SSP or a 40% increase over 547M SSP collected during the same period the previous year
1.2.1.2		Percentage change in business perception of tax administration	Annual perception survey	Annually	69% positive perception	N/A	Baseline survey completed			
1.2.1.3		Percentage of planned audits completed	DoT records	Quarterly	126 planned audits for year (50 LTU & 76 non-LTU)	N/A	Target: 0 Actual: 0	Target: 15% (22/126) Actual: 17%	Target: 32% Actual: 25% (31/126)	Monthly tracking of audits completed versus audits planned as a proxy performance measure of audit function

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	CORE II Y1 Q3 12/31/2013	CORE II Y1 Q4 3/31/2014	Indicator Notes
1.2.1.4		Cumulative number of outreach activities conducted by DoT	DoT records	Quarterly	0	2 activities 71 attendees 69 male 2 female	Target: 0 Actual: 7 198 attendees 173 male 25 female	Target: 10 Actual: 13 293 attendees 251 male 42 female	Target: 30 Actual: 14 312 attendees 266 male 46 female	Cumulative number of outreach trainings conducted. Half of the total number of outreach training programs were conducted by Deloitte trained DoT trainers.
1.2.1.5		Increased percentage of LTU taxpayers filing	DoT records	Quarterly	28% (38 filers/ 135 total LTU taxpayers)	36% (48/135)	Target: 55% Actual: 35% (58/167)	Target: 75% Actual: 34% (70/206)	Target: 90% Actual: N/A	It has not been possible to access DTIS to extract taxpayer data post evacuation
		Increased percentage of non-LTU taxpayers filing			5% (387 filers/ 7,340 total non-LTU taxpayers)	5% (392/7,359)	Target: 10% Actual: 4% (414/10,200)	Target: 25% Actual: 5% (540/10,749)	Target: 40% Actual: N/A	
1.2.1.6		Cumulative number of key Directorate of Taxation staff trained by gender	DoT training Unit records	Quarterly	0	11 total 11 male 0 female	Target: 227 Actual: 450 368 male 82 female	Target: 500 Actual: 680 579 male 101 female	Target: 750 Actual: 680 579 male 101 female	
1.2.2	<i>Revenue Policy</i>									
1.2.2.1	Improved capacity to conduct analysis and provide policy papers upon request for informed decision making	Cumulative number of staff trained by technical area, and gender.	RPD records	Quarterly	0	10 total 7 male 3 female	Target: 0 Actual: 10 7 male 3 female	Target: 5 Actual: 64 Males: 51 Females: 13	Target: 10 Actual: 64 Males:51 Females:13	No training took place after the onset of the crisis. Cumulative numbers remain at Q3 level
1.2.2.2		Number of policies/ regulations/ administrative procedures analyzed as a result of USG assistance	RPD and CORE II records	Quarterly	0	N/A	Target: 0 Actual: 0	Target: 0 Actual: 1	Target: 1 Actual: 1	No progress made after evacuation. Cumulative numbers remain at Q3 level

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	CORE II Y1 Q3 12/31/2013	CORE II Y1 Q4 3/31/2014	Indicator Notes
1.2.2.3	Track remittance and transparency of non-tax levels	Number of ministries reporting non-tax collections	RPD records	Quarterly	4	4	Target: 4 Actual: 5	Target: 7 Actual: 4	Target: 10 Actual: 5	Number of ministries reporting their non-tax collections on a monthly basis.
1.2.2.4		Amount of non-tax remittance to the single treasury account, non-cumulative	BOSS statements	Quarterly	23.9M SSP Jan-Mar	21M SSP Apr-Jun	Target: 21M SSP Actual: 22M SSP Jul-Sep	Target: 25M SSP Actual: 21M SSP Oct-Dec	Target: 27M SSP Actual: 29.9M SSP Jan-Mar	The amount of non-tax revenues that have been remitted to the single treasury account of the MOFCIEP and properly recorded. Q4 2014: Target exceeded even during the crisis, an indication there may be room for improvement
1.2.3	<i>Intergovernmental Fiscal Relations</i>									
1.2.3.1	Increased equity of intergovernmental fiscal relations	Percentage of milestones completed to provide information to improve the efficiency of fiscal transfers	RPD records	Quarterly	TBD	N/A	N/A	Baseline TBD		Due to the onset of the crisis, the baseline was not completed as scheduled
1.3	Budget Planning and Preparation									
1.3.1	Increased capacity of Budget Directorate to provide policy analysis and technical support to decision makers and spending agencies in	Ability of budget officers to independently assist and guide spending agency budget preparation and monitoring	Qualitative scorecard	Annually	0%		Baseline completed		Target: 45% at end of RSS fiscal year	Assessed during budget preparation according to fiscal year so nothing to report this period

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	CORE II Y1 Q3 12/31/2013	CORE II Y1 Q4 3/31/2014	Indicator Notes
1.3.2	planning, preparing and monitoring the annual budget	Quality and timeliness of in-year budget reports produced by budget officers	Qualitative scorecard	Quarterly	7%		Baseline completed	Target: 29% Actual: 14%	Target: 36% Actual: 0	This indicator is a qualitative score comprised of 1) Timeliness of quarterly report issuance, 2) Data tables compiled primarily by budget officers, 3) Percentage of narrative drafted by budget officers, and 4) Editing of document done by budget officers. 2013 Q3 actual % score is lower than projected because the Minister was unable to devote sufficient time to finalize and issue the quarterly reports even though they were drafted in a timely manner. Budget officers compiled the data but drafted less than 24% of the text and did very little of the editing. Q4 2014, no assessment due to lack of access by advisors
1.3.3		Cumulative number of budget staff trained by technical area, and gender	Budget Directorate training records	Quarterly	0	0	Target: 0 Actual: 167 143 male 24 female	Target: 78 Actual: 419 Males: 358 Females: 61	Target: 108 Actual: 432 Males: 369 Females: 63	One budget training was organized and conducted in Kampala by CORE II post evacuation
1.4	Budget Execution and Procurement									
1.4.1	<i>Treasury Support</i>									

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	CORE II Y1 Q3 12/31/2013	CORE II Y1 Q4 3/31/2014	Indicator Notes
1.4.1.1	Improved ability to control and execute budget	Reduction in budget execution variance for spending agencies expressed as number of agencies with variance less than 10% over total number of spending agencies	MOFCIEP records	Annually	0		Baseline completed			Due to the onset of the crisis, the baseline was not completed as scheduled
1.4.1.2		Number of spending agencies with access to IFMIS	MOFCIEP records	Quarterly	0	0	Target: 10 Actual: 0	Target: 15 Actual: 0	Target: 25 Actual: 0	No progress post evacuation
1.4.2	<i>Procurement Support</i>									
1.4.2.1	Improved capacity to manage, control and track procurements in a transparent and equitable manner	Percentage of national budget procurements that follow established procurement processes	Procurement records	Annually	0%				Target: 25% Actual: 0%	Draft procurement law yet to be passed therefore implementation was not possible.
1.4.2.2		Cumulative number of key procurement staff trained by gender	Training records	Quarterly	0	7 Total 4 male 3 female	Target: 0 Actual: 23 17 male 6 female	Target: 10 Actual: 68 49 male 19 female	Target: 10 Actual: 68 49 male 19 female	Cumulative figures remain at Q3 level post crisis
1.4.2.3		Number of standard tender documents and forms by category (Goods, Works and Consulting Services) implemented	Procurement records	Quarterly	0	0	Target: 0 Actual: 0	Target: 0 Actual: 0	Target: 1 Actual: 0	Draft Procurement law has been drafted, submitted and is awaiting enactment by the legislative assembly.
1.4.2.4		Number of spending agencies' data in the procurement contract database	Procurement records	Quarterly	0	0	Target: 0 Actual: 0	Target: 0 Actual: 0	Target: 1 Actual: 0	No adequate or meaningful data can be generated to populate the contracts database post crisis.

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	CORE II Y1 Q3 12/31/2013	CORE II Y1 Q4 3/31/2014	Indicator Notes
1.4.2.5		Improved perception of procurement services	Annual perception survey	Annually	57% positive perception		Baseline survey completed			
1.5	Support to the States									
1.5.1	<i>State Tax Support</i>									
1.5.1.1	Increased standardization, transparency and management of state revenue collection	Number of national state tax offices with improved tax administration	DoT records	Quarterly	0	0	Target: 0 Actual: 0	Target: 1 Actual: 0	Target: 2 Actual: 0	Number of states that 1) increase in own source revenue, 2) Property tax, 3) Land Registration Tax, 4) Vehicle Registration Tax, 5) Stamp Tax, 6) Enterprise Presumptive Tax, 7) Harvest and Extraction Tax, 8) Head Tax, and 9) Excise Tax.
1.5.2	<i>State Budget Preparation Support</i>									
1.5.2.1	State budget development capabilities to match national standards	Number of states that meet national criteria for budget development	Project records	Quarterly	0	0	Target: 0 Actual: 0	Target: 0 Actual: 0	Target: 1 Actual: 0	Number of states that have 1) a State PFM Act, 2) implementing budget preparation procedures according to manual and 3) implementing budget monitoring procedures according to manual.
1.5.3	<i>State Budget Execution Support</i>									

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	CORE II Y1 Q3 12/31/2013	CORE II Y1 Q4 3/31/2014	Indicator Notes
1.5.3.1	State budget execution tools and capacity to meet state public financial management objectives	Number of states meeting criteria for improved execution of treasury operations	State records	Quarterly	Target: 7 Actual: 7	Baseline completed	Target: 0 Actual: 9	Target: 9 Actual: 10	Target: 10 Actual: N/A	The number of states 1) implementing procedures to record revenues, expenditures, and liabilities; 2) procedures to reconcile bank and chest (cash) accounts and obtain .signs-off; 3) have expanded IFMIS network comprising of a server and three laptops; 4) meet passing grade on revised monthly STMC state scorecard on quality treasury operations. Actual figures are difficult to determine post evacuation where many states have been affected
Objective 2 - Strengthened financial, monetary policies, and banking governance through assistance to the Bank of South Sudan (BSS)										
2.1	Accounting									
2.1.1	Increased staff capacity to improve accuracy of financial operations and timeliness of financial reports	Cumulative number of Bank of South Sudan professionals trained on international standards by gender and technical area	Training records	Quarterly	0	0	Target: 2 Actual: 2 2 male 0 female	Target: 4 Actual: 5 Male: 5 Female: 0	Target: 4 Actual: 8 Male: 8 Female: 0	In Q4, a total of 27 participants were trained at BSS; however, only 3 achieved familiarity with international accounting standards. The other 25 trainees either did not achieve understanding of international accounting standards or were trained in other subject matter areas.

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	CORE II Y1 Q3 12/31/2013	CORE II Y1 Q4 3/31/2014	Indicator Notes
2.2	Banking Operations and Financial Management									
2.2.1	Modernize the internal control environment and management information available to BSS	Percentage of originated or updated Policies Procedures and Authorities (PPAs)	PPA Tracker	Quarterly	0%	Baseline completed	Actual 11% 6 out of 55	Target: 33% 18 out of 55 Actual: 12% (7/55)	Target: 55% 30 out of 55 Actual: 51% (28/55)	In Q4, some progress was made with advisors providing remote assistance, but new procedures are still awaiting distribution to the relevant departments for their comments.
2.2.2		Percentage of BSS data items imported into the Research and Statistics Department database	RSD database reports	Quarterly	0%	Baseline completed	Actual 0% 0 out of 747	Target: 0% 0 out of 747 Actual: 0	Target: 100% (747/747) Actual: 0 (0/747)	No progress made due to the crisis.
2.3	Domestic Debt Issuance and Management									
2.3.1	Staff capable of conducting research and producing papers on debt issuance	Cumulative number of debt issuance papers, recommendations and notes produced for consideration by RSS	BSS and project records	Quarterly	0	0	Target: 0 Actual: 0	Target: 0 Actual: 1	Target: 1 Actual: 1	No progress made due to the crisis.
Objective 3 - Strengthened management of petroleum and minerals sector through assistance to the Ministry of Petroleum, Mining and Industry (MPMI)										

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	CORE II Y1 Q3 12/31/2013	CORE II Y1 Q4 3/31/2014	Indicator Notes
3.1	Improve MPMI capability to manage through crude oil metering, oversight, auditing, confirmation of government entitlement and transparency	Percentage improvement in production and entitlement group within MPMI	MPMI/ CYPRESS records	Annually	TBD				TBD MBMT self-assessment	Due to the onset of the crisis, the baseline was not completed as scheduled
3.2		Percentage of technical areas functioning independently according to international standards	MPMI records and advisor assessment	Quarterly	23%		Baseline completed	Target: 24% Actual: 24%	Target: 35% Actual: 25%	In Q4, little progress was realized in the 8 key areas due to the crisis, however many areas have maintained the performance levels achieved in December with an improvement in the refinery and petrochemical unit as demonstrated by the development and construction strategies that have been implemented for the two refineries, communicated to MPMI advisors remotely.
3.3		Cumulative number of MPMI regulations ready for submission	MPMI records	Quarterly	0	0	Target: 0 Actual: 0	Target: 7 Actual: 1	Target: 7 Actual: 1	Cumulative figures remain at Q3 levels post crisis

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	CORE II Y1 Q3 12/31/2013	CORE II Y1 Q4 3/31/2014	Indicator Notes
3.4		Percentage compliance with MPMI regulations by company (<i>regulations must be passed before measuring compliance</i>)	Company records verified by MPMI	Quarterly	TBD	N/A	N/A	Baseline TBD	TBD	Due to the onset of the crisis, the baseline was not completed as scheduled
3.5		Number of key types of MPMI information made available to public	MPMI communication	Quarterly	0	0	Target: 0	Target: 1 Actual: 2	Target: 1 Actual: 2	Improved transparency evidenced by prioritized information on (1) licensing process; (2) contracts; (3) agreements; or (4) negotiated terms for exploration; 5) production; and 6) sales made publicly available. Cumulative figures remain at Q3 levels post crisis
3.6		Cumulative number of key MPMI staff trained by gender	Training records	Quarterly	0	0	Target: 0 Actual: 3 2 male 1 female	Target: 5 Actual: 48 Males: 37 Females: 11	Target: 10 Actual: 54 39 male 15 female	2 MPMI trainings on draft legislations were organized and conducted by CORE II advisors in Nairobi in January and March 2014. A total of 6 persons were trained
3.7		Percentage improvement in MPMI Human Resources self-assessment score	MPMI/ CYPRESS records	Annually	TBD				TBD MBMT self-assessment	Due to the onset of the crisis, the baseline was not completed as scheduled
3.8		Percentage improvement in petroleum sector development performance targets	MPMI/ CYPRESS records	Annually	TBD				TBD MBMT self-assessment	Due to the onset of the crisis, the baseline was not completed as scheduled

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	CORE II Y1 Q3 12/31/2013	CORE II Y1 Q4 3/31/2014	Indicator Notes
Cross-Cutting Indicators										
4		Percentage of females in gender program who report increased self-efficacy at the conclusion of CORE II supported training/programming	CORE II records	Quarterly	0%	N/A	N/A	N/A	Target: 25%	Due to the onset of the crisis, the baseline was not completed as scheduled

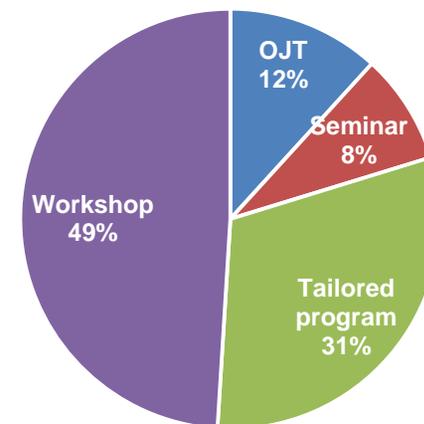
ANNEX 3: TRAINING UPDATE

In its first year, CORE II trained 2,660 people overall of which 2,247 were male and 413 were female. These tailored programs were reinforced by On-the-Job Training (OJT), workshops, and seminars.

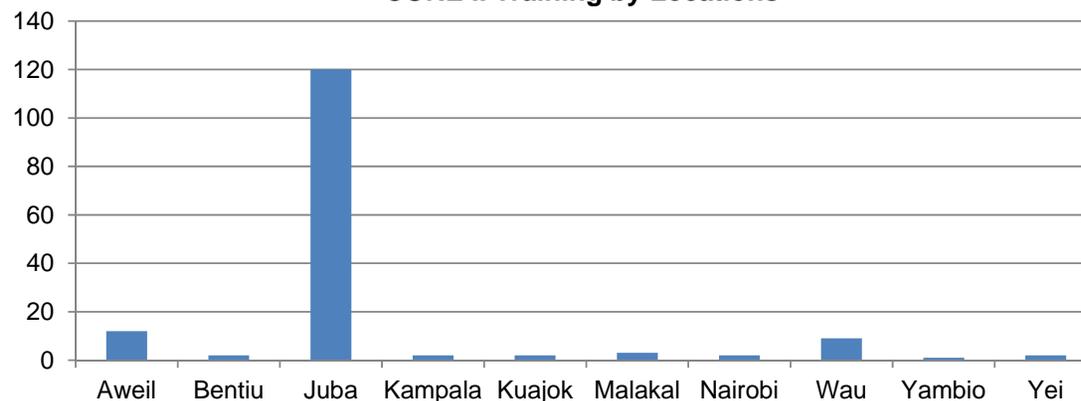
In the first year the project assisted the Directorate of Taxation conduct 14 tax outreach and 43 internal trainings. Half of tax outreach trainings and 28% of the internal trainings were led by CORE II Directorate of Taxation trainers. In total, 680 people were trained (of which 579 were male and 101 were female) at the Directorate of Taxation.

Of the 155 total CORE II trainings during the year, 20% (31/155) were conducted outside of the capital, Juba. To continue to engage with its counterparts during the ongoing crisis in South Sudan, CORE II organized training in the neighboring countries of Uganda and Kenya respectively. In Kampala, CORE II legal advisor for the Ministry of Petroleum and Mining conducted trainings on ministry's draft regulations in January and March. In Nairobi, CORE II budget officers facilitated budget works for budget officers in February.

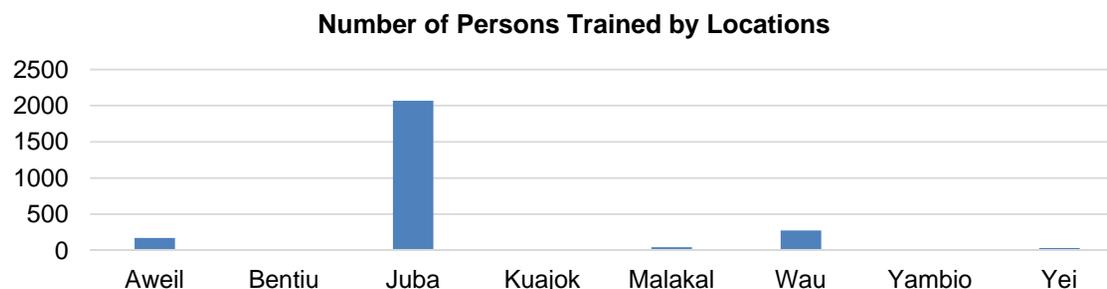
CORE II Training Programs



CORE II Training by Locations



Of the total persons trained by CORE II in its first year, 21% (591/2628) were trained in the states outside of the capital, Juba.



ID#	Training Name	Training Type	Component	Start Date	End Date	State	City	Males	Females	Total
1	State Public Financial Management Procedures	OJT	State budget and treasury	10/1/2013	10/3/2013	Upper Nile	Malakal	5	0	5
2	Accounting	OJT	BSS	10/1/2013	12/31/2013	Central Equatoria	Juba	6	1	7
3	Policies and Procedures	OJT	BSS	10/1/2013	12/31/2013	Central Equatoria	Juba	7	2	9
4	Debt and Reserve Management	OJT	BSS	10/1/2013	12/31/2013	Central Equatoria	Juba	5	4	9
5	Preparation of tender documents and evaluation of tenders	OJT	Procurement	10/1/2013	12/10/2013	Central Equatoria	Juba	12	4	16
6	Review of tender and contract documents	OJT	Procurement	10/1/2013	12/10/2013	Central Equatoria	Juba	8	4	12
7	Developing indicative budget ceiling	Tailored program	Budget	10/1/2013	10/30/2013	Central Equatoria	Juba	8	0	8

ID#	Training Name	Training Type	Component	Start Date	End Date	State	City	Males	Females	Total
8	Quarterly budget execution report preparation	OJT	Budget	10/1/2013	10/30/2013	Central Equatoria	Juba	4	0	4
9	State Public Financial Management Budget Planning, Preparation & Execution	OJT	State budget and treasury	10/4/2013	10/7/2013	Northern Bahr El Ghazal	Aweil	3	0	3
10	CYPRESS – Treasury (Budget Execution) Step 3	Workshop	Treasury	10/4/2013	10/4/2013	Central Equatoria	Juba	23	6	29
11	CYPRESS – Treasury (Budget Execution) Step 3	Workshop	Treasury	10/7/2013	10/7/2013	Central Equatoria	Juba	23	6	29
12	Fundamentals and Principles of Auditing	Tailored program	Tax	10/7/2013	10/11/2013	Central Equatoria	Juba	21	3	24
13	CYPRESS Step 2 Benchmarking for budget Directorate	Workshop	Budget	10/8/2013	10/8/2013	Central Equatoria	Juba	11	3	14
14	HSE management system	Seminar	MPM	10/8/2013	10/9/2013	Central Equatoria	Juba	24	4	28
15	CYPRESS Step 2 Benchmarking for budget Directorate	Workshop	Budget	10/9/2013	10/9/2013	Central Equatoria	Juba	11	3	14
16	CYPRESS Step II Workshop	Tailored program	Tax	10/10/2013	10/10/2013	Central Equatoria	Juba	14	0	14
17	Budget Execution Financial Report	Seminar	State budget and treasury	10/14/2013	10/18/2013	Western Equatoria	Yambio	4	0	4

ID#	Training Name	Training Type	Component	Start Date	End Date	State	City	Males	Females	Total
18	Formation of MPM Committee	Seminar	MPM	10/16/2013	10/17/2013	Central Equatoria	Juba	3	3	6
19	Budget calendar development & planning	OJT	Budget	10/17/2013	10/30/2013	Central Equatoria	Juba	17	3	20
20	CYPRESS – Procurement Step 2	Workshop	Procurement	10/17/2013	10/17/2013	Central Equatoria	Juba	7	3	10
21	CYPRESS – Procurement Step 2	Workshop	Procurement	10/18/2013	10/18/2013	Central Equatoria	Juba	7	3	10
22	Taxpayer education	Tailored program	Tax outreach	10/18/2013	10/18/2013	Central Equatoria	Juba	9	1	10
23	State Public Financial Management	OJT	State budget and treasury	10/21/2013	10/23/2013	Western Bahr El Ghazal	Wau	4	0	4
24	Environmental issues presentation	OJT	MPM	10/21/2013	10/24/2013	Central Equatoria	Juba	4	2	6
25	Directorate of Taxation Information System (DTIS)	Tailored program	Tax	10/22/2013	10/29/2013	Central Equatoria	juba	10	0	10
26	State Public Financial Management Budget Planning, Preparation & Execution	Seminar	State budget and treasury	10/22/2013	10/22/2013	Northern Bahr El Ghazal	Aweil	45	5	50
27	Interpreting State Public Financial Management Report	Seminar	State budget and treasury	10/23/2013	10/23/2013	Northern Bahr El Ghazal	Aweil	5	1	6
28	Budget Planning, Preparation & Execution	Seminar	State budget and treasury	10/23/2013	10/23/2013	Northern Bahr El Ghazal	Aweil	12	0	12

ID#	Training Name	Training Type	Component	Start Date	End Date	State	City	Males	Females	Total
29	Project Managing Arranging Agency training analyzing monthly financial reports	OJT	Budget	10/23/2013	10/28/2013	Central Equatoria	Juba	4	0	4
30	CYPRESS Step II Workshop	Tailored program	Tax	10/24/2013	10/30/2013	Central Equatoria	Juba	14	0	14
31	State Public Financial Management Procedures	OJT	State budget and treasury	10/25/2013	10/25/2013	Western Bahr El Ghazal	Wau	2	0	2
32	State Public Financial Management Procedures	OJT	State budget and treasury	10/28/2013	11/1/2013	Northern Bahr El Ghazal	Aweil	5	0	5
33	Public Financial Initiatives	Seminar	State budget and treasury	10/28/2013	11/1/2013	Northern Bahr El Ghazal	Aweil	12	0	12
34	Analyzing Monthly Financial Reports	Tailored program	Budget	10/29/2013	10/30/2013	Central Equatoria	Juba	115	15	130
35	CYPRESS Training Stage 3	Workshop	Procurement	10/30/2013	10/30/2013	Central Equatoria	Juba	7	3	10
36	CYPRESS Training Stage 2	Workshop	Tax	10/30/2013	10/30/2013	Central Equatoria	Juba	9	0	9
37	CYPRESS Step 3 for MOFEP Budget Execution	Workshop	Treasury	10/31/2013	10/31/2013	Central Equatoria	Juba	6	0	6
38	CYPRESS – Revenue Policy Step 2	Workshop	Revenue policy	10/31/2013	10/31/2013	Central Equatoria	Juba	3	2	5
39	Introduction to budget cycle	Tailored program	Budget	10/31/2013	10/31/2013	Central Equatoria	Juba	12	4	16

ID#	Training Name	Training Type	Component	Start Date	End Date	State	City	Males	Females	Total
40	CYPRESS – Revenue Policy Step 2	Workshop	Revenue policy	11/1/2013	11/1/2013	Central Equatoria	Juba	3	2	5
41	Warrap State Ministry of Finance budget planning and preparation support	Seminar	State budget and treasury	11/1/2013	11/1/2013	Warrap	Kuajok	12	0	12
42	Procurement plan preparation	OJT	Procurement	11/1/2013	12/1/2013	Central Equatoria	Juba	5	2	7
43	Northern Bahr El Ghazal 2013/14 Budget Preparation support	OJT	State budget and treasury	11/4/2013	11/5/2013	Northern Bahr El Ghazal	Aweil	1	0	1
44	Media Presentation	Tailored program	MPM	11/5/2013	11/5/2013	Central Equatoria	Juba	1	1	2
45	Strategic Procurement for Defense	Workshop	PPU Outreach	11/6/2013	11/6/2013	Central Equatoria	Juba	15	0	15
46	CYPRESS – Revenue Policy Step 3	Workshop	Revenue policy	11/7/2013	11/7/2013	Central Equatoria	Juba	4	1	5
47	Discussion program on withholding taxes	Tailored program	Tax	11/12/2013	11/12/2013	Central Equatoria	Juba	18	0	18
48	RSS Tax System in Perspective	Tailored program	Revenue policy	11/13/2013	11/15/2013	Central Equatoria	Juba	20	2	22
49	CYPRESS – Revenue Policy Step 3	Workshop	Revenue policy	11/14/2013	11/14/2013	Central Equatoria	Juba	4	1	5
50	Sales tax training for journalists	Tailored program	Tax outreach	11/14/2013	11/14/2013	Central Equatoria	juba	6	1	7

ID#	Training Name	Training Type	Component	Start Date	End Date	State	City	Males	Females	Total
51	CYPRESS – Budget Planning Step 3	Workshop	Budget	11/14/2013	11/14/2013	Central Equatoria	Juba	11	3	14
52	Taxpayer Service	Tailored program	Tax outreach	11/15/2013	11/15/2013	Central Equatoria	Juba	3	2	5
53	Western Bahr El Ghazal Investment Forum	Tailored program	State budget and treasury	11/16/2013	11/17/2013	Western Bahr El Ghazal	Wau	120	25	145
54	Budget planning and preparation for the 2014/15 Western Bahr el Ghazal budget process	Seminar	State budget and treasury	11/20/2013	11/21/2013	Western Bahr El Ghazal	Wau	8	6	14
55	Reimbursable Advances Package	OJT	Budget	11/20/2013	11/20/2013	Central Equatoria	Juba	2	0	2
56	CYPRESS – Revenue Policy Step 3 Follow Up	Workshop	Revenue policy	11/20/2013	11/20/2013	Central Equatoria	Juba	4	1	5
57	CYPRESS – Tax (LTU) Step 2	Workshop	Tax	11/20/2013	11/20/2013	Central Equatoria	Juba	11	2	13
58	Tax Policy: Introduction to Design and Development	Tailored program	Revenue policy	11/21/2013	11/21/2013	Central Equatoria	Juba	6	1	7
59	Discussion program on excise duties	Tailored program	Tax	11/22/2013	11/22/2013	Central Equatoria	juba	16	1	17
60	Media Presentation	Tailored program	MPM	11/23/2013	11/23/2013	Central Equatoria	Juba	1	0	1
61	Compliance Management	Workshop	Tax	11/25/2013	11/25/2013	Central Equatoria	Juba	11	2	13

ID#	Training Name	Training Type	Component	Start Date	End Date	State	City	Males	Females	Total
62	Directorate of Taxation Information System (DTIS)	Tailored program	Tax	11/25/2013	11/28/2013	Central Equatoria	Juba	8	2	10
63	Discussion program on sales tax	Tailored program	Tax	11/26/2013	11/26/2013	Central Equatoria	Juba	14	0	14
64	Implementing Public Financial Management Reforms	Seminar	State budget and treasury	11/28/2013	11/28/2013	Northern Bahr El Ghazal	Aweil	9	0	9
65	Media Presentation	Tailored program	MPM	11/29/2013	11/29/2013	Central Equatoria	Juba	1	0	1
66	Directorate of Taxation Information System (DTIS)	Tailored program	Tax	12/2/2013	12/4/2013	Central Equatoria	Juba	9	1	10
67	Basic tax and audit training for Yei Office Staff	Tailored program	Tax	12/3/2013	12/3/2013	Central Equatoria	Yei	6	3	9
68	Review the Budget Manual	Workshop	Budget	12/3/2013	12/3/2013	Central Equatoria	Juba	12	4	16
69	Taxpayer training on filing and payment requirements, including use of commercial banks for making remittances	Tailored program	Tax outreach	12/4/2013	12/4/2013	Central Equatoria	Yei	20	5	25
70	Payment of tax through commercial banks	Tailored program	Tax outreach	12/5/2013	12/5/2013	Central Equatoria	Juba	30	6	36
71	Return and payment processing workshop	Tailored program	Tax	12/5/2013	12/9/2013	Central Equatoria	juba	9	1	10

ID#	Training Name	Training Type	Component	Start Date	End Date	State	City	Males	Females	Total
72	Media Presentation	Tailored program	MPM	12/7/2013	12/7/2013	Central Equatoria	Juba	1	0	1
73	Review the Budget Frequently Asked Questions and Quick Access Guide	Workshop	Budget	12/9/2013	12/9/2013	Central Equatoria	Juba	8	2	10
74	Discussion program on business profit tax	Tailored program	Tax	12/10/2013	12/10/2013	Central Equatoria	Juba	18	2	20
75	DTIS User Guide	Tailored program	Tax	12/10/2013	12/13/2013	Central Equatoria	Juba	6	0	6
76	Tax return update based on amendments to the taxation act	Tailored program	Tax	12/11/2013	12/11/2013	Warrap	Kuajok	5	0	5
77	Western Bahr El Ghazal, Wau-- State Agencies Budgeting Workshop	Workshop	State budget and treasury	12/11/2013	12/12/2013	Western Bahr El Ghazal	Wau	24	6	30
78	Tax officer training in amendments to the taxation act, collection procedures, and Business Profits Tax	Tailored program	Tax	12/12/2013	12/12/2013	Western Bahr El Ghazal	Wau	12	2	14
79	Media Presentation	Tailored program	MOFEP	12/12/2013	12/12/2013	Central Equatoria	Juba	13	1	14
80	Withholding taxes	Tailored program	Tax outreach	10/31/2014	10/31/2013	Central Equatoria	Juba	10	2	12
81	2013-2014 Budget Execution Reforms	Tailored program	Treasury			Central Equatoria	Juba	8	0	8

ID#	Training Name	Training Type	Component	Start Date	End Date	State	City	Males	Females	Total
82	State Public Financial Management Budget Planning, Preparation & Execution	Seminar	State budget and treasury	10/22/2013	10/22/2013	Northern Bahr El Ghazal	Aweil	45	5	50
83	Interpreting State Public Financial Management Report	Seminar	State budget and treasury	10/23/2013	10/23/2013	Northern Bahr El Ghazal	Aweil	5	1	6
84	Budget Planning, Preparation & Execution	Seminar	State budget and treasury	10/23/2013	10/23/2013	Northern Bahr El Ghazal	Aweil	12	0	12
85	Drafting Regulation	Conference	MPM	1/26/2014	1/29/2014	Kenya	Nairobi	1	2	3
86	Drafting Regulation	Conference	MPM	3/11/2014	3/14/2014	Kenya	Nairobi	1	2	3
87	Wage Withholding and Business Tax Profit	Tailored program	Tax outreach	3/18/2014	3/20/2014	Central Equatoria	Juba	14	5	19
88	Budget Officers Training	Workshop	Budget	2/19/2014	2/22/2014	Uganda	Kampala	11	2	13
89	Budget Officers Training	Workshop	Budget	2/19/2014	2/22/2014	Uganda	Kampala	11	2	13
90	Budget Execution Training - GATC	Workshop	Treasury	9/16/2013	9/16/2013	Central Equatoria	Juba	46	7	53
91	Budget Execution Reform Training - GATC	Workshop	Treasury	9/17/2013	9/17/2013	Central Equatoria	Juba	53	7	60
92	Budget Execution Reform Training - GATC	Workshop	Treasury	9/18/2013	9/18/2013	Central Equatoria	Juba	56	5	61
93	Budget Execution Reform Training - GATC	Workshop	Treasury	9/19/2013	9/19/2013	Central Equatoria	Juba	36	3	39

ID#	Training Name	Training Type	Component	Start Date	End Date	State	City	Males	Females	Total
94	Budget Execution Workshop - GATC	Workshop	Treasury	9/20/2013	9/20/2013	Central Equatoria	Juba	21	4	25
95	Budget Execution Workshop - GATC	Workshop	Treasury	9/20/2013	9/20/2013	Central Equatoria	Juba	19	6	25
96	Budget Execution Workshop - GATC	Workshop	Treasury	9/23/2013	9/23/2013	Central Equatoria	Juba	4	4	8
97	Budget Execution Workshop - GATC	Workshop	Treasury	9/23/2013	9/23/2013	Central Equatoria	Juba	21	7	28
98	Budget Execution Workshop - GATC	Workshop	Treasury	9/24/2013	9/24/2013	Central Equatoria	Juba	2	1	3
99	Budget Execution Workshop - GATC	Workshop	Treasury	9/24/2013	9/24/2013	Central Equatoria	Juba	21	7	28
100	Budget Execution Workshop - GATC	Workshop	Treasury	9/25/2013	9/25/2013	Central Equatoria	Juba	22	4	26
101	Budget Execution Workshop - GATC	Workshop	Treasury	9/26/2013	9/26/2013	Central Equatoria	Juba	30	6	36
102	Tax collection through commercial banks for taxpayers	Tailored program	Tax outreach	6/11/2013	6/11/2013	Central Equatoria	Juba	9	1	10
103	Excise duties, sales tax and advance payment of income tax for taxpayers	Tailored program	Tax outreach	6/12/2013	6/12/2013	Central Equatoria	Juba	60	1	61
104	Withholding tax and business profit tax for taxpayers	Tailored program	Tax outreach	7/4/2013	7/4/2013	Central Equatoria	Juba	31	2	33

ID#	Training Name	Training Type	Component	Start Date	End Date	State	City	Males	Females	Total
105	Excise duties, sales tax and advance payment of income tax for taxpayers	Tailored program	Tax outreach	8/1/2013	8/1/2013	Central Equatoria	Juba	30	7	37
106	Excise and sales tax for taxpayers	Tailored program	Tax outreach	8/2/2013	8/2/2013	Central Equatoria	Juba	16	2	18
107	Excise duties, sales tax and advance payment of income tax for taxpayers	Tailored program	Tax outreach	8/30/2013	8/30/2013	Central Equatoria	Juba	14	5	19
108	Business profit tax for taxpayers	Tailored program	Tax outreach	9/25/2013	9/25/2013	Central Equatoria	Juba	13	7	20
109	CYPRESS Step 1 Training - DOT conf room	Workshop	Tax	6/7/2013	6/7/2013	Central Equatoria	Juba	11	0	11
110	Tax Law Training - GATC	Workshop	Tax	9/2/2013	9/2/2013	Central Equatoria	Juba	15	1	16
111	Tax Law Training - GATC	Workshop	Tax	9/3/2013	9/3/2013	Central Equatoria	Juba	15	1	16
112	Tax Law Training - GATC	Workshop	Tax	9/4/2013	9/4/2013	Central Equatoria	Juba	15	1	16
113	Tax Law Training - GATC	Workshop	Tax	9/5/2013	9/5/2013	Central Equatoria	Juba	15	1	16
114	Tax Law Training - GATC	Workshop	Tax	9/6/2013	9/6/2013	Central Equatoria	Juba	16	1	17
115	Tax Collection at the Border	Tailored program	Tax	9/24/2013	9/24/2013	Central Equatoria	Juba	16	6	22
116	Media and Presentation Training	Tailored program	Tax	9/24/2013	9/24/2013	Central Equatoria	Juba	1	0	1
117	Business Profit Tax Training	Workshop	Tax	9/25/2013	9/25/2013	Central Equatoria	Juba	15	7	22

ID#	Training Name	Training Type	Component	Start Date	End Date	State	City	Males	Females	Total
118	Collection Initial Taxpayer Contact Training	Workshop	Tax	9/27/2013	9/27/2013	Central Equatoria	Juba	5	5	10
119	Excise duties, sales tax and advance payment of income tax for customs officers	Workshop	Tax	6/3/2013	6/3/2013	Central Equatoria	Juba	20	5	25
120	Excise duties, sales tax and advance payment of income tax for customs officers	Workshop	Tax	6/4/2013	6/4/2013	Central Equatoria	Juba	11	5	16
121	Excise duties, sales tax and advance payment of income tax for customs officers	Workshop	Tax	6/5/2013	6/5/2013	Central Equatoria	Juba	13	14	27
122	Excise duties, sales tax and advance payment of income tax for customs officers	Workshop	Tax	6/11/2013	6/11/2013	Central Equatoria	Juba	29	3	32
123	Excise duties, sales tax and advance payment of income tax for customs officers	Workshop	Tax	8/27/2013	8/27/2013	Central Equatoria	Juba	17	5	22
124	Excise duties, sales tax and advance payment of income tax for customs officers	Workshop	Tax	9/24/2013	9/24/2013	Central Equatoria	Juba	15	7	22
125	Introduction to taxation for tax officers	Workshop	Tax	7/10/2013	7/16/2013	Central Equatoria	Juba	10	4	14

ID#	Training Name	Training Type	Component	Start Date	End Date	State	City	Males	Females	Total
126	Basic/intermediate accounting (I) for tax officers	Workshop	Tax	7/17/2013	7/23/2013	Central Equatoria	Juba	27	0	27
127	Return processing and payment mapping workshop for tax officers	Workshop	Tax	8/2/2013	8/7/2013	Central Equatoria	Juba	10	4	14
128	Basic/intermediate accounting (II) for tax officers	Workshop	Tax	8/5/2013	8/13/2013	Central Equatoria	Juba	23	2	25
129	Tax law training - Part I for tax officers	Workshop	Tax	8/14/2013	8/20/2013	Central Equatoria	Juba	28	2	30
130	Tax law training - Part II for tax officers	Workshop	Tax	9/2/2013	9/6/2013	Central Equatoria	Juba	17	1	18
131	Return processing and payment mapping workshop for tax officers	Workshop	Tax	9/9/2013	9/11/2013	Central Equatoria	Juba	13	2	15
132	Tax collection case workshop for tax officers	Workshop	Tax	9/24/2013	9/24/2013	Central Equatoria	Juba	6	0	6
133	Tax Collection for tax officers	Workshop	Tax	9/27/2013	9/27/2013	Central Equatoria	Juba	5	5	10
134	CYPRESS Step 1 Training - PROGRESS conf room	Workshop	Revenue policy	6/14/2013	6/14/2013	Central Equatoria	Juba	7	3	10
135	CYPRESS Step 1 - Goal Setting - Paradise Hotel	Workshop	Budget	7/16/2013	7/16/2013	Central Equatoria	Juba	12	4	16

ID#	Training Name	Training Type	Component	Start Date	End Date	State	City	Males	Females	Total
136	Business Process Mapping Training - GATC	Workshop	Budget	9/11/2013	9/11/2013	Central Equatoria	Juba	10	2	12
137	Budget Directorate Analyzing Financial Reports	Workshop	Budget	9/27/2013	9/27/2013	Central Equatoria	Juba	12	4	16
138	Budget Directorate Analyzing Financial Reports	Workshop	Budget	9/30/2013	9/30/2013	Central Equatoria	Juba	10	4	14
139	CYPRESS Step 1 Training	Workshop	Treasury	6/15/2013	6/15/2013	Central Equatoria	Juba	12	4	16
140	Revenue Recording and Bank Reconciliation Training - GATC	Tailored program	Treasury	8/12/2013	8/17/2013	Central Equatoria	Juba	6	3	9
141	CYPRESS Step 1 Training - PPU DG office	Workshop	Procurement	6/17/2013	6/17/2013	Central Equatoria	Juba	4	3	7
142	Procurement Perception Survey Training	Tailored program	Procurement	9/30/2013	9/30/2013	Central Equatoria	Juba	6	1	7
143	Procurement officer planning training	Workshop	Procurement	8/19/2013	8/19/2013	Central Equatoria	Juba	7	2	9
144	State Budget Planning and Preparation	Workshop	State budget and treasury	5/21/2013	5/24/2013	Central Equatoria	Juba	70	5	75
145	WBeG State Planning and Preparation	Workshop	State budget and treasury	8/5/2013	9/31/2013	Western Bahr El Ghazal	Wau	2	0	2
146	WBeG State Public Financial Management	Workshop	State budget and treasury	9/2/2013	9/13/2013	Western Bahr El Ghazal	Wau	27	5	32

ID#	Training Name	Training Type	Component	Start Date	End Date	State	City	Males	Females	Total
147	Training on PFM Procedures	Workshop	State budget and treasury	9/18/2013	9/18/2013	Upper Nile	Malakal	16	4	20
148	WBeG State Public Financial Management	Workshop	State budget and treasury	9/2/2013	9/13/2013	Western Bahr El Ghazal	Wau	27	5	32
149	Upper Nile Public Financial Management	Workshop	State budget and treasury	9/18/2013	9/19/2013	Upper Nile	Malakal	19	1	20
150	Unity State Public Financial Management	Workshop	State budget and treasury	7/31/2013	8/3/2013	Unity	Bentiu	5	0	5
151	Unity State Public Financial Management	Workshop	State budget and treasury	9/24/2013	9/27/2013	Unity	Bentiu	8	0	8
152	NBeG State Public Financial Management	Workshop	State budget and treasury	7/15/2013	7/19/2013	Northern Bahr El Ghazal	Aweil	5	0	5
153	BSS Accounting training	OJT	BSS	4/22/2013	ongoing OJT	Central Equatoria	Juba	2	0	2
154	Media and Presentation Training - Rock City Hotel	Tailored program	MPM	8/23/2013	8/23/2013	Central Equatoria	Juba	1	1	2
155	Media and Presentation Training	Tailored program	MPM	9/21/2013	9/21/2013	Central Equatoria	Juba	1	0	1
								2247	413	2660

ANNEX 4: DELIVERABLES AND REPORTS

Deliverable Title	Type of Deliverable	Date	Status	Confidential
Tax Regulations (1.2.1.1)	Regulations	August 2013	Submitted to Minister for signature	N
Perception Survey and Analysis (1.2.1.1.1)	Report	October 2013	Complete	N
Strategic Communications Plan for Tax (1.2.1.1.2) (1.2.1.5.3)	Planning Document	September 2013	Complete	N
South Sudan Revenue Authority Bill (1.2.1.1.3)	Law	June 2013	Approved by Ministerial Economic Cluster and sent to Ministry of Justice	N
Integrity Framework for South Sudan Revenue Authority (1.2.1.1.3)	Policy Document	October 2013	Complete	N
DTIS User's Guide (1.2.1.2.4) (1.2.1.7.8)	Handbook	July 2013	Complete	N
DTIS Administrators Guide (1.2.1.2.4) (1.2.1.7.8)	Handbook	October 2013	Complete	N
Directorate of Taxation Training Plan (1.2.1.3.2.2)	Planning Document	June 2013	Complete	N
Annual Audit Plan for Taxation (1.2.1.4.1)	Planning Document	June 2013	Complete	Y (contains taxpayer names)
Audit Handbook (1.2.1.4.2)	Handbook	January 2014	Completed but not submitted to DG of Tax	N

Deliverable Title	Type of Deliverable	Date	Status	Confidential
Taxpayer Service Handbook (1.2.1..5.1)	Handbook	April 2014	In process – delayed due to evacuation	N
Taxpayer Service Materials Prepared and Published (1.2.1.5.4)	Publications and forms	June – December 2013	Publications and forms updated and submitted for printing	N
Collection Handbook (1.2.1.6.1)	Handbook	December 2013	Completed, but not submitted to DG for approval due to evacuation	N
Collection Case Management System (1.2.1.6.2)	Automation System	April 2014	In process – delayed due to evacuation	N
Compliance Strategy (1.2.1.6.5)	Planning Document	March 2014	Completed	N
Returns and Payments Handbook (1.2.1.7.6)	Handbook	April 2014	In Process, but not completed due to evacuation)	N
Revenue Policy Directorate Proposal (1.2.2.2)	Policy Document	September 2013	Completed	N
Mining Tax and Royalty Assessment Report (1.2.2.2.4)	Policy Document	September 2013	Completed	N
Draft Tax Treaty Model (1.2.2.5.1)	Treaty	April 2014	Not completed due to evacuation	N
Federal – State Fiscal Arrangements Bill (1.2.3.1.2)(1.2.3.1.3)	Law	July 2013	Approved by Ministerial Economic Cluster and submitted to Ministry of Justice	N

Deliverable Title	Type of Deliverable	Date	Status	Confidential
Model State Tax Revenues Bill (1.2.3.1.2)(1.2.3.1.3)	Law	July 2013	Approved by Ministerial Economic Cluster and submitted to Ministry of Justice	N
Budget Planning and preparation procedures (1.3.2.1)	Procedure manual	September 2013	In Use	N
Improved Budget Book (1.3.4.1)	Policy	September 2013	Will be used for 2014/15 budget	N
Report on chart of account (1.3.4.2)	Policy	August 2013	Accepted	N
2013/14 Budget execution circular (1.4.1.2)	Policy	July 2013	Issued	N
2013/14 Budget execution procedures (1.4.1.3)	Manual	July 2013	Issued	N
Purchasing procedure manual	Manual	July 2013	Issued	N
Treasury Single Account Implementation Strategy (1.4.2.1)	Strategy	December 2013	Submitted	N
Bank reconciliation Procedures (1.4.2.3)	Manual	August 2013	Issued	N
Revenue Recording Procedures	Manual	December 2013	Issued	N
State budget Preparation Procedures (1.5.2.3.2.1)	Manual	February 2014	Issued	N
State Budget Execution Procedures (1.5.3.1)	Manual	October 2013	Issued	N

Deliverable Title	Type of Deliverable	Date	Status	Confidential
Draft Circular on Minimum Paid-Up Capital Requirements for Banks	Document Drafting	April 2013	Submitted	N
Draft of Banking Supervision Circular on Opening and Management of Foreign Currency bank accounts	Document Drafting	April 2013	Submitted	N
Consolidate B/S and P&L spreadsheet of Forex Bureaus	Capacity Building – Training	April 2013	Submitted	Y
Draft Regulation on Terms of Licence to Engage in Money Transfer Activities	Document Drafting	April 2013	Submitted	N
Investment Policy and Operations	Advice Paper	April 2013	Submitted	N
Issues to consider related to the current exchange rate situation	Advice Paper	May 2013	Submitted	Y
Letter of the BSS Governor to Economy, Development and Finance Committee, NLA on RSS Government borrowing and Transitional Financial Assistance to Sudan	Specific Technical Assistance	May 2013	Submitted	Y
Overtime – recording and calculation template	Capacity Building – Training	May 2013	Submitted	Y
Draft Circular on Trading in the RSS Treasury Bills	Document Drafting	June 2013	Submitted	N
Draft Circular on Repurchase and Reverse Repurchase Transactions in the RSS Treasury Bills	Document Drafting	June 2013	Submitted	N
Drain of the international reserves	Advice Paper	June 2013	Submitted	Y
Treasury Bills - issuance at a discount to par, secondary market, and repos	Advice Paper	June 2013	Submitted	N
Comments on Proposal presented by D/Governor John Dor (forex bureaus activities, secondary market in securities, interest rates, BSS tariffs, repo operations)	Specific Technical Assistance	June 2013	Submitted	N

Deliverable Title	Type of Deliverable	Date	Status	Confidential
Memo on Secondary Market and Repurchase Agreements Draft Circulars	Specific Technical Assistance	June 2013	Submitted	N
Paper on Real Sector Statistics	Capacity Building – Training	June 2013	Submitted	N
Presentation of the BSS Governor to NLA on Licensed and operational Banks & Forex Bureaus in South Sudan	Specific Technical Assistance	July 2013	Submitted	Y
Letter of the BSS Governor to NLA -Information on Oil Revenues and Licence Fee Income	Specific Technical Assistance	July 2013	Submitted	Y
Comments on the Risk Management Framework document submitted by ECOBANK	Capacity Building – Training	July 2013	Submitted	Y
Comments on the Risk Management Framework document submitted by Liberty Bank	Capacity Building – Training	July 2013	Submitted	Y
Draft Circular on Customer Due Diligence for Banks (KYC)	Document Drafting	July 2013	Submitted	N
Instructions for a advancing a loan under Lender of Last Resort facility	Advice Paper	July 2013	Submitted	Y
Comments on the draft Regulation on Market Based Fixed Rate Allocations of Foreign Exchange	Specific Technical Assistance	July 2013	Submitted	Y
Comments on the Risk Management Framework document submitted by Afriland First Bank South Sudan Plc	Capacity Building – Training	August 2013	Submitted	Y
Comments on the Risk Management Framework document submitted by Buffalo Commercial Bank	Capacity Building – Training	August 2013	Submitted	Y
Comments on the Risk Management Framework document submitted by Commercial Bank of Ehtiopia	Capacity Building – Training	August 2013	Submitted	Y

Deliverable Title	Type of Deliverable	Date	Status	Confidential
Comments on the Risk Management Framework document submitted by Qatar National Bank	Capacity Building – Training	August 2013	Submitted	Y
Comments on the Risk Management Framework document submitted by Stanbic Bank	Capacity Building – Training	August 2013	Submitted	Y
Comments on the Risk Management Framework document submitted by Kenya Commercial Bank	Capacity Building – Training	August 2013	Submitted	Y
Comments on the Risk Management Framework document submitted by Int'l Commercial Bank	Capacity Building – Training	August 2013	Submitted	Y
Comments on the Risk Management Framework document submitted by African National Bank	Capacity Building – Training	August 2013	Submitted	Y
Comments on the Risk Management Framework document submitted by Eden Bank	Capacity Building – Training	August 2013	Submitted	Y
Comments on the Risk Management Framework document submitted by National Commercial Bank	Capacity Building – Training	August 2013	Submitted	Y
Review of the BSS Investment Policy (for Internal Audit)	Advice Paper	August 2013	Submitted	Y
Operating procedure on: Clearing operations	Document Drafting	September 2013	Submitted	N
Operating procedure on: Proof (general)	Document Drafting	September 2013	Submitted	N
Operating procedure on: Proof of manual balances to the system	Document Drafting	September 2013	Submitted	N
Operating procedure on: Client inquiries and investigations	Document Drafting	September 2013	Submitted	N

Deliverable Title	Type of Deliverable	Date	Status	Confidential
Operating procedure on: Client documentation and signature control	Document Drafting	September 2013	Submitted	N
Operating procedure on: Customer statement production and control	Document Drafting	September 2013	Submitted	N
Review of the Licence Application submitted by Opportunity Bank	Advice Paper	September 2013	Submitted	Y
Review of the file on Charter One Bank	Advice Paper	September 2013	Submitted	Y
Review of the Licence Application submitted by Kush Bank for Agriculture Development Ltd (KBAD)	Advice Paper	September 2013	Submitted	Y
KCB Request for waiver/exemption on staff house loans	Advice Paper	September 2013	Submitted	Y
Clarification on Minimum Paid-Up Capital Requirements	Advice Paper	September 2013	Submitted	N
Draft Circular on Capital Equivalency Deposits for branches of Foreign Banks	Document Drafting	September 2013	Submitted	N
Comments on the Risk Management Framework document submitted by Charter One Bank	Capacity Building – Training	September 2013	Submitted	Y
Questionnaire – transfer of forex bureaus allocations to commercial banks	Capacity Building – Training	September 2013	Submitted	Y
Destruction of SDG banknotes and Piaster vouchers – Governor's note to the Minister of Finance	Specific Technical Assistance	September 2013	Submitted	Y
Coins for South Sudan p.1	Advice Paper	September 2013	Submitted	Y
Implementation of the BSS Regulation No.20, 2012 on Foreign Exchange Exposure Limits of Banks	Advice Paper	October 2013	Submitted	N

Deliverable Title	Type of Deliverable	Date	Status	Confidential
Comments on the Risk Management Framework document submitted by National Credit Bank	Capacity Building – Training	October 2013	Submitted	Y
Comments on the Risk Management Framework document submitted by Orbit Bank	Capacity Building – Training	October 2013	Submitted	Y
Comments on the Risk Management Framework document submitted by Phoenix Commercial Bank	Capacity Building – Training	October 2013	Submitted	Y
Comments on the Risk Management Framework document submitted by Ivory Bank	Capacity Building – Training	October 2013	Submitted	Y
Guidelines for implementation of the BSS Regulation No. 20, 2012 on Foreign Exchange Exposure Limits of Banks and the BSS Regulation No. 21, 2012 on Minimum Required Reserves (Circular – draft)	Document Drafting	November 2013	Submitted	N
Security Deposits of Forex Bureaus	Advice Paper	November 2013	Submitted	Y
Restructuring of loans to MOFEP to avoid a default event (memo)	Advice Paper	November 2013	Submitted	Y
Zero Option, SDG and other claims on Central Bank of Sudan in light of the Addis Ababa Agreement on ‘Certain Economic Matters’ (response to NLA)	Advice Paper	November 2013	Submitted	Y
Coins for South Sudan p.2	Advice Paper	November 2013	Submitted	Y
Operating procedure on: Customer deposits	Document Drafting	December 2013	Submitted	N
Restructuring of loans to MOFEP to avoid a default event – draft Memorandum of Understanding of RSS debt restructuring	Document Drafting	December 2013	Submitted	Y

Deliverable Title	Type of Deliverable	Date	Status	Confidential
Note on the 'negative effects' of not implementing the Exchange Rate Reform (for John Dor)	Advice Paper	December 2013	Submitted	Y
Outline of a presentation on the Role of Central Bank (BSS + Board of Directors)	Advice Paper	January 2014	Submitted	Y
Outline of a presentation on the Exchange Rate Unification – available options (BSS + Board of Directors)	Advice Paper	January 2014	Submitted	Y
Operating procedure on: Client account opening, maintenance, closing, and control	Document Drafting	January 2014	Submitted	N
Operating procedure on: Monthly vault count	Document Drafting	January 2014	Submitted	N
Operating procedure on: Nostro reconciliations	Document Drafting	January 2014	Submitted	N
Operating procedure on: Dormant accounts	Document Drafting	January 2014	Submitted	N
Operating procedure on: Treasury Bills	Document Drafting	January 2014	Submitted	N
Operating procedure on: Repurchases and Reverse Repos	Document Drafting	January 2014	Submitted	N
Operating procedure on: Loan processing (customer services)	Document Drafting	January 2014	Submitted	N
Operating procedure on: Mutilated currency	Document Drafting	January 2014	Submitted	N
Operating procedure on: Currency issuance and destruction	Document Drafting	January 2014	Submitted	N
Operating procedure on: Position control	Document Drafting	January 2014	Submitted	N
Banking Supervision Annual Report 2013 (editorial work)	Capacity Building – Training	February 2014	Submitted	N
Operating procedure on: Client inquiries and investigations	Document Drafting	February 2014	Submitted	N

Deliverable Title	Type of Deliverable	Date	Status	Confidential
Operating procedure on: Incoming post office mail	Document Drafting	February 2014	Submitted	N
Policy on Maintaining Adequate Supply of Good Quality Banknotes (in progress)	Document Drafting	March 2014	Submitted	Y
Internal Order on Formation of the Banknote Destruction Committee (in progress)	Document Drafting	March 2014	Submitted	Y
Policy on Banknote Destruction (Demonetisation) (in progress)	Document Drafting	March 2014	Submitted	Y
Internal Procedure on Destruction of Unfit Banknotes (in progress)	Document Drafting	March 2014	Submitted	Y
Guidelines on Identifying 'Unfit' Banknotes (in progress)	Document Drafting	March 2014	Submitted	Y
Operating procedure on: Loan processing (financial markets) (in progress)	Document Drafting	March 2014	Submitted	N
Operating procedure on: Branch operations (in progress)	Document Drafting	March 2014	Submitted	N
Operating procedure on: Customer withdrawals (in progress)	Document Drafting	March 2014	Submitted	N
Operating procedure on: Client transfers (in progress)	Document Drafting	March 2014	Submitted	N
Operating procedure on: Payments (in progress)	Document Drafting	March 2014	Submitted	N
Operating procedure on: Vault operations (in progress)	Document Drafting	March 2014	Submitted	N
Operating procedure on: Daily opening and closing (in progress)	Document Drafting	March 2014	Submitted	N

Deliverable Title	Type of Deliverable	Date	Status	Confidential
Operating procedure on: Intra-day operations (in progress)	Document Drafting	March 2014	Submitted	N
Operating procedure on: Currency counting, sorting, and verification (in progress)	Document Drafting	March 2014	Submitted	N
Accounting Policies and Procedures - Presentation of Financial Statements (in progress)	Document Drafting	March 2014	Submitted	N
Accounting Policies and Procedures - General Principles (in progress)	Document Drafting	March 2014	Submitted	N
Accounting Policies and Procedures - Capitalization of Property, Plant and Equipment (Fixed Assets) (in progress)	Document Drafting	March 2014	Submitted	N
Summary of the MOFEP debt to commercial banks and the Bank of South Sudan; correspondence on RSS T-bills; interest calculations; withholding tax calculations	Capacity Building – Training	At least monthly	Submitted	N
Tender for Financial Audit Services	Tender Document	April 2013	Complete	N
Power Point: Presentation on Forecast Production Volumes and Revenue Receipts on Production Restart, for Undersecretary	Presentation	April 2013	Complete	N
Power Point: Petroleum Act 2012 and Draft Regulations Overview of MPM Mandate and Industry Responsibilities for HSE Unit of MPM	Presentation	May 2013	Complete	N
MPM Position Paper on Draft South Sudan Environmental Protection and Management Bill, 2012("EPMB") For Minister	Law	June 2013	Complete	N

Deliverable Title	Type of Deliverable	Date	Status	Confidential
HSE Manual for Inspectors: for Head, HSE and DG MPM	Manual	June 2013	Complete	N
Power Point: LEGAL FRAMEWORK for Area Management for Petroleum Activities and Exploration Policy, for Head, Legal, for Workshop on Licensing MPM/Norway	Presentation	June 2013	Complete	N
Crude Oil Revenue Payment Control Sheet	Marketing Financial	June 2013	Complete	Y
Standardized Invoicing Templates and Other Marketing Forms	Marketing Financial	June 2013	Complete	N
Power Point: Standardized presentation for the monthly Crude Oil Marketing Committee meeting chaired by Undersecretary	Presentation	June 2013	Complete	Y
MPM Annual Action Plan for 2013 / 2014	Report	June 2013	Complete	Y
Control Sheet for the Payments to Sudan of Transitional Financial Assistance and Transport/Transit/Processing Fees	Marketing Financial	July 2013	Complete	Y
Power Point: Overview of Activities and Outstanding Issues Health, Safety and Environment Unit – MPM – for Head, HSE MPM, for MPM Workshop on HSE Issues	Presentation	August 2013	Complete	N
Power Point: Elements for a Common HSE Reporting Format for MPM Workshop on HSE Issues	Presentation	August 2013	Complete	Y

Deliverable Title	Type of Deliverable	Date	Status	Confidential
Daily Crude Oil Production Report	Operations Report	September 2013	Complete	Y
Power Point: East Africa Oil and Gas Summit Presentation-London, for the Minister	Presentation	September 2013	Complete	N
Power Point: Snapshot of Where We Are Now: HSE Unit MPM for MPM Workshop on Management Systems	Presentation	October 2013	Complete	N
Power Point:Implementation of Management Systems at MPM Document Control, Tracking and Archiving System for MPM Workshop on Management Systems	Presentation	October 2013	Complete	N
Power Point: MPM Implementation Initiatives Since Enactment of the Petroleum Act 2012 for MPM Workshop on Management Systems	Presentation	October 2013	Complete	N
Power Point: Findings, Challenges, and Opportunities for Improvement- Experiences of MPM Inspectors: for MPM Workshop on Management Systems	Presentation	October 2013	Complete	N
Report on Health, Safety, and Environment Management Systems under the Petroleum Act 2012 – the Journey to Implementation, for the Minister	Report	October 2013	Complete	N
Power Point for Deputy Minister on Environmental Mandate and Issues	Presentation	October 2013	Complete	N
Power Point for Drafting Committee MPM on Draft Management Systems and Management Plans Regulations -clause by clause review	Presentation	October 2013	Complete	Y

Deliverable Title	Type of Deliverable	Date	Status	Confidential
Tender for Environmental Audit Services	Tender Document	October 2013	Complete	N
Action Plan for the Implementation of a Financial Audit Group at the MPM for the Undersecretary	Action Plan	October 2013	Complete	Y
Monthly Crude Oil Production Report	Operations Report	October 2013	Complete	N
Action Plan for the Implementation of an Entitlement Group at the MPM for the Undersecretary	Action Plan	November 2013	Complete	Y
PowerPoint on Landlocked Countries for Deputy Minister presentation at 16th Africa Oil, Gas, Mines, Trade, Finance Conference, Niamey, Niger.	Presentation	November 2013	Complete	N
Policy Document and draft legislative provisions on Administrative Monetary Penalties Regime for HSE related contraventions, for Minister	Legislation and Presentation	December 2013	Complete	Y
Crude Oil Marketing Manual	Manual	December 2013	95% Complete	Y
Power Point Presentation to MPM Drafting Committee: Administrative Monetary Penalties, A New Enforcement Tool for MPM Jan 2014	Presentation	January 2014	Complete	Y
Power Point Status Report to MPM Drafting Committee: Draft Management System and HSE Management Plans Regulations, Jan 2014	Presentation	January 2014	Complete	Y
Power Point to MPM Drafting Committee: Administrative Monetary Penalties: the Regulations - a framework	Presentation	March 2014	Complete	Y

Deliverable Title	Type of Deliverable	Date	Status	Confidential
Report on Government Crude Oil Entitlement for Minister, MPM	Report	March 2014	Complete	Y
MPM Annual Performance Report for 2012 / 2013 for Minister's Office	Report	March 2014	In progress	Y
MPM Marketing Report for the period June 2013 to December 2013 for the Undersecretary.	Report	March 2014	In progress	Y
Project Team Orientation to CYPRESS	PowerPoint	July 2013	Delivered	N
Counterpart Refresher on CYPRESS – Ministry of Finance	PowerPoint	September 2013	Delivered	N
Counterpart Refresher on CYPRESS – Tax Admin	PowerPoint	September 2013	Delivered	N
MPM Project Team Orientation to CYPRESS	PowerPoint	October 2013	Delivered	N
MoFEP Performance Goals – CYPRESS Step 1 Workshop Report	MS Word Report	June 2013	Delivered	N
Directorate of Procurement Workshop Report	MS Word Report	June 2013	Delivered	N
Directorate of Treasury Workshop Report	MS Word Report	June 2013	Delivered	N
Directorate of Taxation Workshop Report	MS Word Report	July 2013	Delivered	N
Revenue Policy Directorate Workshop Report	MS Word Report	July 2013	Delivered	N
Budget Directorate Workshop Report	MS Word Report	July 2013	Delivered	N

Deliverable Title	Type of Deliverable	Date	Status	Confidential
MoFEP Goal Roll Up	MS Word Report	October 2013	Delivered	N
Tax Admin MMBT	MS Word Table	September 2013	Delivered	N
Budget Planning MMBT	MS Word Table	September 2013	Delivered	N
Procurement MMBT	MS Word Table	September 2013	Delivered	N
Budget Execution MMBT	MS Word Table	September 2013	Delivered	N
Revenue Policy MMBT	MS Word Table	September 2013	Delivered	N
CYPRESS Step 2 Workshop – Budget Planning	PowerPoint Workshop Presentation	October 2013	Delivered	N
CYPRESS Step 2 Workshop – Budget Execution	PowerPoint Workshop Presentation	October 2013	Delivered	N
CYPRESS Step 2 Workshop – Tax Admin	PowerPoint Workshop Presentation	October 2013	Delivered	N
CYPRESS Step 2 Workshop – Procurement	PowerPoint Workshop Presentation	October 2013	Delivered	N
CYPRESS Step 2 Workshop – Revenue Policy	PowerPoint Workshop Presentation	October 2013	Delivered	N
Tax Admin MMBT Capture	MS Word Table	November 2013	Delivered	N
Budget Execution MMBT Capture	MS Word Table	October 2013	Delivered	N
Budget Planning & Prep MMBT Capture	MS Word Table	October 2013	Delivered	N

Deliverable Title	Type of Deliverable	Date	Status	Confidential
Procurement MMBT Capture	MS Word Table	October 2013	Delivered	N
Revenue Policy MMBT Capture	MS Word Table	November 2013	Delivered	N
MOFEP MMBT Final	MS Excel Workbook	12/12/2013	Completed but Not Delivered	Y
CYPRESS Step 2 Workshop – Directorate of Procurement	PowerPoint Workshop Presentation	October 2013	Delivered	N
CYPRESS Step 2 Workshop – Directorate of Treasury	PowerPoint Workshop Presentation	October 2013	Delivered	N
CYPRESS Step 2 Workshop – Tax Administration	PowerPoint Workshop Presentation	November 2013	Delivered	N
CYPRESS Step 2 Workshop – Revenue Policy	PowerPoint Workshop Presentation	November 2013	Delivered	N
CYPRESS Step 2 Workshop – Budget Directorate	PowerPoint Workshop Presentation	November 2013	Delivered	N
Procurement – Step 3 Work Plan	MS Word Table	October 2013	Delivered	N
Directorate of Treasury – Step 3 Work Plan	MS Word Table	November 2013	Delivered	N
Tax – Step 3 Work Plan	MS Word Table	12/5/2013	Delivered	N
Revenue Policy – Step 3 Work Plan	MS Word Table	November 2013	Delivered	N

Deliverable Title	Type of Deliverable	Date	Status	Confidential
Budget – Step 3 Work Plan	MS Word Table	November 2013	Delivered	N
USAID Success Story – Snapshot South Sudan	MS Word Report	October 2013	Delivered	N
CORE II CYPRESS Update for USAID Leadership	PowerPoint Presentation	December 2013	Delivered	N
MPM logo	Graphic	November 2013	Delivered	N
MPM staffing memo	Form	August 2013	Delivered	Y
MPM job descriptions		August 2013	In progress	Y
MPM comms 2014	Gantt chart	October 2013	In progress	Y
MPM Minister’s crisis communication checklist	Form	September 2013	Delivered	Y
MOFEP Taxpayer Education Campaign brief	Briefing	September 2013	Delivered	Y
MPM MP3 Audio release	News release MP3	August 2013	Delivered	N
MPM Transcript release	Transcript			
MOFEP Communications 2014	Gantt chart	December 2013	Delivered	Y

ANNEX 5: PROGRESS AGAINST THE WORK PLAN

Objective 1: Strengthened Public Financial Management

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
Objective 1: Strengthened public financial management and improved collection of revenues through assistance to the Ministry of Finance and Economic Planning (The Ministry) and state ministries of finance.						
Sub-Objective 1: Managerial, Policy, and Support Services						
Performance Goal: Organizational structure that clarifies the critical functions and operations to enable THE MINISTRY to effectively manage the public financial management responsibilities.						
1.1.1 Update The Ministry Organizational Design						
1.1.1.1.	Assist in updating organization structure, functional roles and responsibilities.	Organizational chart submitted	Jul 2013	Oct 2013	Lee Mazanec	Delayed. Will resume when in-country support resumes.
1.1.1.2.	Provide guidance on updating functional roles and responsibilities	Roles and responsibilities submitted	Jul 2013	Oct 2013	Lee Mazanec	Delayed. Will be addressed when in-country support resumes.
1.1.1.3.	Review and consolidate strategic plans to ensure the plan is streamlined and aligned to operational goals for the ministry	Workshop/retreat held	Aug 2013	Dec 2013	Lee Mazanec, Julie Cooper	Delayed. Will resume when in-country support resumes.
1.1.1.4.	Help create staffing model	Staffing model submitted	Sep 2013	Dec 2013	Lee Mazanec	Delayed. Will resume when in-country support resumes.
1.1.1.5.	Assist in conducting skills assessment within MoFEP	Skills assessment submitted	Oct 2013	Jan 2014	Lee Mazanec, Faith Galetshoge	Delayed
1.1.1.6.	Assist in conducting skills assessment of accounting officers in spending agencies	Skills assessment submitted	Oct 2013	Jan 2014	Lee Mazanec, Faith Galetshoge	Delayed

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.1.2 Improve the Debt Management Capacity of The Ministry						
1.1.2.1.	Assist in compiling a list and consolidating the documentation of the loans and liabilities incurred by the government	List of government commitments compiled	May 2013	Jun 2013	Terina Brierley, David Martin	Complete (updated as information comes available)
1.1.2.2.	Support development of procedures for analyzing outstanding and new liabilities prior to incurring the debt	Procedures developed	Sep 2013	Dec 2013	Debt Management Advisor	On Hold. The Ministry is considering their options on an advisor for this support.
1.1.2.3.	Develop materials on new procedures and provide initial training to The Ministry staff	Workshops completed	Dec 2013	Apr 2014	Debt Management Advisor	On Hold. Delayed until current crisis is resolved and Ministry decides TA requirements.
1.1.2.4.	Support The Ministry dissemination of procedures to Council of Ministries, Ministry of Justice, all spending agencies and other key stakeholders	Dissemination completed	Jan 2014	Mar 2014	Debt Management Advisor	On Hold. Delayed until current crisis is resolved and Ministry decides TA requirements.
1.1.2.5.	Develop procedures for managing the payment of debt liabilities for Treasury staff	Procedures developed	Sep 2013	Dec 2013	Treasury Accountant	On Hold. Delayed until current crisis is resolved and Ministry decides TA requirements.
1.1.2.6.	Develop materials on new procedures and provide initial training to Treasury staff	Workshops completed	Sep 2013	Dec 2013	Treasury Accountant	On Hold. Delayed until current crisis is resolved and Ministry decides TA requirements.
1.1.3 Improve Shared Services: Communication, Legal, IT, and Human Resources						
1.1.3.1.	Communications					
1.1.3.1.1.	Develop a strategic communications plan	Strategic Communications Plan submitted	Sep 2013	Dec 2013	Timothy Collins	Delayed. Communication plans have been developed for Tax Directorate but still need to develop communication plans for the Ministry.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.1.3.1.2.	Define reporting, procedures manuals	Procedures and structural elements submitted	Jan 2014	Mar 2014	Timothy Collins	On Hold. Delayed until current crisis is resolved.
1.1.3.1.3.	Prepare and deliver a training program on communications	Training program completed	Jan 2014	Mar 2014	Timothy Collins	On Hold. Delayed until current crisis is resolved.
1.1.3.1.4.	Define a long-term plan to engage trade and financial press	Press engagement plan submitted	Jan 2014	Mar 2014	Timothy Collins	On Hold. Delayed until current crisis is resolved.
1.1.3.1.5.	Update The Ministry website with a media and news section	The Ministry Website media section operational	Mar 2014	Apr 2014	Emmanuel Sigler	On Hold. Delayed until current crisis is resolved.
1.1.3.1.6.	Support The Ministry dissemination of information on annual budgets, in-year execution reports, year-end financial statements, external audit reports, contract awards, and primary service units	Proposed approach submitted	Sep 2013	Dec 2013	Timothy Collins	On Hold. Delayed until current crisis is resolved.
1.1.3.2.	Legal initiatives					
1.1.3.2.1.	Assist The Ministry to prioritize and develop regulations related to the PFM law	Regulations submitted to The Ministry	Oct 2013	Feb 2014	Financial Regulations Advisor	On Hold. Delayed until current crisis is resolved.
1.1.3.2.2.	Develop and deliver of training for the Ministry	Training delivered	Jan 2014	Feb 2014	Financial Regulations Advisor	On Hold. Delayed until current crisis is resolved.
1.1.3.2.3.	Support delivery of training for spending agencies	Workshops conducted	Mar 2014	Apr 2014	Financial Regulations Advisor	On Hold. Delayed until current crisis is resolved.
1.1.3.3.	Assist in developing an effective IT Department					
1.1.3.3.1	Assist in identification of the ICT support required to accomplish improved budget execution	ICT support assessment submitted	Aug 13	Oct 13	Emmanuel Sigler, Kennedy Remo, Gasim Adam	Delayed. Discussion and draft assessment in progress.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.1.3.3.2	Assist The Ministry IT staff in reconfiguring the Wide Area Network (WAN) in the Ministry's compound	WAN configured and operational	Aug 13	Sep 13	Emmanuel Sigler, Kennedy Remo, Gasim Adam	Delayed. Continuing to support CBTF in implementation of the WAN configuration.
1.1.3.3.3	Support The Ministry IT staff in administering the data center and IFMIS and support the Capacity Building Trust fund in providing on-the-job training to The Ministry IT staff	Support provided as per request	May 13	Ongoing	Emmanuel Sigler, Kennedy Remo, Gasim Adam, Papa Philip	On Track
1.1.3.4.	Assist in developing more robust human resource policies					
1.1.3.4.1.	Support the implementation of human resource development (HRD) processes, tools and training to enable the priority areas of the Civil Service Law	HRD staff use the prioritized procedures and tools to implement the Civil Service Law	Oct 2013	Ongoing	Lee Mazanec	Delayed
1.1.3.5.	Assist in establishing a more robust training department					
1.1.3.5.1.	Assist in review of Government Accounting Training Center (GATC) donor contributions and complement with a business plan	Business plan produced	Jul 2013	Oct 2013	Faith Galetshoge	Delayed. Discussions have commenced. Will likely be pushed to completion later this year.
1.1.3.5.2.	Provide guidance on creation of an integrated MOFEP training program	Training program submitted	Oct 2013	Nov 2013	Faith Galetshoge, Emelda Lomodong	Delayed.
1.1.4. Gender Integration and Empowerment across The Ministry						
1.1.4.1.	Conduct assessment of existing gender initiatives and available studies	Assessment completed	Jul 2013	Sep 2013	Madeline Turin, Susan Akello	Delayed. Working with PROGRESS to conduct a thorough analysis of existing programs.
1.1.4.2.	Support development of presentation on female staff development group for senior management to sensitize and gain support	Presentation developed	Sep 2013	Nov 2013	Madeline Turin, Susan Akello	Delayed. Will resume when in-country support resumes.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.1.4.3.	Conduct focus groups with men and women to identify barriers to women in the workplace	Focus groups conducted	Oct 2013	Dec 2013	Madeline Turin, Susan Akello	Delayed. Will resume when in-country support resumes..
1.1.4.4.	Coordinate focus group discussion on issues the women's group would like to address and assist in establishing network among The Ministry female staff for monthly forum meetings	Focus group results translated into women's forum and monthly forums conducted	Jul 2013	Ongoing	Madeline Turin, Winifred Amulen, Susan Akello	Delayed. Will resume when in-country support resumes.
1.1.4.5	Support discussion of professional women's groups at The Ministry with Ministry of Gender, Child, and Social Welfare for advice and any materials they may be able to provide, guest speakers, networking, etc.	Ministry of Gender, Child, and Social Welfare discussions held	Sep 2013	Ongoing	Madeline Turin, Susan Akello	Delayed. Will resume when in-country support resumes.
1.2 Sub-Objective 2: Tax, Non-Tax Revenues and Intergovernmental Fiscal Relations						
Performance Goal: Tax Administration has organizational structure necessary to fulfill its mission and increased capacity to deliver the services necessary for effective tax administration						
1.2.1 Tax Administration						
Performance Goal: Increase ability of DG to provide strategic direction for tax administration						
1.2.1.1 Strategic Support to Director General of Taxation						
1.2.1.1.1	Assist Director General to conduct and analyze a public perception survey	Survey report submitted and initial survey conducted by 31 December 2013 and annually thereafter	Sep 2013	Ongoing	Stan Beesley	On-Track. Initial survey completed and results presented to DG. Next survey currently on hold, but not due until 31 December 2014

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.2.1.1.2	Provide recommendations on overall performance of the Tax Administration, including development of Strategic Communications Plan	Strategic Communications Plan developed; policy recommendations submitted upon request	Nov 2013	Ongoing	Stan Beesley, Tim Collins	On Track. Policy recommendations on data cleanup agreed; training and organizational change recommendations submitted and approved; strategic communication plan submitted to DG – further work on hold
1.2.1.1.3	Assist in development of, and transition to, a South Sudan National Revenue Authority	Recommendations submitted upon request	Apr 2013	Ongoing	Stan Beesley, Lee Mazanec	On Track. Advisors participating in Revenue Modernization Steering Committee and providing substantial support for HR development – additional work on hold
1.2.1.1.3.1	Assist in updating organizational structure	Organizational chart submitted	Jul 2013	Sep 2013	Lee Mazanec, Stan Beesley, Jok Dau	Completed
1.2.1.1.3.2	Support clarification of functional roles and responsibilities	Roles and responsibilities submitted	Aug 2013	Oct 2013	Lee Mazanec, Stan Beesley, Jok Dau, Anna Victor	Completed
1.2.1.1.3.3	Provide guidance on staffing model	Staffing model submitted	Oct 2013	Nov 2013	Lee Mazanec, Jok Dau	Completed
1.2.1.1.3.4	Assist in recruitment and selection process to fill open staff requisitions in all functions of organization chart	All open staff requisitions filled	Sep 2013	Mar 2014	Stan Beesley, Lee Mazanec, Jok Dau	On Hold. Neither tax nor customs ready to move to SSRA – no further advisory assistance until cleared to return to South Sudan
Performance Goal: Tax Administration is able to perform basic administrative functions of staffing, training, performance management, and budget monitoring and execution by 30 Jun 2014						

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.2.1.2 Administration and Finance						
1.2.1.2.1	Support development of administration and finance policy framework and review (HRD, Training, IT, budget, accounts)	Admin and finance policy framework submitted	Aug 2013	Oct 2013	Lee Mazanec	Delayed. Will resume when in-country support resumes.
1.2.1.2.2	Support implementation of staff skills assessment	Directorate of Taxation has database of skills and qualifications of staff	Jul 2013	Nov 2013	Stan Beesley Lee Mazanec, Jok Dau	Delayed. Profiles of 90% of staff completed; a more formal skills assessment not done and on hold due to civil unrest
1.2.1.2.2.1	Support development and implementation of staff skills survey	Capacity survey completed	Jul 2013	Aug 2013	Stan Beesley Lee Mazanec	Completed
1.2.1.2.2.2	Assist in creation of employee profile database	Skills database created	Aug 2013	Sep 2013	Jok Dau, Winifred Amulen	Completed
1.2.1.2.2.3	Provide recommendations on how to utilize data in making staffing assignments and training selections	Staff realignment strategy submitted	Sep 2013	Nov 2013	Lee Mazanec, Stan Beesley	Delayed due to lack of good data on current staff placement. On hold due to unrest and evacuation.
1.2.1.2.3	Develop budget management function	Budget Function established	Jul 2013	Apr 2014	Stan Beesley, Lee Mazanec, Terina Brierley	On hold due to unrest. Budget function included in revised organization chart submitted; need to identify candidates for placement.
1.2.1.2.3.1	Provide guidance on budget execution	Approved budget executed	Sep 2013	Oct 2013	Terina Brierley	Completed. Initial workshops held, further work on hold due to lack of on-site advisors.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.2.1.2.3.2	Assist development of budget monitoring process	Budget process monitored; progress reports submitted	Aug 2013	Ongoing	Terina Brierley	Budget not yet approved at time of evacuation – further work on hold due to civil unrest and lack of on-site advisors
1.2.1.2.3.3	Provide guidance on budget preparation for FY 2014/15	Draft budget prepared	Mar 2014	Apr 2014	Stan Beesley, Terina Brierley	On Hold due to unrest
1.2.1.2.4	Support development of IT function	IT function established	Aug 2013	Apr 2014	Bethe Pires, Beatrice Lupai	On Hold submitted to DG. On hold due to evacuation
1.2.1.3 HR and Training						
1.2.1.3.1	Support development and implementation of performance management process	Performance management process implemented	Jan 2014	Apr 2014	Lee Mazanec	On hold due to civil unrest
1.2.1.3.1.1	Assist in production of performance appraisal elements and templates by position	Performance appraisal instruments submitted	Jan 2014	Mar 2014	Lee Mazanec	On hold due to civil unrest
1.2.1.3.1.2	Assist in development of policies and procedures for performance management	Performance appraisal action plan submitted	Mar 2014	Apr 2014	Lee Mazanec	On hold due to civil unrest
1.2.1.3.2	Support establishment of formal Training Unit supporting the DoT functions	Training Unit functioning at a basic level	Apr 2013	Apr 2014	Rup Khadka, Faith Galetshoge	Completed – there is a functioning training unit
1.2.1.3.2.1	Assist in conducting training of trainers program	Trainer program submitted and implemented	April 2013	Sep 2013	Rup Khadka, Faith Galetshoge	Completed
1.2.1.3.2.2	Advise on annual training plan integrating all functional training	Training plan submitted	Aug 2013	Sep 2013	Rup Khadka, Faith Galetshoge	Completed

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.2.1.3.2.3	Support development of training materials by function (audit, collection, taxpayer services, returns processing, Performance management, and HRD)	Training materials developed	Sep 2013	Ongoing	Rup Khadka, George Byamukama, Ira Peets, Theo Munya; Bethe Pires, Lukudu William	Some functional materials developed; further work on hold due to lack of on-site advisors
1.2.1.3.2.4	Assist in identification of locally provided courses and programs for: Accounting, MoLPSHRD personnel management principles and policies, et al	Local course providers submitted with draft training agreement terms	Sep 2013	Jan 2014	Rup Khadka, Faith Galetshoge	Some local providers contacted, but no final decision made – further work on hold due to lack of on-site advisors
Performance Goal: Increase effectiveness of compliance (Audit, Collection, and Taxpayer Service) and processing functions in informing taxpayers, reducing non-compliance, and increasing revenue						
1.2.1.4 Audit Function						
1.2.1.4.1	Assist with preparation of annual plan	Annual plan submitted	Jun 2013	Jul 2013	George Byamukama	Completed
1.2.1.4.2	Help update policies and procedures handbook	Updated Audit handbook submitted	Aug 2013	Sep2013	George Byamukama	Completed
1.2.1.4.3	Develop audit case management system	Audit case management module functional	Jan 2014	Ongoing	Emmanuel Sigler; Beatrice Lupai; Bethe Pires, George Byamukama	Completed
1.2.1.4.4	Assist in documenting risk selection criteria	Risk selection criteria submitted	Nov 2013	Apr 2014	George Byamukama	Completed.
1.2.1.4.5	Support development of audit training group in HQ to expand state coverage	State training group ready to conduct audits in States	Sep 2013	Ongoing	George Byamukama	On Track. Audit training has been provided to the general population of auditors. Specific training group not yet established by Directorate of Taxation. Further work on hold due to civil unrest

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.2.1.5 Taxpayer Service Function						
1.2.1.5.1	Assist in development of taxpayer service policies and procedures handbook	Taxpayer Service Handbook developed	Sep 2013	Dec 2013	Ira Peets, Winifred Amulen	Delayed. Work started, but not completed due to unrest
1.2.1.5.2	Help implement taxpayer service (TPS) programs in the 10 branch offices of the Directorate	TPS programs operational in each branch office	Jul 2013	Apr 2014	Theo Munya	On Track. Advisor has developed formal training program curriculum. Assistance visit to Wau to reinforce taxpayer registration processes; further state visits on hold due to civil unrest
1.2.1.5.3	Assist in developing taxpayer communication and public relations strategy	Communications and public relation strategy submitted	Jul 2013	Aug 2013	Tim Collins, Stan Beesley	Completed
1.2.1.5.4	Support updating of tax education print materials, and Directorate section of The Ministry website	Education materials submitted	Jun 2013	Ongoing	Rup Khadka, Winifred Amulen	On Track. Information for taxpayers provided to website developer. Further assistance on hold due to civil unrest.
1.2.1.5.5	Implement SMS notification system for taxpayers	Taxpayers are sent monthly reminders by SMS, with initial reminder sent in November 2013	Sep 2013	Ongoing	Bethe Pires, Emmanuel Sigler, Beatrice Lupai, Winifred Amulen	On Track. SMS Messages developed and tested. Lack of available funds in tax administration have prevented implementation. Further assistance on hold due to unrest.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.2.1.5.6	Help develop prospectus for one-stop-shop tax registration in coordination with stakeholders	Prospectus submitted	Aug 2013	Mar 2014	Ira Peets, Bethe Pires, Emmanuel Sigler,	Initial meetings held with business registry to discuss concept, but further work on hold due to unrest
1.2.1.6 Collection Function						
1.2.1.6.1	Assist with update of collection policies and procedures handbook	Collection handbook updated with additional forms, etc	Jul 2013	Dec 2013	Theo Munya, Ira Peets	Completed
1.2.1.6.2	Develop collection case management system	Collection case management system functional	Feb 2014	Ongoing	Ira Peets, Bethe Pires, Theo Munya; Emmanuel Sigler, Beatrice Lupai	In process of development in absentia, but implementation will not be possible until advisors on-site
1.2.1.6.3	Support implementation of collection programs in the 10 branch offices	Collection program implemented in the states	Jun 2013	Apr 2014	Theo Munya, Beatrice Lupai	Formal training program curriculum developed. Visits to state offices for implementation on hold due to civil unrest
1.2.1.6.4	Help integrate state taxpayer registration records and match with national registration records	Registration records matched and un-registered taxpayers identified	Jan 2014	Apr 2014	Theo Munya, Winifred Amulen, Beatrice Lupai	On hold due to civil unrest
1.2.1.6.5	Assist with identification of non-filers and develop a strategy for resolving the large inventory of non-filers	Strategy submitted	Sep 2013	Apr 2014	Ira Peets, Theo Munya, Emmanuel Sigler, Bethe Pires	Completed. Strategy developed but unable to implement due to civil unrest.
1.2.1.7 Return Processing Function and IT Function						

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.2.1.7.1	Set up wide area network in the Juba area	WAN operational	Aug 2013	Dec 2013	Emmanuel Sigler, Bethe Pires, Papa Philip; Beatrice Lupai	Delayed. Procurement approved by USAID but cannot be completed due to evacuation and lack of on-site advisors.
1.2.1.7.2	Help establish appropriate permissions for employees in the Directorate of Taxation Information System (DTIS)	Employee permissions established	Sep 2013	Dec 2013	Emmanuel Sigler, Bethe Pires, Beatrice Lupai	Completed
1.2.1.7.3	Assist in synchronization of state and national tax data	HQ and branch data bases updated weekly	Aug 2013	Ongoing	Emmanuel Sigler, Bethe Pires, Theo Munya, Beatrice Lupai, Papa Philip	Synchronization with states not taking place at this time. With move of data center, tax office is synchronizing data between Jebel Kujur, Nyakuron, and LTU on a daily basis. Advisors continuing to support process remotely.
1.2.1.7.4	Upgrade DTIS to process sales tax forms	Sales tax returns processed	May 2013	Jun 2013	Emmanuel Sigler	Completed
1.2.1.7.5	Assist in automating and producing ad hoc management reports for DG and senior staff from DTIS	Requested management reports developed	Sep 2013	Ongoing	Emmanuel Sigler, Bethe Pires, Tax IT Developer (National)	On Track. Ad hoc reports have been provided. Management data dashboard developed for tax. Further automation of reports on hold due to civil unrest.
1.2.1.7.6	Support development of policies and procedures handbook for processing returns and payments	Return Processing Policies and Procedures handbook submitted	Oct 2013	Jan 2014	Winifred Amulen, Bethe Pires	Delayed. Further work on handbook suspended due to civil unrest.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.2.1.7.7	Assist in implementation of newly developed handbook in the branch offices	All states are updated according to handbook	Dec 2013	Mar 2014	Bethe Pires, Theo Munya, Emmanuel Sigler	User and administrator guides adequate for branch offices as changes to accounts will remain the responsibility of returns processing function in Juba. Further development and assistance on hold since evacuation.
1.2.1.7.8	Assist in updating Systems Administrator and User Guides	Systems administrator and User Guides updated	Dec 2013	Feb 2014	Bethe Pires	Complete
1.2.1.7.9	Assist in expanding DTIS coverage to additional states	DTIS coverage expanded	Jan 2014	Apr 2014	Theo Munya, Bethe Pires, Papa Philip	On hold due to lack of counterpart funding and civil unrest.
1.2.1.7.10	Develop electronic imaging capability for archiving tax records	Electronic archiving capability developed and implemented	Aug 2013	Apr 2014	Emmanuel Sigler, Bethe Pires, Tax IT Developer (National)	Actual procurement and implementation on hold due to civil unrest and lack of on-site advisory assistance.
1.2.1.7.11	Improve revenue receipt and processing					
1.2.1.7.11.1	Update processes based on commercial bank pilots	Processes updated	Apr 2013	Ongoing	Stan Beesley, Emmanuel Sigler, Bethe Pires, Winifred Amulen, Beatrice Lupai	On Track. Process maps developed and discussed, further formalization of procedures needed, but on hold due to civil unrest
1.2.1.7.11.2	Fully implement commercial bank revenue tax receipt process with existing banks, prioritizing large taxpayers	Large taxpayers paying via approved commercial banks	Apr 2013	Oct 2013	Stan Beesley, Emmanuel Sigler, Bethe Pires, Winifred Amulen, Beatrice Lupai, Bruce Hutchins	Completed

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.2.1.7.11.3	Pilot new banks upon request	New banks piloted	Apr 2013	Ongoing	Stan Beesley, Emmanuel Sigler, Bethe Pires, Winifred Amulen	On Track. One new bank has asked to join the pilot, but agreement not yet signed.
1.2.1.7.11.4	DTIS upgraded to accept electronic commercial bank payment data as needed	DTIS upgraded as needed	Apr 2013	Ongoing	Emmanuel Sigler, Bethe Pires, Tax IT Developer (National)	Completed
Performance Goal: Increase effectiveness of Large Taxpayer Unit and improve its performance so that 75% of domestic revenue is collected through the LTU by 30 April 2014						
1.2.1.8 Increased Effectiveness of Large Taxpayer Unit (LTU)						
1.2.1.8.1	Advise on structure and placement of LTU per IMF recommendation	Advice on LTU structure submitted	Sep 2013	Nov 2013	George Byamukama, Lee Mazanec	Completed
1.2.1.8.2	Help create staffing model	Staffing model submitted	Oct 2013	Nov 2013	Lee Mazanec, George Byamukama	Completed
1.2.1.8.3	Assist with establishing criteria for selection of large taxpayers and ensure taxpayers are assigned in DTIS	Taxpayers are assigned to LTU in DTIS according to established criteria	Apr 2013	Oct 2013	George Byamukama, Ira Peets	Completed
1.2.1.8.4	Assist in prioritizing implementation of procedures on a functional basis in the LTU	Procedure prioritization recommendations submitted	Aug 2013	Sept 2013	George Byamukama, Ira Peets	Completed
1.2.1.8.5	Support functional staff training applicable to their respective functions	Staff of LTU trained	Jul 2013	Apr 2014	George Byamukama, Ira Peets, Rup Khadka	Completed
1.2.1.8.6	Help develop and implement customer care process	Customer care process submitted	Jul 2013	Ongoing	George Byamukama, Ira Peets	Completed
1.2.1.8.7	Assist with developing LTU organizational performance monitoring controls and processes	LTU Head has necessary controls for monitoring LTU performance	Aug 2013	Dec 2013	George Byamukama, Ira Peets	Completed
Performance Goal: Directorate of Taxation capable of identifying risks to revenue and utilizing data from governmental and private sources to identify compliance gaps						
1.2.1.9 Research and Statistics – assist DoT in development of compliance strategy						

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.2.1.9.1	Help determine and collect basic tax administration information	Recommendations on basic data needs submitted	Oct 2013	Jun 2014	Ira Peets, Stan Beesley, Emmanuel Sigler, Bethe Pires	Activity suspended due to evacuation and civil unrest
1.2.1.9.2	Support development and production of monthly reports on tax administration performance	Monthly reports submitted	Aug 2013	Apr 2014	Bethe Pires, Beatrice Lupai	Completed
1.2.1.9.3	Help analyze and profile of large taxpayer compliance according to industry and tax type	LTU analysis submitted	Aug 2013	Jan 2014	Ira Peets, Bethe Pires, George Byamukama	Completed
1.2.1.9.4	Support information exchange with Customs	Customs import/export information received	Oct 2013	Ongoing	Beatrice Lupai, Bethe Pires, Emmanuel Sigler	Some manual information now received; automated exchange is dependent on systemic capabilities of Customs and tax – no further work during the period of evacuation.
1.2.1.9.5	Assist with developing procedure for information exchange with The Ministry , Ministry of Commerce, and National Bureau of Statistics	Procedures submitted	Oct 2013	Mar 2014	Beatrice Lupai, Bethe Pires, Theo Munya	Vendor information received from MOFEP, but needs to be regularized and formatted for automatic change – on hold due to civil unrest
Performance Goal: Directorate of Taxation Offices in the states capable of registering taxpayers; receiving and processing returns; collecting tax debts that arise in their area; and transmitting data and documents to HQ as required by procedures						
1.2.1.10 National Tax Support at the State Level						
1.2.1.10.1	Assist Directorate of Taxation Branch offices in the states implement collection, returns processing, and taxpayer service functions with proper policies and procedures	State scorecard developed and implemented to measure compliance with procedures and reporting requirements	Jun 2013	Ongoing	Theo Munya, Tax Administration Advisor (National)	Some visits made to states, but additional visits not possible during this period of unrest.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
Performance Goal: Create Revenue Policy Directorate with capacity to provide policy memos on fiscal impact for informed decision making and to assist the Ministry in formulating revenue policy and improving revenue forecasting.						
1.2.2 Revenue Policy Directorate						
1.2.2.1	Create Revenue Policy Directorate organizational design					
1.2.2.1.1	Assist in developing organization structure, functional roles and responsibilities and annual work plan	Organizational chart submitted	Aug 2013	Sep 2013	Stan Beesley, Lee Mazanec	Completed
1.2.2.1.2	Provide guidance on creating functional roles and responsibilities	Roles and responsibilities submitted	Sep 2013	Oct 2013	Lee Mazanec	Completed
1.2.2.1.3	Help create staffing model	Staffing model submitted	Oct 2013	Nov 2013	Lee Mazanec; Ron McMorran	Completed
1.2.2.1.4	Provide guidance on creation of integrated RPD training program	Training program submitted	Sep 2013	Nov 2013	Faith Galetshoge	Completed
1.2.2.2	Assist in creation of Revenue Analysis Division					
1.2.2.2.1	Assist in identifying available data sources	Data sources mapped and submitted	Aug 2013	Mar 2014	Amani Victor	Delayed. Identification of data sources in progress and documented.
1.2.2.2.2	Provide guidance on methods for transferring and organizing data	Import rules and data structure submitted	Aug 2013	Mar 2014	Emmanuel Sigler, Amani Victor	Completed
1.2.2.2.3	Support the development of a basic micro-simulation model to analyze the data for policy recommendations	Basic micro-simulation model developed	Aug 2013	Mar 2014	Ron McMorran, Amani Victor	Suspended due to civil unrest and lack of approval from Minister for establishment of RPD.
1.2.2.2.4	Assist in building the policy analysis capacity of RPD staff	Staff trained on undertaking policy analysis	Aug 2013	Mar 2014	Ron McMorran, Amani Victor	Completed

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.2.2.2.5	Develop mechanisms for stakeholder consultation on draft regulations and proposed policies initiated by RPD	Consultation mechanisms submitted	Aug 2013	Mar 2014	Ron McMorran	Suspended due to unrest and lack of approval from Minister for establishing the RPD.
Performance Goal: Increased transparency in fees and licenses charged and improved remittance of non-tax revenues to the single treasury account						
1.2.2.3	Rationalizing non-tax revenues					
1.2.2.3.1	Help identify sources of non-tax revenues per ministry and spending agency	Map of non-tax revenues by source and type submitted	Jul 2013	Aug 2013	Amani Victor	Completed
1.2.2.3.2	Assist with identification of legal basis for the fees administered by Ministries	Legal basis for fees identified	Sep 2013	Nov 2013	Amani Victor, Bruce Hutchins	Agencies have only partially complied with request for legal basis of fees they charge. Suspended due to civil unrest.
1.2.1.3.3	In coordination with project assistance to Treasury, provide assistance in consolidating user fees and non-tax revenues in the budget of the RSS	Tools, procedures and processes submitted	Dec 2013	Jan 2014	Amani Victor, Bruce Hutchins	Delayed due to civil unrest
1.2.2.3.4	Support preparation of monthly reports on the collection of non-tax revenues	Non-tax revenue report submitted	Sep 2013	Dec2013	Amani Victor, Bruce Hutchins	Completed
1.2.2.4	Legal					
1.2.2.4.1	Develop training materials and deliver training to build capacity of Legal staff	Trainings conducted	Oct 2013	Dec 2013	Susan Hines, David Solomon	Suspended due to civil unrest
1.2.2.4.2	Conduct workshops on tax legislation and regulation issues and implementation	Workshops conducted	Oct 2013	Dec 2013	Susan Hines, David Solomon	Suspended due to civil unrest
1.2.2.5	Tax Treaties					
1.2.2.5.1	Support the development of a Model International Tax Treaty for South Sudan	Draft Model International Tax Treaty submitted	Feb 2014	Apr 2014	TBD	Suspended due to civil unrest
1.2.2.6	Social Policy Unit					

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.2.2.6.1	Assist in finalizing arrangements for levying and administering pension contributions	Proposed arrangement submitted	Oct 2013	Jan 2014	Ira Peets, Ron McMorran, Rup Khadka	Delayed. Discussions held with relevant donors assisting with pension implementation and broad agreement reached on tax treatment of pension contributions. It is expected that public pension will be collected through SSEPS (South Sudan Electronic Payroll System) for national employees, but processes need to be agreed regarding employees of state and local governments. Further work on hold due to civil unrest
Performance Goal: Support development and implementation of draft model revenue state legislation to increase the number of states with adopted legislation						
Intergovernmental Fiscal Relations						
1.2.3.1	Tax collection revenue arrangements					
1.2.3.1.1	Provide guidance on the finalization of the Model State Revenue Bill	Draft Model State Revenue Bill submitted	Aug 2013	Nov 2013	Stan Beesley,	Completed
1.2.3.1.2	Provide guidance on the finalization of the Model State Collection Bill	Draft Model State Collection Bill submitted	Feb 2014	Ongoing	Stan Beesley, David Solomon	On Hold. Scheduled meetings had to be postponed due to unrest and cannot be re-scheduled until advisors authorized to return to RSS.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.2.3.1.3	Assist the Ministry in conducting regular Joint Monitoring Committee /Technical-Subcommittee meetings to monitor centralized collection and revenue distribution to the States	Meetings held regularly	Jul 2013	Ongoing	Stan Beesley	On Hold. A meeting was scheduled for 18 December but not held due to evacuation and new meeting cannot be scheduled until advisors authorized to return.
1.2.3.1.4	Assist staff to conduct tax collection revenue arrangement analysis	Policy papers are prepared for minister as needed	Apr 2014	Ongoing	Stan Beesley, Theo Frank Munya	On hold due to civil unrest
Performance Goal: Policy related to fiscal transfers is transparent and equitable						
1.2.3.2	Inter-governmental fiscal transfers					
1.2.3.2.1	Assist in identifying data required for properly assessing impacts of block and conditional transfers	Data map submitted	Oct 2013	Dec 2013	TBD	Advisor unable to travel due to civil unrest – on hold
1.2.3.2.2	Develop policy recommendations for improving fiscal transfers	Policy papers prepared for minister as needed	Feb 2014	Apr 2014	TBD	Advisor unable to travel due to civil unrest – on hold
1.2.3.2.3	Build capacity of staff to conduct such analysis in the future	Staff possess necessary skills	Feb 2014	Apr 2014	TBD	Advisor unable to travel due to civil unrest – on hold
Sub-Objective 3: Budget Planning and Preparation						
Performance Goal: Increased capacity of Budget Directorate to contribute to fiscal policy development and provide policy analysis and technical support to decision makers and spending agencies in planning, preparing and monitoring the annual budget.						
Improve capacity to contribute to fiscal policy development						
1.3.1.1.	Assist in compiling agency 2013/14 unfunded priorities	Costed lists of unfunded priorities submitted by agencies	May 2013	Jun 2013	David Martin Terina Brierley	Completed
1.3.1.2.	Provide guidance during Budget Directorate analysis and	Recommendations submitted	May 2013	Jun 2013	David Martin Terina Brierley	Completed

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
	recommendations of unfunded priorities in the 2013/14 Budget					
1.3.1.3.	Facilitate discussion within The Ministry of unfunded priorities in the 2013/14 Budget	Technical advice provided during The Ministry discussion	May 2013	Jun 2013	David Martin Terina Brierley	Completed
1.3.2. Improved capacity in tracking and analyzing the evolution of the RSS fiscal situation						
1.3.2.1.	Assist in improving the capacity in making policy recommendations in line with government priorities	Fiscal and Economic Recommendations Submitted	Aug 2013	Ongoing	David Martin Terina Brierley	On Track Support in this area has continued through the current crisis
1.3.2.2.	Assist in development of budget hearing process and provide training in preparation for budget hearing	Budget template and staff training completed	Jan 2014	Apr 2014	David Martin Terina Brierley	Unable to complete this task due to the current crisis
1.3.2.3.	Assist budget officers to work with spending agencies to clarify their roles, responsibilities, objectives and descriptions of plans and accomplishments	Improved spending agency narrative in budget book	May 2013	Jun 2013	David Martin Terina Brierley	Completed
1.3.2.4.	Assist Budget Directorate to increase the capacity of the Assembly Committee to analyze proposed budgets	Assembly Committee budget analysis workshops completed	Sep 2014	Apr 2014	David Martin Terina Brierley	Unable to progress this task due to the current crisis
1.3.2.5.	Assist in establishing mid-year review process and making policy recommendations for budget realignment	Budget realignment submitted	Jul 2013	Jan 2014	David Martin Terina Brierley	Unable to progress this task due to the current crisis
Performance Goal: The Ministry implements standardized budget preparation procedures based on international best practices that is used by budget directorate and all budget officers by April 2014						
Assist The Ministry in developing budget preparation manual documenting procedures						
1.3.2.1.	Work with budget officers to draft manual documenting budget planning and preparation procedures	Draft manual submitted	Jul 2013	Sep 2013	Terina Brierley	Completed
1.3.2.2.	Train budget officers on procedures	Budget officer workshops completed	Oct 2013	Nov 2014	David Martin Terina Brierley	On Track
Performance Goal: The budget directorate uses standardized procedures based on international best practices when responding to all unanticipated						

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
spending needs by April 2014						
Improve procedures for dealing with spending needs						
1.3.3.1.	Work with Budget and Treasury Directorates to develop procedures for dealing with unanticipated spending needs	Unanticipated spending needs procedures completed	Jul 2013	Sep 2013	David, Terina, Julie Cooper	Delayed. Assistance ongoing.
1.3.3.2.	Support training Budget and Treasury Officers on procedures	Workshops completed	Feb 2014	Apr 2014	David Martin Terina Brierley	On track and on going
1.3.3.3.	Assist Budget Directorate to disseminate procedures with The Ministry, National Assembly, Council of Ministers and other key ministries	Workshops completed	Feb 2014	Ongoing	David Martin Terina Brierley	Unable to progress this task due to the current crisis
Improve use of budget preparation systems						
1.3.4.1.	Improve the quality of the content of the annual budget book to focus better on evaluating government priorities, donor funding and donor coordination with greater transparency to encourage dialogue and decision making	Improved budget book format submitted	Aug 2013	Sep 2013	David Martin, Eric Uggen, Terina Brierley, Julie Cooper	Completed
1.3.4.2.	Assist The Ministry to facilitate the annual budget process	Annual budget book delivered	Oct 2013	Ongoing	David Martin, Eric Uggen, Terina Brierley, Julie Cooper	On Track
1.3.4.3.	Develop training material and deliver training to budget officers	Training delivered	Oct 2013	Ongoing	David Martin, Eric Uggen, Terina Brierley, Julie Cooper	Completed
1.3.4.4.	Assist budget officers to deliver training to spending agencies	Training delivered	Oct 2013	Ongoing	David Martin, Eric Uggen, Terina Brierley, Julie Cooper	Completed
1.3.4.5.	Assist in evaluating the chart of accounts and recommend appropriate changes	Evaluation report completed	Jul 2013	Aug 2013	David Martin, Terina Brierley, Julie Cooper	Completed
1.3.4.6.	Provide guidance on revised chart of accounts, if appropriate	Revised chart of accounts completed	Aug 2013	Sep 2013	David Martin Terina Brierley, Julie	Completed

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
					Cooper	
1.3.4.7.	Help develop a plan for implementing FB module and/or increasing functionality of BPS	Plan submitted	Jul 2013	Oct 2013	David Martin, Terina Brierley, Eric Uggen, Julie Cooper	Delayed
1.3.4.8.	Support implementation of approved plan	Milestones achieved until full implementation	Nov 2013	Apr 2014	David Martin Terina Brierley, Julie Cooper	On Track
1.3.4.9.	Support training budget and treasury officers	Workshop completed	Jan 2014	Apr 2014	David Martin, Terina Brierley, Julie Cooper	On Track
Improve spending agency budget planning and monitoring capacities						
1.3.5.1.	Help develop budget planning and monitoring training materials	Training materials completed	Jul 2013	Sep 2013	David Martin Terina Brierley	Completed
1.3.5.2.	Support Budget Directorate trainers to conduct training for all spending agencies	Workshops completed	Nov 2013	Apr 2014	Terina Brierley	On Track
1.3.5.3.	Support pilot for 5 key spending agencies in budget planning and monitoring	Working sessions with selected agencies completed	Aug 2013	Apr 2014	Terina Brierley	On Track
1.3.5.4.	Assist in developing templates and procedures for developing The Ministry budget	Templates and procedures completed	Nov 2013	Apr 2014	Terina Brierley	On Track
Improve capacity to monitor budget execution						
1.3.6.1.	Develop training materials and provide training to budget officers on preparation of monthly reports	Training completed	May 2013	Aug 2013	Terina Brierley	Completed
1.3.6.2.	Transfer ownership of monthly budget execution reports to budget officers	Budget officers prepare monthly reports	Jun 2013	Jun 2013	David Martin	Completed
1.3.6.3.	Develop materials and train budget officers to analyze these reports	Workshops completed	May 2013	Dec 2013	David Martin Terina Brierley	Completed
1.3.6.4.	Transfer ownership of monthly and quarterly analytical summary reports to budget officers	Budget officers prepare analytical reports	Sep 2013	Apr 2014	David Martin Terina Brierley	On Track

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.3.6.5.	Assist in preparing and improving quarterly fiscal update	Quarterly Fiscal Reports submitted in a timely manner	Jul 2013	Ongoing	Terina Brierley	On Track
Sub-Objective 4: Budget Execution and Procurement Support						
Performance Goal 1: Reduce budget execution variance for spending agencies						
Effective Budget Execution at the National Level – Treasury Support						
1.4.1.1.	Assist in preparing 2013/14 monthly spending limits	Spending limits delivered	Jul 2013	Jul 2013	Julie Cooper Eric Uggen	Completed
1.4.1.2.	Assist in drafting 2013/14 budget execution circular	Budget execution circular delivered	Jul 2013	Jul 2013	Julie Cooper	Completed
1.4.1.3.	Assist in developing 2013/14 spending agency budget execution procedure manual	Spending agency budget execution manual delivered	Jul 2013	Jul 2013	Julie Cooper	Completed
1.4.1.4.	2013/14 budget execution training developed for The Ministry senior management	Budget execution training delivered to The Ministry senior management	Jun 2013	Jul 2013	Julie Cooper	Completed
1.4.1.5.	Payment procedure training for Treasury staff	Workshop delivered	Jun 2013	Jul 2013	Julie Cooper	Completed
1.4.1.6.	Assist in developing purchasing procedure using the purchasing module of FreeBalance	Purchasing procedure developed	Jul 2013	Jul 2013	Julie Cooper	Completed
1.4.1.7.	Training developed for Treasury staff	Workshop delivered	Jul 2013	Jul 2013	Julie Cooper	Completed
1.4.1.8.	Help develop the mechanisms that enable the use of IFMIS-generated checks to control payments	Mechanisms established	Apr 2013	Jul 2013	Julie Cooper	Completed
1.4.1.9.	Provide support to the National State transfer Monitoring Committee	STMC meetings supported	Apr 2013	Ongoing	Bharat Parihar	On Track
1.4.1.10.	Develop improved standardized policies and processes for transfers to the states	State fund transfer policies and processes submitted	Jul 2013	Sep 2013	Julie Cooper & Terina Brierley	Delayed

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
Performance Goal 2: Produce a bank reconciliation report on a daily basis by 1 October 2013						
1.4.2 Effective Cash Management						
1.4.2.1.	Support the documentation of the framework for improving cash management with the adoption of a Treasury Single Account (TSA)	Framework documentation submitted	Jul 2013	Dec 2013	Lyn Melliar Jimmy Rollins	Completed
1.4.2.2.	Develop and deliver training on TSA to Treasury	Training completed	Jan 2014	Feb 2014	Lyn Melliar	Completed
1.4.2.3.	Support development of Bank Reconciliation procedures	Procedures developed	Jul 2013	Aug 2013	Lyn Melliar	Completed
1.4.2.4.	Develop and deliver training on Bank Reconciliation procedures	Training delivered	Jul 2013	Aug 2013	Lyn Melliar	Completed
1.4.2.5.	Develop revenue recording procedures	Revenue recording procedures delivered	Jul 2013	Dec 2013	Lyn Melliar	Completed
1.4.2.6.	Train Treasury staff on Revenue Recording and assist in the implementation	Workshop delivered and assistance provided	Jul 2013	Dec 2013	Lyn Melliar, Tax Administration Advisors	Completed
Performance Goal 3: Prepare a reconciled report on expenditure for each spending agency and issue it on a monthly basis by 15 th of the following month, starting 15 August						
Performance Goal 4: Prepare spending limit information and inform each spending agency on a monthly basis before the commencement of the new fiscal year						
1.4.3 Empower spending agency to improve budget execution						
1.4.3.1	Develop strategy for rolling out IFMIS to spending agencies	Strategy submitted	Jan 2014	Apr 2014	Treasury Accountant	Delayed. Unable to progress this task due to the current crisis
1.4.3.2	Train treasury staff to assist spending agencies in improving payment and purchasing submissions	Train the trainer conducted	Sep 2013	Ongoing	Treasury Accountant	On Track
1.4.3.3	Assist in implementing a monthly reconciled spending agency expenditure report	Monthly reconciled spending agency expenditure report template delivered	Sep 2013	Dec 2013	Treasury Accountant	Delayed

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.4.3.4	Deliver training on monthly reconciliation of spending agency expenditure report	Workshops delivered	Dec 2013	Mar 2014	Treasury Accountant	Delayed. Unable to progress this task due to the current crisis
1.4.3.5	Assist in implementing a general ledger reconciliation unit	GL reconciliation procedures delivered	Sep 2013	Dec 2013	Treasury Accountant	Delayed Unable to progress this task due to the current crisis
1.4.3.6	Provide training on general ledger reconciliation	Workshops delivered	Dec 2013	Mar 2014	Treasury Accountant	Delayed Unable to progress this task due to the current crisis
Performance Goal 5: Enhance IFMIS system to meet donor and development partner requirements by the end of September 2013						
1.4.4 Empower Treasury to meet the needs of donors and implementing partners						
1.4.4.1	Provide assistance on the approach for developing Trust Fund	Assessment provided as needed	Aug 2013	Ongoing	Julie Cooper	Delayed. Trust Fund not yet established
Performance Goal 6: Produce reconciled annual financial statements within three months of the end of the fiscal year						
1.4.5 Empower Treasury to improve budget execution						
1.4.5.1	Support the development of monthly, quarterly and annual financial reports and statements	Templates are developed	Sep 2013	Feb 2014	TBD	Delayed. Unable to progress this task due to the current crisis
1.4.5.2	Training of Treasury staff in completing financial statement templates	Workshops delivered	Dec 2013	Apr 2014	TBD	Delayed. Unable to progress this task due to the current crisis
Performance Goal 7: Empower procurement directorate to implement procurement processes that are transparent and efficient						
Assist in establishing a fully functioning procurement directorate						
1.4.6.1	Assist in drafting the procurement regulations in support of existing procurement legislation	Procurement regulation submitted	Aug 2013	Mar 2014	Samuel Akani, Legal Advisors	Unable to progress this task due to the current crisis and the Procurement Law is not yet enacted
1.4.6.2	Support development of procurement incentives for gender and youth considerations	Establish gender and youth considerations	Nov 2013	Ongoing	Samuel Akani, Madeline Turin, Gender Advisors	Delayed. Unable to progress this task due to the current crisis

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.4.6.3	Modernize and standardize procurement processes through assistance in creation of a Procurement Manual in line with the regulations	Procurement Manual submitted	Dec 2013	Apr 2014	Samuel Akani	Unable to progress this task due to the current crisis and the Procurement Law is not yet enacted.
1.4.6.4	Provide technical advice on integrating procurement processes with budget planning and execution and procurement department	Processes integrated	Aug 2013	Ongoing	Samuel Akani Julie Cooper Terina Brierley	Unable to progress this task due to the current crisis and the Procurement Law is not yet enacted
1.4.6.5	Assist with developing standard tender documents and forms	Standard tender documents and evaluation forms submitted	Aug 2013	Mar 2014	Samuel Akani	Unable to progress this task due to the current crisis and the Procurement Law is not yet enacted
1.4.6.6	Assist with developing procurement reporting forms for spending agencies	Reporting forms submitted	Apr 2014	Ongoing	Samuel Akani	
1.4.6.7	Support review of procurements in line with established procurement processes	Procurements compliant	Aug 2013	Ongoing	Samuel Akani	Unable to progress this task due to the current crisis and the Procurement Law is not yet enacted
1.4.6.8	Assist in determination of required training for procurement officers	Training needs assessment	Oct 2013	Feb 2014	Samuel Akani Faith Galetshoge	Unable to progress this task due to the current crisis and the Procurement Law is not yet enacted
1.4.6.9	Support development of training materials and conduct of training sessions	Staff trained	Feb 2014	Ongoing	Samuel Akani Faith Galetshoge	Completed
1.4.6.10	Help create a code of conduct for procurement officers, guiding them to acquit their duties ethically	Procurement Officer Code of conduct complete	Mar 2014	Ongoing	Samuel Akani Lee Mazanec	Delayed
1.4.6.11	Help create a code of conduct for public officials involved in procurement, guiding	Public Official Code of conduct complete	Mar 2014	Ongoing	Samuel Akani Lee Mazanec	Delayed

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
	them to acquit their duties ethically					
1.4.4.12	IT/Data Management					
1.4.2.12.1	Support development of contract database structure and populate with spending agencies	Database developed and begin populating	Nov 2013	Ongoing	Samuel Akani, Emmanuel Sigler	Commenced the development of excel sheet to be issued out to spending agencies to provide data. Further progress delayed due to the current crisis.
1.4.2.12.2	Create procurement website	Website operational	Feb 2014	April 2014	Samuel Akani, Emmanuel Sigler	Unable to progress this task due to the current crisis.
1.4.2.12.3	Make contract information publicly available	Information posted on website	Mar 2014	Ongoing	Samuel Akani	Unable to progress this task due to the current crisis.
Sub-Objective 5: Support to the States						
1.5.1: Tax Support for the State Governments						
1.5.1.1.	Participate in the development of the procedures and forms for the implementation of the Model State Revenues Bill	Forms and procedures developed	Nov 2013	April 2014	Theo Frank Munya David Solomon Tax Administration Advisor (National)	Delayed
1.5.1.2	Provide training to state tax authorities in provision of the Model State Revenues Bill	Training delivered	Jan 2014	Ongoing	Theo Frank Munya, David Solomon, Tax Administration Advisor (National)	Delayed
1.5.2: Budget Planning and Preparation at the State Level						
Performance Goal: Establish regional presence to increase the effectiveness of the project's support to states in PFM						
Establish 1 regional office and recruit and hire 3 national staff to implement CORE II budget planning and preparation activities in the states						
1.5.2.1.1.	Establish a regional office in Wau to cover Northern Bahr el Ghazal, Warrap,	Regional office established	Jul 2013	Sep 2013	Marcia Occomy, Hitman Gurung	Completed

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
	Western Bhar el Ghazal					
1.5.2.1.2.	Train State PFM Advisors (National) on PFM and implementation of budget planning and preparation activities	National staff can provide counterpart technical assistance in budget planning and preparation	Sep 2013	Mar 2014	Marcia Occomy	Delayed. Not recruited yet.
1.5.2.1.3.	Coordinate with other PFM stakeholders	Bi-weekly PFM coordination call and quarterly coordination workshops conducted	Sep 2013	Ongoing	Marcia Occomy	Because we are removed from the country there is no staff to co-ordinate with.
Performance Goal: Increase capacity of State Ministry of Finance Budget Directorates to support state decision makers and spending agencies in planning, preparing and monitoring the annual budget						
Strengthen a legislative framework for Public Financial Management at the state level						
1.5.2.2.1.	Prepare a model for a State PFM Act based on markup of PFMAA 2011	State PFM Act model completed	Aug 2013	Dec 2013	Marcia Occomy, David Martin, Terina Brierley, Julie Cooper, Theo Frank Munya	Delayed. There is not interest in legislative activities.
1.5.2.2.2.	Assist State Ministries of Finance (SMoF) in adapting state PFM Act for the Greater Bahr el Ghazal region	State adaption of model	Jan 2014	Mar 2014	Marcia Occomy, State PFM Advisors (National)	Unable to progress this task due to the current crisis.
1.5.2.2.3.	Assist SMoF in working with State Council of Ministers and Assembly in gaining passage of State PFM Act	Technical advice provided to SMoF during PFM Act submission discussions	Mar 2014	Ongoing	Marcia Occomy, State PFM Advisors (National)	Unable to progress this task due to the current crisis.
Develop and implement budget preparation procedures to increase State Ministry of Finance capacity in budget planning and preparation for 2014/15 budget						
1.5.2.3.1.	Build SMoF institutional capacity					
1.5.2.3.1.1	Assist SMoF in preparing clear mission statement and goals for the SMoF Budget	SMoF mission statement and goals	Sep 2013	Jan 2014	Marcia Occomy Bharat Parihar	Unable to progress this task due to the current

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
	and Accounting Directorates and assist in developing organization structure in the Greater Bahr el Ghazal region	developed and organizational chart developed			Lee Mazanec	crisis.
1.5.2.3.1.2	Facilitate working session for SMoF Budget Directorate staff on the directorate's mission, goals and functions	Working session facilitated	Sep 2013	Nov 2013	Marcia, State PFM Advisors (National)	Unable to progress this task due to the current crisis.
1.5.2.3.1.3	Provide guidance on creating functional roles and responsibilities, staffing model, and conduct a skills assessment	Roles and responsibilities defined, staffing model completed, and skills assessment delivered	Sep 2013	Dec 2013	Marcia, Lee, State PFM Advisors (National)	Unable to progress this task due to the current crisis.
1.5.2.3.2.	Budget Preparation Procedures Development					
1.5.2.3.2.1	Assist the SMoF Budget Directorate to draft and finalize budget preparation procedures based on The Ministry procedures	State budget preparation procedures completed	Nov 2013	Feb 014	Marcia Occomy, State PFM Advisors (National), Julie Cooper, Terina Brierley	Completed
1.5.2.3.2.2	Train SMoF budget directorate staff on new budget preparation procedures	SMoF Budget Directorate workshops completed	Jan 2014	Mar 2014	Marcia Occomy, State PFM Advisors (National)	Unable to progress this task due to the current crisis.
1.5.2.3.2.3	Assist SMoF Budget Directorate staff to support spending agency preparation of annual budget submissions using procedures	SMoF uses procedures to support spending agency budget preparation	Jan 2014	Mar 2014	Marcia Occomy State PFM Advisors (National) Julie Cooper Terina Brierley	Unable to progress this task due to the current crisis.
1.5.2.3.3.	Budget Preparation System					
1.5.2.3.3.1	Support SMoF to use the Budget Preparation System (BPS) to compile the 2014/15 state budget	SMoF able to use BPS to compile annual budget submission	Feb 2014	Apr 2014	Marcia Occomy, State PFM Advisors (National)	Unable to progress this task due to the current crisis.
Improve State Ministry of Finance budget monitoring capacities for 2013/14 budget						
1.5.2.4.1.	Detailed spending plans for approved budget					

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.5.2.4.1.1	Work with SMoF to develop template for spending plan for state spending agencies to forecast monthly spending	Monthly spending plan template developed	Jul 2013	Sep 2013	Marcia Occomy, David Martin, Julie Copper, State PFM Advisors (National)	Unable to progress this task due to the current crisis.
1.5.2.4.1.2	Train SMoF and spending agencies on template and provide ongoing technical assistance in using spending plans to monitor the approved budget	Workshops and follow-up completed	Aug 2013	Oct 2013	Marcia Occomy, State PFM Advisors (National)	Completed
1.5.2.4.2.	Budget Monitoring and Reporting					
1.5.2.4.2.1	Work with SMoF to prepare guidance on monitoring budget and making budget modifications based on national The Ministry guidance	Budget execution monitoring guidance completed	Sep 2013	Dec 2013	Marcia Occomy, David Martin, Julie Cooper, Bharat Parihar	Unable to progress this task due to the current crisis.
1.5.2.4.2.2	Work with SMoF to prepare templates for monthly and quarterly budget reports based on Central Government templates	Templates completed	Sep 2013	Jan 2014	Marcia Occomy, David Martin, Julie Cooper, Bharat Parihar	Delayed. FY 2014/15 activity now.
1.5.2.4.2.3	Train SMoF budget directorate staff on budget monitoring and reporting and provide ongoing support	Workshops and follow-up completed	Nov 2013	Jan 2014	Marcia Occomy, State PFM Advisors (National)	Delayed. FY 2014/15 activity now.
Performance Goal: Public Financial Management processes implemented uniformly in ten states, with state score cards showing continuous improvement						
1.5.3 Support Budget Execution at the State Level						
1.5.3.1	Assist in the development of procedures to improve the use of IFMIS's inherent financial controls to manage budget execution	Updated budget execution procedures submitted	Apr 2013	Oct 2013	Bharat Parihar supported by state leads: Francis Gahizi, Pranab Ray, Rajiv Weeraratne	Completed
1.5.3.2	The state FM team will increase the rigor in IFMIS reporting analysis (transfer and local revenues, expenditure and liability reporting)	Revised PFM score card submitted monthly to the state ministry of finance	Jul 2013	Sep 2013	Bharat Parihar supported by state leads: Francis Gahizi, Pranab Ray, Rajiv Weeraratne	Delayed. Political challenges necessitated the roll-out of new score card to June 2014

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.5.3.3	Complete Phase III IFMIS, ensuring that FM processes and procedures are homogenous in all ten states	Phase III completed in all ten states	Jul 2013	Sep 2013	State PFM Team	Completed. All ten states are Phase III-compliant. Though, after the conflict, Jonglei, Unity and Upper Nile will need to restart PFM endeavors.
1.5.3.4	Assist state ministries of finance to implement processes that enable accurate monthly reconciliations of accounts	Accurate monthly reconciliations submitted to the STMC	Apr 2013	Ongoing	State PFM Team	On Track. Progress in jeopardy due to civil unrest.
1.5.3.5	Provide guidance on procedures to prepare monthly, quarterly and annual financial reports and statements	Financial statement reporting procedures established in at least three pilot states	Oct 2013	Apr 2014	Pranab Ray supported by the State FM Team	On Track. Progress in jeopardy due to civil unrest.
1.5.3.6	Develop a capacity building approach to transition ownership of National Government's State Transfer Monitoring Committee (STMC) reporting and analysis	Capacity building approach submitted	Oct 2013	Dec 2013	Bharat Parihar supported by the State FM Team	Unable to progress this task due to the current crisis.
1.5.3.7	Training resident UNDP state financial management advisors on PFM procedures and technologies to better support the states	Training delivered and completed	Aug 2013	Aug 2013	Bharat Parihar supported by the State FM Team	Not applicable anymore. UNDP involvement in the states has ceased.
1.5.3.8	State ICT Support					
1.5.3.8.1	Assist in the Identification and implementation of ICT support required to accomplish improved budget execution in the states	ICT procurement plan submitted and executed	Jul 2013	Sep 2013	Bharat Parihar and Rajiv Weeraratne	Delayed due to conflict. Procurement documents created.
1.5.3.8.2	Train staff to use procured Crystal Reports	Training completed	Jan 2014	Feb 2014	Bharat Parihar	Not required anymore.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
1.5.3.8.3	Support National Ministry of Finance in performing annual maintenance of all ten instances of IFMIS	All ten instances maintained	Jul 2013	Sep 2013	Papa Phillip	Inapplicable for Sep 2013. Deferring to 2014 but activity only possible when we are on the ground.
1.5.3.9	Annual IFMIS fiscal environments					
1.5.3.9.1	Develop new fiscal year IFMIS environments for the national government and the states	Configuration playbook created; Configuration complete	Jun 2013	June 2013	Bharat Parihar supported by the State FM Team	Completed
1.5.3.9.2	Deploy new FY 2013/14 environments to ten states with their budgets loaded	Environments delivered	Jul 2013	Sep 2013	Rajiv Weeraratne supported by the State FM Team	Completed
1.5.3.9.3	Develop a capacity building approach to transition ownership of annual IFMIS fiscal environment updates	Capacity building approach submitted	Jan 2014	Ongoing	Bharat Parihar supported by the State FM Team	Unable to progress this task due to the current crisis.
1.5.3.11 Develop and implement budget preparation procedures to increase SMoF capacity in budget execution for 2014/15 budget						
1.5.3.11.	Building SMoF Institutional Capacity					
1.5.3.11.1	Facilitate working session for SMoF Accounts Directorate staff for orientation on the directorate's mission, goals and functions	Working session facilitated	Feb 2014	Mar 2014	Francis Gahizi, the State FM Team, Lee Mazanec	Unable to progress this task due to the current crisis.
1.5.3.11.2	Assist SMoF in preparing clear mission statement and goals for the SMoF Budget and Accounting Directorates and assist in developing organization structure in the remaining seven states	SMoF mission statement and goals developed and organizational chart developed	Sep 2013	Jan 2014	Francis Gahizi, the State FM Team, Lee Mazanec	Unable to progress this task due to the current crisis.

Objective 2: Strengthened Financial, Monetary Policies, and Banking Governance

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
Objective 2: Strengthened financial, monetary policies, and banking governance through assistance to the Bank of South Sudan (BSS)						
Performance Goal: Increased accuracy of financial operations and timeliness of financial reports						
2.1. Accounting – Assist the BSS in a wide range of accounting related activities, in particular organisational and human resource capacity building for improving:						
2.1.1	Improve BSS Balance Sheet – BSS Balance Sheet in line with international standards and best practices					
2.1.1.1	Assist in improving the reconciliation of suspense accounts (accounts held at BSS)	Completion of the reconciliation of outstanding Suspense Accounts	Jun 2013	Jun 2014	Ally Said	Unable to progress this task due to the current crisis.
2.1.1.2	Assist in improving the reconciliation of suspense accounts (accounts held at foreign correspondent accounts)	Completion of the reconciliation of Foreign Correspondent Accounts	Jun 2013	Sep 2014	Ally Said	Unable to progress this task due to the current crisis.
2.1.1.3	Assist in automating and processing staff loans	Staff loans organized and recorded in the system and properly controlled	Oct 2013	Mar 2014	Ally Said	Unable to progress this task due to the current crisis.
2.1.1.4	Assist in automating and processing loans to the government	Government loans organized and recorded in the system and properly controlled	Nov 2013	Jun 2014	Ally Said	On hold. Activity has not progressed due to lack of Bank's interest in getting Symbols' software company to implement a new module
2.1.1.5	Assist in drafting the Fixed Assets Policy	Policy submitted to Executive Management for approval	Aug 2013	Sep 2013	Ally Said	Unable to progress this task due to the current crisis.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
2.1.1.6	Develop training materials and provide training on the Fixed Assets Policy	Staff trained on Fixed Asset Policy	Oct 2013	Dec 2013	Ally Said	On Hold. Policy not drafted by the Bank.
2.1.1.7	Provide on the job training in accounting and record keeping of the Fixed Assets	Fixed asset register operational	Oct 2013	Dec 2014	Ally Said	On Hold. Policy not drafted by the Bank.
2.1.2	Improve banking, operations, and administrative data quality					
2.1.2.1	Assist in the reconciliation of internal systems accounts (Inter-branch, Inter-module, FT & Transfer suspense) and recommend necessary adjustments on daily basis	Adjustments completed on a daily basis	July 2013	Dec 2014	Ally Said	Completed
2.1.3	Assist in responding to audit qualifications raised by external auditors and implementing solutions					
2.1.3.1	Assist in providing a response to external audit findings	Requirements document with proposed solution	Oct 2013	Jan 2014	John Ewald, Ally Said, and Adam Wicik	Delayed due to unrest. Remote assistance provided
2.1.3.2	Assist in implementing solutions	Solutions implemented	Jan 2014	Dec 2014	John Ewald, Ally Said, and Adam Wicik	Delayed. Awaiting final outcome of the audit.
2.1.4	Assist in developing an Accounting and Budget Manual					
2.1.4.1	Draft framework for Internal Control and Governance Policies	Framework submitted to Executive Management for approval	Sep 2013	Dec 2013	John Ewald, Ally Said, and Adam Wicik	Completed
2.1.4.2	Draft the Finance & Accounting Policies Manual	Finance and Accounting Policies Manual presented to Executive Management	Aug 2013	Dec 2014	Ally Said	Unable to progress this task due to the current crisis.
2.1.4.3	Draft Budget Manual	Draft Budget Manual presented to Executive Management	Apr 2014	Sep 2014	John Ewald, Ally Said	Due to start, but now on hold

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
2.1.4.4	Developing training materials on Accounting Manual and deliver the training	Training Program Completed	Jan 2014	Dec 2014	John Ewald, Ally Said, and Adam Wicik	Unable to progress this task due to the current crisis.
Performance Goal: Modernize the internal control environment and management information						
Assist the BSS in improving internal control functions						
2.2.1	Assist in the development of BSS internal procedures					
2.2.1.1	Survey the BSS' operating units and its 'products and services'	Survey completed	Jun 2013	Aug 2013	John Ewald, Ally Said, and Adam Wicik	Completed
2.2.1.2	Assist in cataloguing the collection of all existing documents describing policies, procedures, and authorities (PPA)	Policy and Procedure Assessment completed	Jun 2013	Aug 2013	John Ewald, Ally Said, and Adam Wicik	Completed
2.2.1.3	Assist in preparing documentation of current practices for each product or service by unit	Current State Report completed	Aug 2013	Feb 2014	John Ewald, Ally Said, and Adam Wicik	Complete
2.2.1.4	Assist in conducting a gap analysis and provide recommendation	Gap Analysis developed	Sep 2013	Mar 2014	John Ewald, Ally Said, and Adam Wicik	Completed
2.2.1.5	Assist in drafting PPAs reflecting recommendations for unit and department head review	Revised PPAs submitted for approval by unit	Oct 2013	Jun 2014	John Ewald, Ally Said, and Adam Wicik	Completed
2.2.1.6	Developed training materials and conduct training on PPAs	Training program completed	Jul 2014	Sep 2014	John Ewald, Ally Said, and Adam Wicik	Due to start in July 2014
2.2.2	Improve the quality of and usage of financial management reports					
2.2.2.1	Survey the departments to identify the reports currently being produced	Survey completed	Jun 2013	Aug 2013	John Ewald, Ally Said, and Adam Wicik	Completed

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
2.2.2.2	Draft report production flows and procedures for each report	Report Procedures drafted for existing reports	Sep 2013	Jan 2014	John Ewald, Ally Said, and Adam Wicik	Unable to progress this task due to the current crisis.
2.2.2.3	Survey the Core Banking System to identify the reports that are already available on the system	Survey completed	Jan 2014	Feb 2014	John Ewald, Ally Said, and Adam Wicik	Unable to progress this task due to the current crisis.
2.2.2.4	Identify key system reports and their potential users	System Report Analysis completed	Feb 2014	Feb 2014	John Ewald, Ally Said, and Adam Wicik	Unable to progress this task due to the current crisis.
2.2.2.5	Analyse the system reports to verify their validity	Completed Analysis	Mar 2014	Jun 2014	John Ewald, Ally Said, and Adam Wicik	Unable to progress this task due to the current crisis.
2.2.2.6	Based on analysis of system reports, make recommendations	Recommendations Compiled and Submitted for approval	Jun 2014	Jun 2014	John Ewald, Ally Said, and Adam Wicik	Unable to progress this task due to the current crisis.
2.2.2.7	Develop training materials and deliver training on the use of the reports	Training delivered	Jul 2014	Aug 2014	John Ewald, Ally Said, and Adam Wicik	Unable to progress this task due to the current crisis.
2.2.2.8	Develop a Reporting Manual	Reporting Manual submitted for approval	Jul 2014	Aug 2014	John Ewald, Ally Said, and Adam Wicik	Unable to progress this task due to the current crisis.
2.2.2.9	Deliver training on the reporting manual	Training delivered	Aug 2014	Aug 2014	John Ewald, Ally Said, and Adam Wicik	Unable to progress this task due to the current crisis.
2.2.3	Assist in the delivery of BSS data to the Research & Statistics Department					
2.2.3.1	Work with Research & Statistics Dept. (RSD) in identifying data needs	RSD requirements document	Nov 2013	Feb 2014	John Ewald, Ally Said, and Adam Wicik	Completed. 747 data items identified

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
2.2.3.2	Create data map and data dictionary for core banking system	RSD data map and dictionary completed	Feb 2014	Mar 2014	John Ewald, Ally Said, and Adam Wicik	Unable to progress this task due to the current crisis.
2.2.3.3	Develop RSD report coding system	RSD report coding system completed	Apr 2014	May 2014	John Ewald, Ally Said, and Adam Wicik	Unable to progress this task due to the current crisis.
2.2.3.4	Automate RSD's data import	Data delivered monthly	Jun 2014	Aug 2014	John Ewald, Ally Said, and Adam Wicik	Unable to progress this task due to the current crisis.
Performance Goal: RSS Debt Instruments issued in a timely manner and properly managed.						
2.3 Assist the BSS in domestic debt issuance and management						
2.3.1	Assist the BSS in formally setting the rules for issuance of the RSS Treasury Securities					
2.3.1.1	Develop procedures for auctions, allocations, drawdowns, roll-overs, and repayments	Manual for Treasury Securities issuance submitted for approval	Jun 2013	Sep 2013	Adam Wicik, John Ewald, and Ally Said	Completed
2.3.1.2	Train staff on Treasury Securities rules	Staff understand Treasury Securities rules	Sep 2013	Dec 2013	Adam Wicik, John Ewald, and Ally Said	Completed
2.3.2	Assist the Financial Market Department in a timely and efficient management of the issuance process					
2.3.2.1	Train staff on their functions	Staff conversant in their job functions	Jun 2013	Dec 2013	Adam Wicik, John Ewald, and Ally Said	Completed
2.3.2.2	Conduct spot checks to verify staff follow the procedures	Procedural report by staff member	Jun 2013	Jun 2014	Adam Wicik, John Ewald, and Ally Said	Unable to progress this task due to the current crisis.
2.3.3	Support staff in preparation of monthly interest accruals computations					
2.3.3.1	Conduct staff training on the process	Staff trained on monthly interest accrual postings	Jun 2013	Dec 2013	Adam Wicik, John Ewald, and Ally Said	Completed
2.3.3.2	Monitor preparation of the accounting entries, verify their timeliness and correctness	Postings prepared and submitted on or before the end of each month	Jun 2013	Jun 2014	Adam Wicik, John Ewald, and Ally Said	Unable to progress this task due to the current crisis.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
2.3.4	Help the Financial Markets Department in refining the RSS debt issuance programme					
2.3.4.1	Assist staff to conduct research and report on their findings on any new developments in this area	Staff able to conduct research and report on RSS debt issuance programme	Jun 2013	May 2014	Adam Wicik, John Ewald, and Ally Said	Unable to progress this task due to the current crisis.
2.3.4.2	Assist in preparation of recommendations	Findings and recommendations paper presented to the Governor	Aug 2013	May 2014	Adam Wicik, John Ewald, and Ally Said	Unable to progress this task due to the current crisis.
2.3.5	Facilitate research into issuance of Treasury Bills at a discount to par					
2.3.5.1	Assist in drafting rules to be presented to the management for consideration	Draft Issuance of Treasury Bills at a discount rules	Jun 2013	Oct 2013	Adam Wicik, John Ewald, and Ally Said	Completed. Draft pending management review.
2.3.5.2	Serve as technical advisor when rules discussed with the MoFEP	Technical papers prepared by the BSS staff	Aug 2013	May 2014	Adam Wicik, John Ewald, and Ally Said	Unable to progress this task due to the current crisis.
2.3.6	Facilitate research into a possibility of issuing zero coupon bonds					
2.3.6.1	Assist in drafting rules to be presented to the management for consideration	Draft zero coupon bond rules	Nov 2013	Jan 2014	Adam Wicik, John Ewald, and Ally Said	On hold due to lack of interest
2.3.6.2	Serve as technical advisor when rules discussed with the MoFEP	Technical papers prepared by the BSS staff	Jan 2014	Jun 14	Adam Wicik, John Ewald, and Ally Said	Unable to progress this task due to the current crisis.
2.3.7	Help the BSS introduce Repurchase and Reverse Repurchase Operations					
2.3.7.1	Assist in drafting rules to be presented to the management for consideration	BSS Repurchase and Reserve Repurchase Operations Circular drafted	Jun 2013	Sep 2013	Adam Wicik, John Ewald, and Ally Said	Completed
2.3.7.2	Serve as technical advisor when rules discussed with commercial banks	Staff makes a technical presentation	Jul 2013	Dec 2013	Adam Wicik, John Ewald, and Ally Said	Unable to progress this task due to the current crisis.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
2.3.8	Establishment of a secondary market in the RSS Securities					
2.3.8.1	Assist in drafting rules to be presented to the management for consideration	Secondary market Treasuries trading rules Circular drafted	Jun 2013	Sep 2013	Adam Wicik, John Ewald, and Ally Said	Completed
2.3.8.2	Serve as technical advisor when rules are discussed with the market participants	Staff makes a technical presentation	Jul 2013	Dec 2013	Adam Wicik, John Ewald, and Ally Said	Unable to progress this task due to the current crisis.
Performance Goal: The standard and operational efficiency of the BSS Banking Training Centre improve, and its administration transferred to the BSS.						
2.4 Training Centre – Support the operations of the BSS training centre, prepare a plan for its self-sustainability and transfer to the BSS.						
2.4.1	Execute the required improvements at the BSS Bank Training Center (BTC)					
2.4.1.1	Plan and implement maintenance, repairs, and refurbishment of the existing facilities	Buildings and structures upgraded	Jun 2013	Dec 2013	Adam Wicik, John Ewald, Faith Galetshoge	Unable to progress this task due to the current crisis.
2.4.1.2	Plan and install any additional required equipment	Equipment procurement complete	Jun 2013	Dec 2013	Adam Wicik, John Ewald, Faith Galetshoge	Unable to progress this task due to the current crisis.
2.4.2	Plan and implement required improvements of the BSS BTC operations					
2.4.2.1	Develop training centre operating rules with the BSS training department	BSS BTC operating rules drafted	Jun 2013	Dec 2013	Adam Wicik, John Ewald, Faith Galetshoge	Unable to progress this task due to the current crisis.
2.4.2.2	Draft the BSS BTC staff job descriptions, roles and responsibilities	BSS BTC positions roles and responsibilities drafted	Jun 2013	Dec 2013	Adam Wicik, John Ewald, Lee Mazanec, Faith Galetshoge	Unable to progress this task due to the current crisis.
2.4.2.3	Draft operating budget	BSS BTC operating budget drafted	Jun 2013	Jun 2014	Adam Wicik, John Ewald, Faith Galetshoge	Ongoing. Limited progress. Lack of interest from the BSS.
2.4.3	Transfer of the BSS BTC management responsibilities to the BSS					

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track
2.4.3.1	Develop business plan to ensure sustainability of the BSS BTC	BSS BTC Business Plan drafted	Dec 2013	Oct 2014	Adam Wicik, John Ewald, Faith Galetshoge	Unable to progress this task due to the current crisis.

Objective 3: Strengthened Management of Petroleum and Minerals Sectors

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track
Objective 3 - Strengthened management of petroleum and minerals sectors through assistance to Ministry of Petroleum and Mining (MPM).						
Performance Goal: Provide systems and tools, and build capacity within MPM to improve oversight of crude oil production						
Management of Crude Oil Production						
3.1.1	Improve MPM crude oil metering oversight					
3.1.1.1	Assist in preparing and in issuing tenders for metering services contract	Metering tenders issued	Apr 2013	Apr 2013	Tom O'Connor	Completed
3.1.1.2	Provide support for oversight of the metering services contract(s)	Successful implementation of metering contract(s)	Jun 2013	Oct 2013	Tom O'Connor	Delayed due to Dec 2013 evacuation from Juba.
3.1.1.3	Support drafting of metering regulations	Metering regulations submitted for approval	Oct 2013	Dec 2013	Deana Silverstone	Completed
3.1.2	Develop production and entitlement monitoring capability					
3.1.2.1	Assist in standardizing production reporting of Joint Operating Companies (JOCs)	Standardized production reports	Jul 2013	Dec 2013	Glen Hutka	Unable to progress this task due to the current crisis.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track
3.1.2.2	Support the development of a basic production accounting database as a component of the production accounting monitoring program	Production accounting database and software are operational	Sep 2013	Dec 2013	Glen Hutka, Emmanuel Sigler	Delayed due to evacuation. Template provided which could become standardized production report for use by JOCs in reporting to MPM.
3.1.2.3	Develop and implement business process to reconcile inventory / production / sales volumes	Business process implemented	Sep 2013	Dec 2013	Glen Hutka	Unable to progress this task due to the current crisis.
3.1.2.4	Develop capacity of MPM to prepare production forecasts	MPM capable of preparing production forecasts monthly	Sep 2013	Apr 2014	Glen Hutka	Unable to progress this task due to the current crisis.
3.1.2.5	Assist MPM to monitor and verify oil production	Monthly internally generated oil production report	Sep 2013	Feb 2014	Glen Hutka, Tom O'Connor	Unable to progress this task due to the current crisis.
3.1.2.6	Develop business process to confirm government entitlement of crude oil	Business process implemented	Sep 2013	Mar 2014	Glen Hutka	Unable to progress this task due to the current crisis.
3.1.3	Financial Audit – Support the Ministry in undertaking an adequate and necessary preliminary financial audit					
3.1.3.1	Assist with tender document preparation for issuance by the Ministry	Tenders prepared and submitted	Apr 2013	May 2013	Glen Hutka	Completed
3.1.3.2	Support bid evaluation	Tender evaluations submitted	May 2013	May 2013	Glen Hutka	Completed

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track
3.1.3.3	Assist with the review of audit program proposals	Program proposal review submitted	Jun 2013	Jul 2013	David Nowakowski, Glen Hutka	Completed
3.1.3.4	Work with Ministry staff to oversee the audit	Report submitted on audit activity and performance	Jul 2013	Nov 2013	David Nowakowski, Glen Hutka	Completed
3.1.3.5	Assist with evaluation of the audit results and development of next steps	Audit improvement recommendations and next steps submitted	Sep 2013	Dec 2013	David Nowakowski, Glen Hutka	Completed
3.1.3.6	Assist MPM in improving internal capacity to conduct audits of JOCs	Audit framework submitted	Sep 2013	Feb 2014	David Nowakowski, Glen Hutka	Unable to progress this task due to the current crisis.
3.1.4	Production Audit / Asset Audit – Work with staff assigned by the MPM to develop capacity to perform financial and production audits					
3.1.4.1	Assist with evaluation of production reports, well proration factors and metering	Report submitted on evaluation results	Sep 2013	Dec 2013	David Nowakowski, Glen Hutka, Tom O'Connor	Unable to progress this task due to the current crisis.
3.1.4.2	Provide guidance on development of procedures for mass balancing of production to exports	Procedures submitted	Oct 2013	Dec 2013	Glen Hutka, Tom O'Connor	Unable to progress this task due to the current crisis.
3.1.4.3	Assist with identification of gas and water disposition	Gas and water disposal facilities identified and submitted	Oct 2013	Dec 2013	Glen Hutka	Unable to progress this task due to the current crisis.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track
3.1.4.4	Support evaluation of process losses	Process loss evaluation submitted	Oct 2013	Dec 2013	Tom O'Connor	Unable to progress this task due to the current crisis.
3.1.4.5	Monitoring and measuring crude oil inventories	Crude oil inventory reporting provided	Sep 2013	Jan 2014	Glen Hutka	Unable to progress this task due to the current crisis.
3.1.4.6	Support audit transportation and shipping including pipeline losses	Transport/shipping loss evaluation submitted	Oct 2013	Apr 2014	Glen Hutka Tom O'Connor	Unable to progress this task due to the current crisis.
3.1.4.7	Asset review including fixed assets, operational and capital inventories	Report on results of review	Sep 2013	Apr 2014	David Nowakowski	Unable to progress this task due to the current crisis.
September 2012 Cooperation Agreements						
3.2.1	2012 Cooperation Agreement and Oil Agreement – Assist MPM in meeting its agreement obligations					
3.2.1.1	Support MPM to develop Transitional Financial Assistance and fee payment obligation procedures	Procedures submitted	May 2013	Jul 2013	Glen Hutka	Completed.
3.2.1.2	Assist in developing list of agreement issues to be considered in discussions with Sudan	Agreement list submitted upon request	May 2013	Jul 2013	Glen Hutka	Completed.
Performance Goal: Enhance MPM's efficiency in marketing crude oil						
Crude Oil Marketing						
3.3.1	Provide marketing support and offer procedures and tools to further develop marketing group capacity					

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track
3.3.1.1	Develop marketing manual	Marketing manual submitted for approval	Apr 2013	Sep 2014	Glen Hutka David Nowakowski	Completed
3.3.1.2	Provide marketing alternative methods	Alternative marketing options provided	Aug 2013	Dec 2013	TBD (Marketing Expert Required)	Unable to progress this task due to the current crisis.
3.3.1.3	Assist development of procedures to enhance bid tendering confidentiality issues	Procedures presented to MPM	Sep 2013	Dec 2013	Glen Hutka, Emmanuel Sigler	Unable to progress this task due to the current crisis.
3.3.1.4	Develop procedures and training to financially qualify new buyers	Procedures written and training delivered	Jul 2013	Sep 2014	David Nowakowski	Unable to progress this task due to the current crisis.
3.3.1.5	Provide ongoing marketing support	Successful oil sales on a monthly basis	Jun 2013	Apr 2014	Glen Hutka	Completed
MPM Strategic Plan						
3.4.1	MPM strategic plan development					
3.4.1.1	Assist in developing organization structure, functional roles and responsibilities as next phase of strategic framework.	Organizational chart submitted	Apr 2013	Aug 2013	Lee Mazanec MPM Advisors	Unable to progress this task due to the current crisis.
3.4.1.2	Provide guidance on creating functional roles and responsibilities	Roles and responsibilities submitted	Jul 2013	Aug 2013	Lee Mazanec MPM Advisors	Unable to progress this task due to the current crisis.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track
3.4.1.3	Assist with identification of priority strategic objectives of each group in the new organizational structure	Offsite strategic planning workshop; Action plan framework submitted	Jul 2013	Sep 2013	Glen Hutka, Tom O'Connor	Unable to progress this task due to the current crisis.
3.4.1.4	Assist with the identification of internal / external staffing and equipment requirements and potential sources of funding for each	Action plan staffing, procurement and funding recommendations submitted	Jul 2013	Sep 2013	Glen Hutka, Tom O'Connor	Unable to progress this task due to the current crisis.
3.4.3	Human resources development					
3.4.3.1	Support development of staffing models to support defined organizational structure	Staffing model submitted	Aug 2013	Sep 2013	Lee Mazanec	Delayed. Pending approval of organizational structure
3.4.3.2	Provide guidance on development of Terms of Reference for staff	Terms of Reference submitted	Sep 2013	Ongoing	Lee Mazanec	Delayed. Pending approval of organizational structure
3.4.3.3	Support the implementation of HRD process, tools and training that enable the priority areas of the Civil Service Law	HRD staff use the prioritized procedures and tools to implement Civil Service Law	Oct 2013	Ongoing	Lee Mazanec	Delayed indefinitely due to Dec 2013 evacuation from Juba.
3.4.4	Training					

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track
3.4.4.1	Support skills assessment that will help to identify and place internal human resources and hiring program	Skills assessment completed	Sep 2013	Oct 2013	Faith Galetshoge	Delayed. Contingent upon completion of Strategic Plan.
3.4.4.2	Assist in developing integrated training plan based on identified training needs	Training program submitted	Oct 2013	Dec 2013	Faith Galetshoge	Delayed. Contingent upon completion of Strategic Plan.
3.4.5	Gender Integration					
3.4.5.1	Support the integration of women in MPM through Women in Government Internship Program	Women in Government Internship Program	Sept 2013	Ongoing	Madeline Turin, Gender Advisors (National)	Delayed indefinitely due to Dec 2013 evacuation from Juba.
Legal						
3.5.1.1	Develop mechanisms for stakeholder consultation on draft regulations and proposed policies initiated by MPM	Consultation mechanisms submitted	Apr 2013	Sep 2013	Deana Silverstone	Delayed. Different options are still be discussed and considered.
3.5.1.2	Conduct workshops on petroleum and mining legislation and regulation issues and implementation	Workshops conducted	Apr 2013	Apr 2014	Deana Silverstone	On Track. Workshops started.
3.5.1.3	Develop training materials	Trainings materials developed	Aug 2013	Oct 2013	Deana Silverstone	Completed
3.5.1.4	Deliver training to build capacity of Legal staff	Training conducted	Sep 2013	Apr 2014	Deana Silverstone	Completed
Petroleum Infrastructure						

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track
3.6.1	Export Pipeline					
3.6.1.1	Provide support for the pipeline pre-feasibility study and other infrastructure	Tenders issued, tenders evaluated, written communications; Feedback provided to MPM	Apr 2013	Dec 2013	Ed Smith, Tom O'Connor	Completed. Phase I completed and service provider is scheduled to begin Phase II in early 2014.
3.6.2	RSS Transportation Company					
3.6.2.1	Provide support for the establishment of a new RSS transportation company (to include pipeline)	Recommendations provided to MPM	Jun 2013	Dec 2013	Ed Smith Glen Hutka	Delayed due to Dec 2013 evacuation from Juba.
3.6.2.2	Assist in startup of the RSS transportation company	Company made operational	Jan 2014	Ongoing	Ed Smith	Delayed due to Dec 2013 evacuation from Juba.
3.6.3	Short Term Crude Export Options					
3.6.3.1	Provide support for implementation of feasibility study for short term export options such as trucking	Feedback provided to MPM	Jun 2013	Sep 2013	Ed Smith	Completed
3.6.3.2	Provide support for undertaking analysis of the cost / benefit of blending South Sudan crude oil streams	Input provided to MPM	Jun 2013	Dec 2013	Ed Smith	Unable to progress this task due to the current crisis.
3.6.4	Economic Analysis Unit – Assist Ministry staff to develop a unit to perform basic project economic analysis					

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track
3.6.4.1	Provide support in prioritizing and leveraging petroleum infrastructure projects through a National Energy Program	Framework for petroleum infrastructure development plan submitted	Aug 2013	Dec 2013	Glen Hutka, Ed Smith	Delayed indefinitely due to Dec 2013 evacuation from Juba.
3.6.4.2	Develop materials and deliver training on cost benefit analysis	Training conducted	Oct 2013	Mar 2014	TBD	Unable to progress this task due to the current crisis.
3.6.4.3	Provide guidance on conducting financial analysis such as: NPV, IRR, Payback, Debt Service Coverage Ratio	Training conducted	Oct 2013	Mar 2014	TBD	Unable to progress this task due to the current crisis.
3.6.4.4	Support capacity building on value for society analysis	Training conducted	Oct 2013	Ongoing	TBD	Unable to progress this task due to the current crisis.
Regulatory Policy and Compliance						
3.7.1	Regulations					
3.7.1.1	Assist MPM to identify and prioritize new regulations	Key regulations identified	Apr 2013	Sep 2013	Deana Silverstone	Completed
3.7.1.2	Assist in the development and submission of regulations to MPM for approval	Regulations submitted to MPM	Apr 2013	Dec 2013	Deana Silverstone, MPM Advisors	Completed
3.7.1.3	Assist in conducting consultation and public awareness with stakeholders	Regulations in process of development	Sep 2013	Apr 2014	Deana Silverstone	On Track

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track
3.7.1.4	Development of ancillary documentation and policies to implement the regulations	Regulations in development	Apr 2013	Apr 2014	Deana Silverstone	On Track
3.7.2	Health, Safety and Environment (HSE) – Program development and implementation					
3.7.2.1	Support development of organization structure, roles and responsibilities and staffing model	Organizational structure and staffing model submitted	Apr 2013	Sep 2013	Lee Mazanec, Deana Silverstone	Delayed indefinitely due to Dec 2013 evacuation from Juba.
3.7.2.2	Assist in developing and improving HSE self-regulation framework	HSE regulations submitted	Apr 2013	Apr 2014	Deana Silverstone, Claudine Bradley	Completed
3.7.2.3	Assist MPM to conduct baseline regulatory compliance study of operating companies	Baseline study completed	Apr 2013	Apr 2014	Deana Silverstone	On Track
3.7.2.4	Support MPM to conduct assessments of JOC HSE programs against regulations	Assessments submitted	Apr 2013	Dec 2013	Deana Silverstone, Claudine Bradley	On Track
3.7.2.5	Support the MPM in the implementation and enforcement of the regulatory regime	Increased compliance by operating companies	Apr 2013	Apr 2014	Deana Silverstone, Claudine Bradley	On Track
3.7.3	Extractive Industries Transparency Initiative (EITI) – Program implementation					
3.7.3.1	Support the implementation of the EITI program	Achieve “Candidate Country” status	Apr 2013	Apr 2014	Deana Silverstone	Delayed
Exploration Production Sharing Agreements (EPSA) / Exploration Promotion Program						
3.8.1	Provide input on content and drafting of new EPSA Model					

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track
3.8.1.1	Assist in creating new EPSA Model in line with international standards	New EPSA Model submitted	Jul 2013	Dec 2013	Deana Silverstone, MPM Advisors	On Hold. Change in MPM priorities.
3.8.1.2	Assist in the creation of tracking and monitoring devices for EPSAs and other agreements	Tracking system operational	Apr 2013	Oct 2013	Emmanuel Sigler, Deana Silverstone	On Hold. Difficulty in getting the agreements and data delayed putting this into effect. Dependent upon advisors getting access to required information.
3.8.2	Assist with the development process for new exploration promotion programs					
3.8.2.1	Provide support to develop exploration promotion program	Exploration promotion program strategy provided	Oct 2013	Apr 2014	Tom O'Connor	Unable to progress this task due to the current crisis.
3.8.2.2	Assist MPM in developing a set of recommendations for undertaking exploration promotion programs	Recommendations submitted to MPM	Sep 2013	Dec 2013	Tom O'Connor	Unable to progress this task due to the current crisis.
3.8.2.3	Assist in establishing a unit for conducting exploration promotion	Unit established	Dec 2013	Apr 2014	Tom O'Connor, Lee Mazanec	Unable to progress this task due to the current crisis.
3.8.2.4	Assist in developing a short and medium term strategy for exploration promotion programs	Strategies submitted	Oct 2013	Dec 2013	Tom O'Connor	Unable to progress this task due to the current crisis.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track
3.8.2.5	Assist in identifying and organizing information requirements for initial promotion programs	Requirements identified	Oct 2013	Ongoing	Tom O'Connor	Unable to progress this task due to the current crisis.
Performance Goal: Provide IT systems and tools to enhance transparency and data security						
IT/Data Management						
3.9.1	Support maintenance and improvement of Ministry website					
3.9.1.1	Review current website format and information and offer recommendations for maintenance and improvement	Recommendations submitted	Aug 2013	Oct 2013	Glen Hutka, Emmanuel Sigler, Data Analyst (National)	Delayed. Website is active but requires enhancement developments planned for early 2014.
3.9.1.2	Develop procedures to place approved documents for placement on the website in a timely manner	Procedures submitted	Aug 2013	Oct 2013	Glen Hutka, Emmanuel Sigler, Timothy Collins, Data Analyst (National)	Delayed. Website is active but requires enhancement developments planned for early 2014.
3.9.2	Support administration of MPM IT system					
3.9.2.1	Assist the MPM in developing and implementing a data archiving methodology.	Data archiving methodology implemented	Aug 2013	Nov 2013	Emmanuel Sigler, Data Analyst (National)	Delayed. Pushed to end of June 2014 – national data analyst not yet hired.
3.9.2.2	Provide on the job training to MPM IT staff in administering the IT system.	IT staff administers the IT system	Aug 2013	Jun 2014	Emmanuel Sigler, Data Analyst (National)	On Track
3.1 Communications – Support the Ministry to develop a communications group						

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track
3.10.1	Develop a strategic communications plan in consultation with the MPM	Strategic communications plan submitted	Jul 2013	Aug 2013	Timothy Collins	Completed
3.10.2	Define structures, job descriptions, reporting, and procedures and continuity manuals	Procedures and structural elements submitted	Aug 2013	Oct 2013	Timothy Collins	Delayed. Structures and job descriptions complete, procedures and continuity pending further implementation of communication plan.
3.10.3	Prepare and deliver a communications training program	Training program delivered	Aug 2013	Dec 2013	Timothy Collins	Completed
3.10.4	Define a long-term plan to engage trade and financial press	Press engagement plan submitted	Jul 2013	Sep 2013	Timothy Collins	Delayed. Urgent need to strengthen engagement of domestic media and news agencies first.
3.10.5	Assist MPM in updating website with media and news section	MPM website media section operational	Aug 2013	Sep 2014	Timothy Collins	On track
3.10.6	Make information on licensing process, contracts, agreements or negotiated terms for exploration and production publicly available	Information made publicly available	Jul 2013	Oct 2013	Timothy Collins	Delayed. Pushed to later in 2014 due to lack of staff and change of MPM priorities
3.10.7	Develop a crisis communications plan, conduct a mock crisis exercise	Crisis communication plan submitted	Nov 2013	Dec 2013	Timothy Collins	Completed

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track
3.10.8	Assist MPM in developing consistent messaging for internal and external purposes	Review procedures submitted; Government networks established	Jul 2013	Ongoing	Timothy Collins	On Track. Message coordination with MOFA and OOP in place, senior staff trained in communication, limited message tables drafted
3.10.9	Train Public Relations lead in media relations, press room management	Public Relations lead able to respond to media enquiries, draft materials	Jul 2013	Nov 2013	Timothy Collins	Completed

Cross-Cutting: Human and Institutional Capacity Development

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track Comments on Progress
Cross Cutting – Human and Institutional Capacity Development (HICD)						
Performance Goal: Support the strengthening of the MoFEP, MPM and BSS through implementation of an HICD framework, assistance with organizational design, increasing HRD functional capability, and developing a plan for leadership development by March 30, 2014						
4.1 HICD Framework (MoFEP)						
Performance Goal: Develop and implement a MoFEP performance improvement action plan that is aligned to the MoFEP goals and our CORE II work-plans by March 30, 2014.						
4.1.1	Socialize HICD framework with counterparts	Counterparts have awareness of the phases and deliverables associated with HICD framework	Jun 2013	Sep 2013	Lee Mazanec	Completed
4.1.2	Implement goal setting within MoFEP for all priority directorates	Goals captured	Jun 2013	Sep 2013	Lee Mazanec	Completed
4.1.3	Implement baseline performance assessment within MoFEP for all priority directorates	MMBT baseline results captured	Aug 2013	Nov 2013	Lee Mazanec, Faith Galetshoge, Emelda Lomodong	Completed
4.1.4	Develop MoFEP performance improvement action plan	Prioritized performance improvement plan captured	Nov 2013	Jan 2014	Lee Mazanec	In progress. Completion date delayed two months from re-engagement on the ground.
4.1.5	Identify opportunities for accelerated performance sprints within MoFEP	Priority list of most impactful areas for performance sprints identified.	Jan 2014	Jan 2014	Lee Mazanec, Julie Cooper	Unable to progress this task due to the current crisis.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track Comments on Progress
4.1.6	Align HICD implementation with MoFEP goals	Linkages between HICD implementation plan (as identified by MMBT results) and ministry goals clearly identified	Jan 2014	Jan 2014	Lee Mazanec, Julie Cooper	Unable to progress this task due to the current crisis.
4.1.7	Work with MoFEP counterparts to implement a performance sprint pilot	Performance sprint planned and implemented	Jan 2013	Mar 2013	Lee Mazanec	Unable to progress this task due to the current crisis.
4.1.8	Implement HICD and M&E skills and coaching capabilities within the MoFEP HRD function.	HRD and M&E coaches identified, development plan, created. Coaches engaged in daily HICD work activity.	Aug 2013	TBD	Lee Mazanec, Faith Galetshoge, Emelda Lomodong	Unable to progress this task due to the current crisis.
4.2 Organizational Design (MoFEP)						
Performance Goal: Revise the MoFEP organizational structure; functional roles/ responsibilities, staffing model and job descriptions to align with the MoFEP goals and strategic plan.by March 2014.						
4.2.1	Review and update the MoFEP purpose, mission and goals	Mission, purpose and goals identified/ documented	Jun 2013	Aug 2013	Lee Mazanec, Julie Cooper	Completed
4.2.2	Review and update the MoFEP organizational chart, including each functions roles responsibilities and outputs.	Organizational chart and functional responsibilities documented	Jul 2013	Sep 2013	Lee Mazanec, MoLP SHRD Stakeholder	Delayed. Contingent upon retreat and reprioritization
4.2.3	Review and update the MoFEP current staffing model (establishment structure)	Staffing model documented	Aug 2013	Oct 2013	Lee Mazanec, MoLP SHRD Stakeholder , Capacity Development Analyst	Delayed. Dependent upon 4.2.3.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track Comments on Progress
4.2.4	Develop both a proposed MoFEP organizational structure and staffing model (establishment structure) which reflects the desired capabilities aligned with the HICD assessment results and direction of the ministry	Proposed (future state) organizational structure and staffing model defined. Implementation plan to move ministry to future state plans created and submitted	Jan 2014	Mar 2014	Lee Mazanec, Julie Cooper, Capacity Development Analyst	Unable to progress this task due to the current crisis.
4.2.5	Develop first draft of MoFEP job descriptions which include performance based expectations / competencies	Job descriptions documented	Sep 2013	Mar 2014	Lee Mazanec, Capacity Development Analyst	Delayed. Dependent upon 4.2.4.
4.3 Human Resource Development (MoFEP, MPM, and BOSS)						
Performance Goal: Create the HRD functional structure and develop the HRD procedures and tools that support the execution of MoFEP strategic priorities for 2014. Develop and implement an incentive system that includes realistic rewards and recognition options.						
4.3.1	Prioritize Labor Law/ HRD process to be developed/ updated for the MoFEP, MPM and BoSS	Priority process identified HRD process work plan drafted	Jul 2013	Aug 2013	Lee Mazanec, Julie Cooper, Glen Hutka, Capacity, Adam Wicik, Development Analyst	Delayed due to lack of counterpart availability and engagement.
4.3.2	Update/ modify prioritized core HRD processes and tools for the MoFEP, MPM and BoSS.	Prioritized HRD process and tools developed as agreed upon by HRD Counterparts and Ministry Key Stakeholders	Sep 2013	Ongoing	Lee Mazanec, Capacity Development Analyst	Unable to progress this task due to the current crisis.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track Comments on Progress
4.3.3	Implement HRD process, tools and training for the prioritized processes for the MoFEP, MPM and BoSS.	Behavior observation of HRD staff indicates competency and capability to implement the methods and tools in support of the Civil Service Law	Jan 2014	Ongoing	Lee Mazanec, Capacity Development Analyst	Unable to progress this task due to the current crisis.
4.3.4	Create a development plan for HRD staff	Development plan drafted	Feb 2014	Mar 2014	Lee Mazanec, Capacity Development Analyst	Unable to progress this task due to the current crisis.
4.3.5	Design and an incentive system within MoFEP to cultivate a culture of performance	Incentive framework submitted	Oct 2013	Ongoing	Lee Mazanec, Faith Galetshoge	Unable to progress this task due to the current crisis.
4.4 Leadership Development (MoFEP)						
Performance Goal: Develop a culture of leadership that enables the MoFEP executives and management to drive vision and manage day-to-day operations to achieve its strategy						
4.4.1	Clarify the MoFEP structure and roles of leadership (aligned to 4.2 Organizational Design)	MoFEP organizational and governance structure defined	Jul 2013	Sep 2013	Lee Mazanec	Delayed. Advisors have initiated the activity but delayed due to alignment with Performance Improvement with CYPRESS.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track Comments on Progress
4.4.2	Utilize the HICD benchmark data to ascertain the benchmark for MoFEP leadership and management effectiveness (aligned with 4.1 HICD Framework)	Effectiveness of MoFEP leadership and management benchmarked, gaps identified and outlined in HICD framework performance improvement plan	Aug 2013	Nov 2013	Lee Mazanec	Completed
4.4.3	Review the maturity model benchmarking results and existing data from previously conducted TNAs, skills assessments.	Individual performance gaps identified and aligned to MoFEP goals	Aug 2013	Dec 2013	Faith Galetshoge, Emelda Lomodong	Delayed. Due to delays in onboarding of National Staff/
4.4.4	Conduct supplementary skills assessment(s) as indicated by major skill gap data from maturity benchmarking results – IF NEEDED	Supplemental skills assessment(s) conducted	Nov 2013	Dec 2013	Faith Galetshoge, Emelda Lomodong	Unable to progress this task due to the current crisis.
4.4.5	Identify interventions to address skill gaps	Interventions identified	Dec 2013	Jan 2014	Faith Galetshoge, Emelda Lomodong	Unable to progress this task due to the current crisis.
4.4.6	Identify interventions that will be off the shelf, modified or newly designed	Build/ Buy Decision Data submitted	Jan 2014	Jan 2014	Faith Galetshoge, Emelda Lomodong	Unable to progress this task due to the current crisis.
4.4.7	Create leadership and management development plan					
4.4.7.1	Create plan for communications and change management	Plan for implementing communication and change feedback from benchmark data is developed	Feb 2014	Mar 2014	Lee Mazanec, Faith Galetshoge	Unable to progress this task due to the current crisis.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track Comments on Progress
4.4.7.2	Create plan manage organizational and individual performance	Plan to implement performance management feedback from benchmark data is developed	Feb 2014	Mar 2014	Lee Mazanec, Faith Galetshoge	Unable to progress this task due to the current crisis.
4.4.7.3	Create plan to drive diversity and inclusion (gender) throughout the organization.	Gender learning and coaching activities from cross-cutting gender integration plan is developed	Feb 2014	Mar 2014	Lee Mazanec, Faith Galetshoge	Unable to progress this task due to the current crisis.