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**Strengthening Institutional Structures in South Sudan**

# Strengthening Institutional Structures Project FY 2011 ANNUAL PROGRESS REPORT

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## List of Acronyms

<b>BNS</b>	Blue Nile State
<b>BoSS</b>	Bank of Southern Sudan
<b>CES</b>	Central Equatoria State
<b>CLIR</b>	Commercial Legal Framework (USAID Assessment Methodology)
<b>CPA</b>	Comprehensive Peace Agreement
<b>CoM</b>	Council of Ministers
<b>CoP</b>	Chief of Party
<b>DFID</b>	Department for International Development (United Kingdom)
<b>ELS</b>	English Language Skills
<b>FMIS</b>	Financial Management Information System
<b>GATC</b>	Government Accounting Training Center
<b>GoNU</b>	Government of National Unity
<b>HRIS</b>	Human Resource Information System (Prototype)
<b>ICSS</b>	Interim Constitution of Southern Sudan
<b>ICT</b>	Information Communication Technology
<b>IGF</b>	Intergovernmental Finance
<b>IGFR</b>	Intergovernmental Finance Reform
<b>MoCA</b>	Ministry of Cabinet Affairs
<b>MoFEP</b>	Ministry of Finance and Economic Planning
<b>MoHRD</b>	Ministry of Human Resources Development
<b>MoIB</b>	Ministry of Information and Broadcasting
<b>MoJ</b>	Ministry of Justice
<b>MoLACD</b>	Ministry of Legal Affairs and Constitutional Development
<b>MoLPS</b>	Ministry of Labor and Public Service
<b>MPM</b>	Ministry of Petroleum and Mining
<b>MRC</b>	Ministry of Regional Cooperation
<b>NCP</b>	National Congress Party
<b>NLA</b>	National Legislative Assembly
<b>NSB</b>	National Statistics Bureau
<b>OoP</b>	Office of the President
<b>PFM</b>	Public Financial Management

<b>PFMA</b>	Public Financial Management Act
<b>PIT</b>	Personal Income Tax
<b>PMO</b>	Project Management Office
<b>PMP</b>	Performance Monitoring Plan
<b>PMU</b>	Project Management Unit
<b>PSA</b>	Public Service Announcement
<b>RSS</b>	Republic of Southern Sudan
<b>SDG</b>	Sudanese Pounds
<b>SKS</b>	South Kordofan State
<b>SLA</b>	State Legislative Assembly
<b>SOP</b>	Standard Operating Procedure
<b>SOW</b>	Scope of Work
<b>SPLM</b>	Sudan People's Liberation Movement
<b>SP</b>	Strategic Plan
<b>SSCCSE</b>	Southern Sudan Centre for Census, Statistics and Evaluation
<b>SSLA</b>	Southern Sudan Legislative Assembly
<b>SSTV</b>	Southern Sudan Television
<b>STMC</b>	State Transfers Monitoring Committee
<b>TIN</b>	Taxpayer Identification Number
<b>USAID</b>	United States Agency for International Development
<b>VAT</b>	Value-Added Tax

# Executive Summary

## Overview

This annual report documents the results and progress made in support of strengthening the core institutions of the Republic of South Sudan (RSS) during the period October 1, 2010 to September 30, 2011. It also documents next steps and includes annexes that relate success stories, capture deliverables, and report on the work plan and Project Monitoring Plan (PMP).

Following the USAID/South Sudan template for annual and semi-annual reports, the report is organized as follows:

1. Executive Summary and Overview
2. Progress, Achievements and Next Steps
3. Indicator Results and Targets
4. Monitoring and Evaluation
5. Project Administration
6. Financial Information
7. Annexes

Within each main section of the report we have further organized discussion of progress and results around the project's objectives and sub-objectives as they appear in the work plan and PMP.

### **Objective 1: Strengthen the institutional structures of a transparent and accountable RSS and the bank of Southern Sudan (Core Strengthening)**

No	Sub-Objective	Relevant Counterparts
1	Policy decisions and communications/media capacity (Support to the Executive)	<ul style="list-style-type: none"><li>• Ministry of Cabinet Affairs (MoCA)</li><li>• Office of the President (OoP)</li><li>• Ministry of Information and Broadcasting (MoIB)</li></ul>
2	Fiscal policies, legislation, and processes (Support to MoFEP)	<ul style="list-style-type: none"><li>• Ministry of Finance and Economic Planning (MoFEP)</li><li>• State Ministries of Finance</li></ul>
3	Strengthened capacity of BoSS (Support to BoSS)	<ul style="list-style-type: none"><li>• Bank of Southern Sudan (BoSS)</li></ul>
4	Development of a legal and regulatory framework (Support to MoJ)	<ul style="list-style-type: none"><li>• Ministry of Justice (MoJ)</li></ul>
5	Oil resource management (Support to MPM) <sup>1</sup>	<ul style="list-style-type: none"><li>• Ministry of Petroleum and Mining (MPM)</li></ul>
6	Systems to manage the civil service (Support to MoLPS)	<ul style="list-style-type: none"><li>• Ministry of Labor and Public Service (MoLPS)</li></ul>

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<sup>1</sup> Formally the Ministry of Energy and Mining

**Objective 2: Strengthen Key Ministries in the Three Areas (Transitional Area Support)**

No	Project Activity	Relevant Counterparts
1	Support to Blue Nile State (BNS)	<ul style="list-style-type: none"> <li>State Ministries of Health and Finance</li> <li>Strategic Planning Council</li> </ul>
2	Support to Southern Kordofan State (SKS)	<ul style="list-style-type: none"> <li>State Ministries of Health and Finance</li> <li>Strategic Planning Council</li> </ul>

No	Cross Cutting Support to the Core RSS Ministries	Relevant Counterparts
1	ICT Advisory Services	<ul style="list-style-type: none"> <li>Ministry of Finance and Economic Planning (MoFEP)</li> <li>Ministry of Labor and Public Service (MoLPS)</li> </ul>
2	English Language and Computer Skills Training	<ul style="list-style-type: none"> <li>Ministry of Finance and Economic Planning (MoFEP)</li> <li>Ministry of Justice (MoJ)</li> <li>Ministry of Cabinet Affairs (MoCA)</li> <li>Ministry of Labor and Constitutional Development (MoLACD)</li> <li>Bank of Southern Sudan (BoSS)</li> <li>Southern Sudan Centre for Census, Statistics and Evaluation (SSCCSE)</li> <li>National Statistics Bureau (NSB)</li> </ul>

**Qualitative Impact**

Key results for the period by support area are:

<b>Strengthening Institutional Structures in Southern Sudan</b> <b>Key Results from October 1, 2010 – September 30, 2011</b>	
<b>Support to the Executive</b>	<ul style="list-style-type: none"> <li>Developed and institutionalized a Cabinet Resolutions Tracker</li> <li>Developed and presented a draft strategy and roadmap for priority functions of government for independence</li> <li>Developed a Roadmap for the Constitution of South Sudan</li> <li>Advised on IT upgrading</li> <li>Assisted in completing a 3 year strategy and a 100 day plan</li> <li>Assisted in drafting the government performance</li> </ul>

## Strengthening Institutional Structures in Southern Sudan

Key Results from October 1, 2010 – September 30, 2011

	<p>report</p> <ul style="list-style-type: none"> <li>• Assisted in the completion of two government quarterly reports</li> <li>• Completed installation of J1 press briefing room</li> </ul>
<b>Support to MoFEP</b>	<ul style="list-style-type: none"> <li>• Intergovernmental Fiscal (IGF) Reform recommendations developed with public consultation</li> <li>• Contributed significantly to the first Cost to Market Survey in South Sudan, to be issued by the NBS</li> <li>• Draft Public Financial Management and Accountability Bill approved by the CoM</li> <li>• Monthly Budget Reporting system in place</li> <li>• New Cash Management System in place</li> <li>• Deployed the phase I FMIS IT system to all ten States.</li> <li>• Monthly expenditure reports produced by nine states</li> <li>• Deployed the Phase Two FMIS IT system to five States. Two states are implementing advanced procedures (improved payment processes)</li> <li>• Supported development of a Strategic Plan for the Directorate of Taxation</li> <li>• Support to Directorate of Taxation led to increased non-oil revenue collection</li> <li>• MoFEP submitted draft Public Procurement Bill to MoJ</li> <li>• Completed Customs assessment and work began through another donor organization</li> </ul>
<b>Support to BoSS</b>	<ul style="list-style-type: none"> <li>• Supported establishment of Central Bank by assisting in the drafting the new Bank of South Sudan Act, which has been approved by President and NLA</li> <li>• Trained eight new bank examiners</li> <li>• Assisted in determining balance sheet for the BoSS</li> <li>• Secured funding for \$5 million worth of IT equipment for the Bank's new accounting and IT systems and advised on the procurement and installation of the IT hardware, software, and power infrastructure</li> <li>• Assisted setup of the Bank's IT system</li> <li>• Supported the implementation of the new currency</li> </ul>
<b>Support to MoJ</b>	<ul style="list-style-type: none"> <li>• Assisted in drafting 23 bills which have been enacted into law</li> <li>• Advised on equipment and procedures for Gazette office</li> <li>• Assisted in completing three year strategy and 100 day plan</li> <li>• Conducted BizCLIR assessment</li> <li>• Assisted MoCA and MoJ to launch the legislative tracking mechanism</li> </ul>

<b>Strengthening Institutional Structures in Southern Sudan</b> <b>Key Results from October 1, 2010 – September 30, 2011</b>	
	<ul style="list-style-type: none"> <li>Assisted CoM to prioritize legislation for independence</li> </ul>
<b>Support to MPM</b>	<ul style="list-style-type: none"> <li>Assisted MPM in contracting USD 2.1 billion in oil exports, completing South Sudan's first independent oil sales</li> <li>Petroleum legislation drafted, through coordination with Norwegian drafting team, meeting with stakeholder ministries, and workshops</li> <li>Assisted MPM to develop basic accounting and monitoring capacity such as invoicing and reporting procedures</li> </ul>
<b>Support to MoLPS</b>	<ul style="list-style-type: none"> <li>Completed installation of a file server, added data export feature and provided on-the-job training for the HRIS</li> </ul>
<b>Support to BNS</b>	<ul style="list-style-type: none"> <li>Strengthened capacity at the local level to engage in strategic planning</li> <li>Increased citizen participation in the performance monitoring of government service delivery</li> </ul>
<b>Support to SKS</b>	<ul style="list-style-type: none"> <li>Established strategic planning process at the state level</li> <li>Increased capacity through delivery of training</li> </ul>
<b>ICT Advisory Services</b>	<ul style="list-style-type: none"> <li>Developed and implemented automated taxpayer registration system</li> <li>Procured a portable data center for MoFEP to secure data and provide reliable back up of critical information</li> <li>Conducted an IT assessment for customs</li> </ul>
<b>English Language and Computer Skills Training</b>	<ul style="list-style-type: none"> <li>Trained 149 RSS participants</li> <li>Completed an on-site on the job training program for MoCA</li> </ul>

During this reporting period, assistance was phased out in the Transitional Areas, the MoIB, and the MoLPS.

## Quantitative Impact

USAID quantitative indicators provide a broad view of project progress. Out of seven indicators, four showed the project to be on or exceeding its targets through FY11. Specifically these areas are - number of institutions supported, number of personnel trained, number of laws drafted with assistance, and number of personnel trained in fiscal-related

areas. The three indicators that show that project progress had slowed were in number of media relations staff trained, number of executive operations supported, and number of monetary/regulatory actions completed. These indicators illustrate the shift in project support away from the Ministry of Information and Broadcasting and highlight the issues surrounding the monetary/regulatory progress at the BoSS. More specific details are presented in the project's PMP, which is discussed further in the Monitoring section below.

## Monitoring

The project has implemented a PMP and is tracking progress against project goals, using indicators set against quarterly targets. Major progress was achieved this year, with the following institutions exceeding expectations:

### MoFEP

- An automated system is now used to prepare the budget
- The number of registered taxpayers is now 1708, an increase of 470% since September 2010. As a direct result, tax revenue collected nearly doubled from 13.2 million SSP in September 2010 to 26.32 million SSP in September 2011, approximately half of which comes from the private sector
- Ten line ministries have FMIS access and nine states are using FMIS to execute budgets
- 308 staff members from the MoFEP, eight line ministries and ten states were trained in FMIS use

### OoP

- As a result of the installation of the Press Room and the increase in staff at the office of communications, the OoP issued 28 press briefings; no press briefings had been broadcast in the past
- 27 ministers and senior officials received media relations training

### MoJ

- Thirty nine laws and regulations were drafted with project support

While great strides were made in the above areas, our monitoring of our PMP exposed the following challenges to project progress:

### OoP

- Technically, press designates are now present in all ministries, assigned from the MoIB, yet appointees lack basic qualifications and are inactive. The project is working with MoIB and MoCA to resolve this

### BoSS

- No funding has been identified for the new inter-bank payment system. This has been postponed to Phase II, while work continues on the bank accounting system

## **Project Administration**

The project management team oversaw the close out of work in the three areas, including the turn-over of inventory and finalization of deliverables. While this support ended, the project broadened support in several areas, which resulted in the following staff additions:

- Expatriates to support the FMIS roll outs
- South Sudanese professionals, including an English instructor, financial advisor, training lead, three FMIS professionals, policy advisor, and two communications professionals
- A media regulatory advisor to support the MoIB
- Three advisors for the MPM – a new area of support
- PMO lead to support reporting, monitoring and evaluation, and administration

## Objective 1: Core Institution Strengthening

### Sub-objective 1: Support to Ministry of Cabinet Affairs and Office of the President

A government's executive branch must be able to set policy, coordinate its implementation, and communicate its progress to constituents. Project advisors worked with RSS towards this goal by building RSS capacity to make policy decisions based on a prioritized development strategy and through supporting effective lines of communication to and from the OoP as well as from the ministries.

#### Sub-objective 1A: Support to the Ministry of Cabinet Affairs

The MoCA functions as the Secretariat of the CoM, which is the center of executive coordination and decision-making. The CoM, with support from MoCA, must be able to create strategic plans for the RSS, track and prepare updates on the status of its decisions and the implementation thereof, support identification of key legislation and ensure its passage, and provide focus and prioritization on key issues for completion. These functions are especially important in the post-independence period.

#### Achievements

Specific milestone achievements toward reaching the overall goal of helping the RSS to make policy decisions based on a prioritized development strategy include:

- **Roadmap for Transitional Constitution of South Sudan:** The project facilitated the convening of a high level meeting of twelve key ministers, the Chief Justice, the head of the bar association, key academics, and international partners to develop a roadmap for the preparation of the Transitional Constitution of South Sudan (TCSS) and participated in high level review of the Interim Constitution of Southern Sudan with the legislative committee of the Southern Sudan Legislative Assembly
- **Legislative Fast-Tracking Plan:** A project recommendation to accelerate the operations of the standing committees (clusters) of the CoM was put into effect with the rapid review and passage of sixteen Provisional Orders. Prior to the meetings of the clusters, the CoM had not reviewed any laws in 2010 (besides the appropriations and emoluments acts)
- **Prioritized Legislation:** The project presented a methodology and coordinated a meeting among MoCA, MoLACD and MoPA to finalize a short-list of nineteen legislative priorities (see table). Of the nineteen identified priorities, ten have been adopted by the SSLA/NLA

**Table 1: Legislative priorities**

Established List of Prioritized Laws
1. Nationality/Citizenship
2. Passport/Immigration
3. National Symbols
4. National Flag
5. National Seal
6. National Coat of Arms
7. National Anthem
8. National Security Bill
9. Central Bank
10. Financial Institutions/Commercial Banking
11. Petroleum
12. Public Procurement
13. Civil Aviation (regulatory)
14. Telecommunications (regulatory)
15. Customs, Excise and Export Duties
16. Weights and Measures/Standards
17. Badges and Insignias
18. International Treaties
19. Public Financial Management

- **Cabinet Resolutions Tracker:** The project developed, presented to the CoM, and assisted in the institutionalization of the Resolutions Tracker, which was designed for ease of use for those with little computer experience and is a tool for MoCA staff to keep a record of all CoM resolutions and directives
- **Government Performance Report:** The project assisted in the completion of the Government Performance Report, which measures the accomplishments of the government against resolutions established in Cabinet. The report was presented to the Cabinet and will be presented again next year as part of the planning and review process as the report highlights lessons learned and future recommendations. As a result of the report, the MoCA, together with USG assistance, has developed and implemented a resolutions tracker in order to document and track issues and their subsequent resolutions
- **MoCA Quarterly Financial Report:** The project assisted in the development of the financial report of MoCA, which was then presented to the CoM. The financial report takes into account the emoluments of all constitutional postholders and is therefore a measure of cabinet authorized expenditures

- **Structures and Processes to Facilitate Decision-Making on RSS Priorities for independence through Support to the Southern Sudan 2011 Taskforce:** With project assistance, 45 RSS priorities were identified, mapped to RSS institutions, and delegated to line ministries accordingly. The prioritization also involved extensive coordination with international partners and RSS planning efforts to ensure a harmonized outcome that was not duplicative of planned or on-going. The priorities will be merged into the South Sudan development plan which will be presented at a donor's conference in early 2012. Five priorities have been identified as critical for independence:

- International relations
- Rule of law
- Governance
- Economy and natural resources
- Service delivery



Above: Minister of Cabinet Affairs Kosti Manibe Ngai presents priority objectives identified for independence to the Vice President and Taskforce Chair Riek Machar Teny. This list of priorities was also used to engage international partners regarding urgent funding needs

- **Study Tour to the Prime Minister's Office and Ministry of Cabinet Affairs in Rwanda:** As a regional example of a country that has emerged from conflict into a well-managed secretariat system, Rwanda provides valuable lessons for South Sudan. The event was also an important step towards developing diplomatic relations with a potential regional champion
- **Cabinet Handbook Defining Functional Structures for the Ministry:** The project developed the draft Cabinet Handbook, which represents the first step towards ensuring various directorates are held accountable for performance of their assigned functions. The Handbook has been adopted by the CoM.
- **Structure of New Government:** Defined roles and responsibilities of the ministries of the new government; however, the MoCA needs to improve its professional staff's capacity to produce research and legal support to the Cabinet. Going forward, the project will work with the Minister to define and introduce an organizational structure to make the MoCA a secretariat to government with research support. In addition, the MoCA needs to increase the utilization of the clusters within the cabinet structure. Improved clusters can make the cabinet more efficient as most technical review can be completed at the cluster level

### **Sub-objective 1B: Support to Office of the President**

With project assistance, President Kiir set out to create a more efficient executive office. Modelled in part after the US and Kenyan systems, the Office of the President includes functions of public liaison and, for the first time, media relations. With project support, the media unit has issued its first press materials, distributed audio to radio stations across South Sudan and staged numerous speeches, bilateral meetings, press conferences and events. Going forward, the OoP will need to increase communications staffing to reflect new structures. The project will work with the minister to define and introduce functions of press secretary, press advance, speechwriting, public liaison, radio production and public liaison.

### **Achievements**

- **Media Relations Capacity:** 25 senior RSS officials, including the vice president and nineteen ministers, participated in media training provided by the project. At the conclusion of the half-day sessions, participants were able to develop a message, respond to various interview techniques and participate in a press conference.
- **Radio Broadcast Capability:** The project developed a network of fifteen public and private radio stations across Southern Sudan and introduced procedures for the distribution and airing of audio from presidential press events. The OoP anticipates producing a regular radio address by the president. The project will provide advisory support for production, distribution and broadcast

- **Press Briefing Room:** The project completed the installation of J1 press briefing room on December 22, 2010
- **Ministry of Finance Media Relations:** The project helped MoFEP establish its own press capacity, including developing messages, issuing press releases, maintaining media contact lists, and coordinating public statements
- **Media Legislation:** The project assisted the MoIB and MoLACD/MOJ to resolve outstanding issues of three media bills to advance them through to submission to CoM. The legislation creates a framework for public information and press freedom



Above: President Salva Kiir Mayardit leads a joint press conference with Ethiopian President and African Union Chair. Established with USAID and UN support, the presidential press room creates a platform for the new nation's executive communications to its citizens and the world

- **Bringing the People to the President.** Many regions of South Sudan have little or no radio coverage, making entire populations impossible to reach through traditional media relations. The project provided technical and advisory support for public liaison efforts of the OoP, giving tribes, citizen groups and religious communities a chance to express their concerns and to hear directly from the president.
- **Mobile Press Unit:** The project installed a mobile equipment system that enhances security, limiting the recording of comments and audio not intended for the press and resulting in better audio quality provided to TV and radio.



Extended populations of Shilluk in security-sensitive regions of Unity State live without access to radio, television or newspapers. The project regularly provided media and organizational support to bring the people to the president, such as this meeting of the Shilluk community and President Kiir.

## Sub-objective 2: Support to Ministry of Finance and Economic Planning

### Sub-objective 2A: Provide Policy Advice to MoFEP

Recognizing the need for RSS to address major policy issues such as monetary policy, oil revenue management, fiscal discipline, transfers to states, and rationalizing central and state-level tax regimes, project advisors have focused on the budget development strategy at the RSS-level and reform of the state level taxation system over the past year. Going forward, the project will help establish a revenue policy unit in MoFEP and develop a comprehensive non-tax revenue policy and review process. The unit will support the passage and implementation of revised revenue collection arrangement between states and the RSS government.



Above: The IGFR Taskforce—facilitated with project assistance—created a forum for RSS and State Ministries of Finance to analyze and agree on reforms needed for South Sudan's taxation system. These reforms are now being considered at the Cabinet level, an important step toward revising the legal framework of the system

### Achievements

- **Intergovernmental Fiscal Relations Task Force Established:** Based on the recommendations provided in the project's white paper, an Intergovernmental Fiscal Relations (IGFR) Taskforce was formed. With project assistance, the Task Force held three plenary sessions which convened all state ministries of finance and representatives from civil society and the private sector.
- **Recommendations for IGFR Improvements Developed with Public Consultation:** The plenary sessions developed recommendations on the steps necessary to eliminate revenue roadblocks, harmonize tax rates, establish a broad-based sales tax, improve tax type assignment, and move to an equity-based intergovernmental transfer system. These recommendations are now being considered at Cabinet level, an important step before being drafted into legislation.

- **Cost to Market Survey Completed:** To support IGFR reforms, the MoFEP, the SSCSE/NSB and the project completed a Cost to Market Survey which collected data on the tax rates for importing and travelling with various goods. The Cost to Market survey covered commercial vehicles on over 144 journeys on 8 major trade routes in South Sudan. This is the first research that empirically demonstrates for policymakers the impact roadblocks have on the cost of goods. For instance, one loaded oil tanker travelling from Khartoum to Juba was stopped at 83 checkpoints, with over SDG 10,000 collected in taxation for the one-way trip.

## **Sub-objective 2B: Strengthen Budget Planning and Budget Execution – RSS**

Support to budget planning and budget execution at the RSS level is helping MoFEP to strengthen the framework and capacity for public resource management. Going forward, the project will assist in the drafting and implementation of remaining key PFM regulations and procedures, including legislation on Public Procurement, Customs Code, Central Bank, and State Revenue Sources.

### **Achievements**

- **Public Financial Management and Accountability Bill Approved by Council of Ministers:** The bill—now approved by CoM and sent to the NLA—will formalize budget planning and execution procedures and empower MoFEP to guide public finances. The President has identified passage of the bill by the Assembly as a priority to be completed within 100 days.
- **Budget Preparation System Designed and Implemented:** The project designed a budget preparation database system for agency use. The system improves tracking of budget recommendations and automates production of the budget book. Budget Officers were trained in the new system and are now using it with agencies to prepare the 2011/12 budget. Use of this tool will free up time for budget officers to work on substantive budget issues instead of merely transcribing agency budget proposals.
- **Monthly Budget Reporting System:** Project advisors designed a reporting system using data from the FMIS to provide Budget Officers with detailed budget execution reports for monthly distribution to spending agencies.
- **Budget Arrears:** Project advisors identified arrears in agency operating budgets and designed a proposal for liquidating these arrears. The proposal was approved by the CoM and is being implemented in the 2011/12 budget.
- **2011 Budget Execution Reforms Initiated:** Advisors helped senior staff at the MoFEP to draft recommendations for 2011 budget execution reforms, now approved by the Minister. These reforms are designed to improve cash management, increase accountability, and reduce opportunities for corruption. Implementation will commence in the next year. Key reforms include:
  1. *New Cash Management System*, with quarterly allocations and monthly expenditure limits. Monthly cash limits have been approved and spending agencies will only have expenditures made within these ceilings.
  2. *Required Commitment Controls* that will be implemented for contracts in accordance with the 2006 IPPR Procurement Regulations.
  3. *Contract Management* that restricts single source procurements to be authorized only in exceptional circumstances.

4. *Only Registered Taxpayers/Vendors* are eligible for RSS payments. Payments will be made directly to vendors via electronic transfer and these amounts will no longer be transferred to spending agencies for disbursement.
  5. *Amended Petty Cash Limits*, creating a policy of “no accountabilities, no funds”.
  6. *Restricted Physical Access to MoFEP* such that the follow up of claims will move to the compound adjacent to the main MoFEP compound.
  7. *Internal Audit* reforms introduced to reduce the time to process a payment.
  8. *Approval Thresholds* introduced to streamline the payment process.
- **FMIS Functionality Improvements:** Working together with the Tax Directorate team, project advisors recommended and assisted in the implementation of compulsory registration for RSS vendors into the FMIS system. Added banking information will also eventually allow for electronic payment submissions to BoSS.
  - **FMIS Business Processes:** Project advisors assisted in revising FMIS processes to eliminate backlogged payments and allow for accurate expenditure reports, which will lay the groundwork for the FMIS to generate payment instruments.

### Strengthen Budget Planning and Budget Execution—RSS and States

The project continued to provide support to budget planning and budget execution at the national and state levels of the RSS. The rollout of improved financial management and budget planning and execution is making steady progress.

#### Achievements

- **FMIS Roll Out to all Ten States Completed:** FMIS installations have been rolled out to all ten states. All ten states have participated in Phase One of the FMIS rollout training, covering transaction posting and expenditure posting requirements and procedures.



Above: WES Finance officials use new hardware and Phase II PFM procedures to post expenses to FMIS. Posting payments to FMIS ensures payments are only made when cash is available and requests are in line with an approved budget.

- **Monthly Expenditure Reports Produced by Nine States:** All states except Lakes have been producing monthly expenditure reports for review by the State Transfers Monitoring Committee (STMC). This is a major step forward in obtaining visibility in public spending at a state level.

Furthermore, up until July 2011, all ten states were producing these reports. Shortly after independence, however, due to human resource issues, Lakes’ reporting became more erratic.

- **Expansion of FMIS Network in States:** By the end of September 2011, five of the ten states had an expanded FMIS platform comprising a server, three laptops, and wireless networking equipment.
- **FMIS Phase Two Initiated in Five States; Two States Implementing “Advanced” Procedures:** Phase Two of the FMIS roll-out, which comprises bank reconciliations, improved payment processes, and an expanded FMIS Network, have been rolled out to five states (Eastern Equatoria, Jonglei, Warrap, Western Bahr el Ghazal, and Western Equatoria), with two of those states (Eastern and Western Equatoria) implementing “advanced” FMIS procedures. Eventually, all ten states are slated to participate in the Phase Two roll-out.

The states with advanced FMIS procedures implement reforms that cover the majority of the payment life-cycle, from the process by which spending agencies request money through the administration and recording of payments made. The eventual goal is to get these states to produce a payment instrument (check, bank transfer letter, or cash payment authorization) through the FMIS platform.

- **State Budgets Loaded in FMIS:** Nine of the ten states (all except Unity) are using their 2011 budget with the new South Sudan fiscal year (9 July 2011 to 30 June 2012).
- **FMIS in Central Government Spending Agencies:** Eight spending agencies (Ministries of Agriculture, Culture, Education, Health, Housing, Information, Labor, and Transport) have wireless connectivity to the FMIS central server in the Ministry of Finance. This enables these spending agencies to logon to FMIS and check the status of their budget execution. Accounts staff were trained on how to use the system to determine the status of their payment claims. Periodic refresher trainings and follow-up from the project are planned.

**Table 2: FMIS Status in the Ten States of South Sudan**

State	Budget Approved by State Legislative Assembly (pre-Independence)	Approved Interim Budget Loaded into FMIS (post-Independence)	Monthly Expenditure Reports Submitted to STMC	Expanded FMIS Network Installed	Phase 2 FMIS Roll-out	Advanced FMIS Processing
Central Equatoria	x	x	x			
Eastern Equatoria	x	x	x	x	x	x
Jonglei	x	x	x	x	x	
Lakes	x	x	Lapse after July 2011			
Northern Bahr el Ghazal	x	x	x			

Upper Nile	x	x	x			
Unity	x		x			
Warrap	x	x	x	x	x	
Western Bahr el Ghazal	x	x	x	x	x	
Western Equatoria	x	x	x	x	x	x

**Table 3: FMIS Status in Central Government Spending Agencies**

Spending Agency	FMIS Connectivity Established	FMIS Reporting and Inquiry Training Complete
Agriculture	x	x
Culture	x	x
Health	x	x
Housing	x	x
Information	x	x
Labor	x	x
Transport	x	x

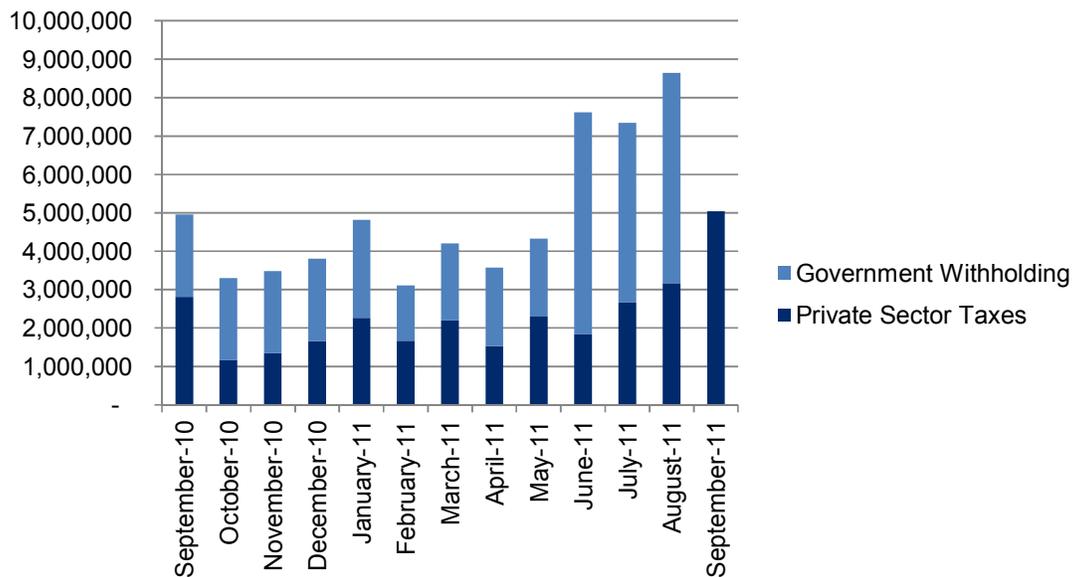
### **Sub-objective 2C: Support to the Directorate of Taxation**

The focus of support to the Directorate of Taxation is to broaden the non-oil revenue base through effective implementation of the 2009 Taxation Act. Specifically, the project is working with the Directorate on a functional reorganization and accelerated taxpayer registration and collections. Achievements and progress below demonstrate strong results in all targeted areas.

#### **Achievements**

- Implemented Management Reporting System within the Directorate of Taxation:** This reporting system that was developed by members of the project will serve as the basis for a more enhanced system. Reports are delivered to senior management on a weekly and monthly basis, and detail activities by functions such as taxpayer service visits conducted, collections visits conducted, and total taxes collected.
- Increased tax collections:** With project assistance, the Directorate's Enhanced Collection Initiative has increased collections from the private sector (see graph). The initiative included media releases, tax registration of government vendors, and forced tax assessments of large businesses in Juba. Private sector taxes collected in September 2011 were over 5 million pounds, compared to approximately one million in October 2010.

**2010 - 2011 Monthly Tax Collection by Juba Branch Office (SSP)**



Above: Project assistance has diversified the RSS tax base to expand the role of private sector tax collection in supporting public expenditure. *Note: beginning in May 2011, the SPLA was required to withhold PIT, leading to a significant increase in RSS government withholding.*

- Enforced compliance with the 2009 Taxation Act:** All government contractors will be required to possess a Taxpayer Identification Number issued by the MoFEP beginning in April. This is a significant step to reduce the leakage of tax revenues. This also sends a clear message to the rest of the public that the government is serious about the administration of the Taxation Act
- Strategic Plan Developed:** Assisted the ministry leadership to develop a strategic plan with tax revenue goals and management reports. The primary purpose of the plan is to have the minister approve key steps and monitor progress

### **Sub-objective 2D: Establishment of a Public Procurement System**

The MoFEP indicated it wants to centralize the process in order to establish greater control, creating a Central Procurement Unit. USAID assistance targets assisting the MoFEP and MoLACD to create the legal and regulatory framework for the unit, and subsequently building its capacity.

## Achievements

- **Draft Public Procurement Bill Submitted:** The MoFEP's technical working group, with project assistance and World Bank input, developed and submitted a draft Public Procurement Bill to MoFEP leadership. The draft has since been passed to the MoJ for review.
- **Stakeholder Consensus Meetings:** MoFEP and the project held meetings with key stakeholders to build consensus for the best practices to be included in the law.



*Above:* Procurement expert presented the proposed Procurement Bill at a Government Accounting Center Training with officials from various RSS ministries. These officials now understand the importance of proper procurement legislation, training and procedures, such as separating finance and logistics from procurement functions.

## Sub-objective 2E: Assist in Establishment of a Customs Service

The project completed an assessment of the steps necessary to establish a Customs Service for South Sudan after independence. Collections of customs, excise and VAT at the borders will be the simplest and single most important method for the RSS to increase its non-oil revenue.

## Achievements

**Customs Assessment Completed.** Key recommendations were:

- Create an inter-ministerial border development task force
- Develop a budget for the Customs Service, including operations and priority infrastructure investments
- Establish commercial banking relationships that allow for direct payment by importers of duties and taxes
- Identify funds for immediate automation (estimated to be \$140,000)
- Appoint a champion to develop legislative amendments and regulatory framework to ensure timely presentation of critical changes to Cabinet

### Sub-objective 3: Support for the Bank of Southern Sudan

The focus for the project advisors during the past year has been assisting the BoSS to assume its role as a new central bank in July 2011. To accomplish this, the BoSS needed:

- An effective Central Bank Act (Provisional Order signed in July, Bank of South Sudan Act later on passed by the Legislative Assembly)
- A credible monetary regime selected and the appropriate institutional framework to manage it in place (managed floating adopted and in process of implementation);
- An IT System in place for the BoSS to conduct its operations as the new central bank in South Sudan.



Above: President Salva Kiir was the first to receive the new South Sudanese Pounds. The project has advised BoSS leadership on selecting and managing a monetary regime, and installing the necessary hard and soft infrastructure to support current operations.

#### Achievements

- **Establishment of a Central Bank:** The project assisted in developing the legislation establishing the new central bank – the Bank of Southern Sudan. The Provisional Order was signed by the President of the Republic of South Sudan and was subsequently approved by the NLA as an Act, and the BoSS has started issuing new currency, the South Sudanese Pound. Other key pieces of legislation, which have been drafted and are ready to be submitted to the CoM and NLA, include the Foreign Exchange Business Bill and the Banking Bill.
- **New Bank Examiners Trained:** The project provided eight new staff members with classroom training covering commercial bank examination procedures. Procedures covered to date include loan portfolio management and effective management by the board of directors and senior management. The project will continue to provide formal training to cover all examination procedures, as well as on the job training during actual bank examinations. The commercial bank examination schedule has been prepared, but it still needs to be implemented. In addition, going forward, the project will assist in designing and implementing a new comprehensive procedures manual, train staff, monitor progress, and reinforce implementation process when needed

#### Preparing for Independence: Setting up a BoSS Accounting/IT System

USAID conducted an Accounting/IT System Assessment of BoSS that exposed a major risk of an IT System interruption on July 9, 2011.

The BoSS, CBTF and the Project collaborated to secure \$5 million funding to enable the BoSS to set up its own IT System and make it fully operational following becoming an independent central bank.

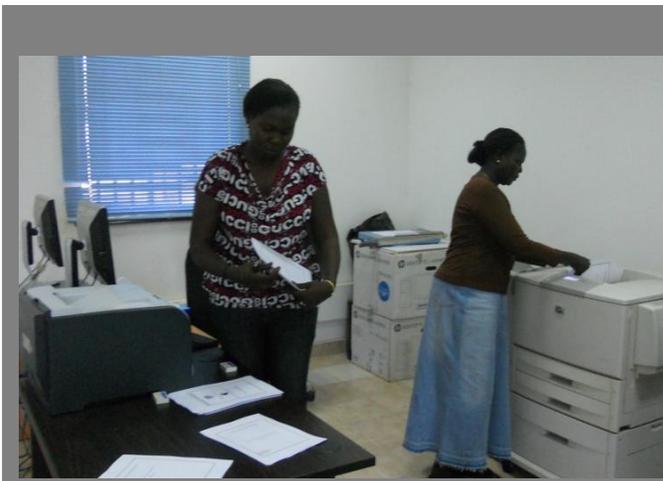
- **BoSS IT System:** The project advised on the procurement and installation of a new banking and accounting system, including \$5 million worth of IT hardware/software, communication upgrades, and power infrastructure funded by the CBTF. Technical assistance included procurement, training, and setting up banking and accounting software. Going forward, the project shall continue to support the BoSS in fully adopting the banking software provided by CBTF with the goal of developing an operational and IT staff who are fully trained and capable of capitalizing on all of the system's benefits and efficiencies
- **Closing Financial Position Determined:** Assisted in constructing the closing financial position of the BoSS, identifying the assets, liabilities and the resulting "claim" of BoSS on the CBOS
- **Initial Setup of the Banking System:** Assisted in the initial configuration and setup of the new banking and accounting system followed by the transfers of customer balances and related information. Going forward, the project shall conduct an analysis and review of BoSS fees and charges against services being provided.
- **Exchange Rate Regime:** The project advised the BoSS on the best way to determine the representative and stable market exchange rate for its new currency. BoSS leadership unilaterally decided to select and fix an exchange rate that may prove to be unsustainable in the long term
- **Financial Management System:** Finally, going forward, the project will support the creation of a financial management system and structure that will oversee, control and support the branch network, enable the collection of government taxes through the banking system, manage the Bank's finances and resources according to its annual budget, prepare relevant financial reports and analysis, as well as coordinating internal and external audits.

## Sub-objective 4: Support to the Ministry of Justice

The project supported the MoJ in a) establishing the new country's Constitution and building its legal framework, b) developing the institutional capacity of the Gazette Office to enable it to start basic printing and gazette services, and c) formulating a three-year comprehensive strategic plan. Specifically, the project has engaged the leadership of MoJ to identify critical gap areas, identify priority legislation to be advanced, and drafted bills for approval by the CoM and further consideration by the National Legislature for enactment. Since independence, 23 new laws have been enacted into law and over eleven are currently before the NLA (see table below on next page).

### Achievements

- **Building the Legal Framework:** Project advisors deployed at various ministries and institutions have assisted in the drafting of important institutional laws and regulations. Draft bills developed by line ministries are submitted to MoJ for review and further processing for enactment. Project advisors embedded within MoJ have assisted in the drafting, review and processing of the 23 Bills that have already been enacted into law and over eleven others that are presently at different stages of processing for enactment.
- **Institutional Support to Gazette Office:** The project is supporting the development of institutional capacity of the Gazette Office to start basic printing of laws and associated gazette services. Specific technical assistance has been focused on assessment of equipment, supplies and production requirements, development of a proper management structure, ensuring a dust-free and clean workspace and developing standard operational procedures and Gazette Office guidelines.
- **Supporting MoJ's Strategic Planning Process:** The project has engaged with the MoJ's senior staff to formulate a three-year strategic framework, including identifying priority actions to be undertaken in the first 100 days and remaining activities to be accomplished over the remainder of the three-year period. Specific technical assistance has been discharged toward assisting MoJ to identify activity costs and funding gaps within its present budget ceiling.
- **Legislative Tracking Mechanism:** The project has put in place a legislative tracking mechanism and MoJ IT personnel have been trained on its use. With the tracking mechanism in place, MoJ can now instruct its Legislative Drafting Department on laws for focus. Other line ministries and institutions can also effectively monitor the progress of their Bills as they move through the process toward enactment into law.



*Left:* Gazette Office staff use equipment procured with project assistance to produce legislation for review by legal counsels at MOJ. Printing in the Gazette Office and distribution is the final step in promulgating a law after its passage.

**Table 4: Legislation drafted and enacted into law with USG assistance**

<b>Bills Enacted into Law by the National Legislature As of September, 2011</b>	
<b>1</b>	Civil Service Act, 2011
<b>2</b>	Wildlife Service Act, 2011
<b>3</b>	Prison Service Act, 2011
<b>4</b>	South Sudan Electricity Corporation Act, 2011
<b>5</b>	South Sudan Urban Water Corporation Act, 2011
<b>6</b>	South Sudan Road Authority Act, 2011
<b>7</b>	Co-operative Society Act, 2011
<b>8</b>	South Sudan Audit Chamber Act, 2011
<b>9</b>	South Sudan Demobilization and Disarmament Act, 2011
<b>10</b>	South Sudan Center for Census, Statistics and Evaluation Act, 2011
<b>11</b>	South Sudan War Disabled, Widows and Orphans Act, 2011
<b>12</b>	Civil Service Commission Act, 2011
<b>13</b>	South Sudan Employee Justice Chamber Act, 2011
<b>14</b>	Public Grievance Chamber Act, 2011
<b>15</b>	Sale of Goods Act, 2011
<b>16</b>	Examination Council Act, 2011
<b>17</b>	The National Coat of Arms, Act, 2011
<b>18</b>	The Seal of the Republic Act, 2011
<b>19</b>	Nationality Act, 2011
<b>20</b>	Passport and Immigration Act, 2011
<b>21</b>	National Anthem Act, 2011
<b>22</b>	National Flag Act, 2011
<b>23</b>	The Bank of South Sudan Act, 2011

## Sub-objective 5: Support to the Ministry of Petroleum and Mining

Accounting for 98% of government revenue, petroleum is crucial to the budget of the government of RSS, and to the economy of the nation. Yet with independence in July 2011, South Sudan was for the first time tasked with independently managing its petroleum sector.

Under the Comprehensive Peace Agreement, core functions, including the sale of petroleum, were managed by the Government of National Unity (GoNU). The legal framework governing the sector and ministerial capacity to manage petroleum also came from the north.

To prepare South Sudan for its new responsibilities, project advisors first arrived in March with the objectives of 1) strengthening the capacity of the Ministry of Petroleum and Mining to manage the oil sector effectively and accountably, and 2) strengthening the capacity of RSS to market and sell oil on the international market. The first objective included a new petroleum law and regulations, and financial and revenue accounting business processes to monitor and control the gross crude oil revenue receipts.

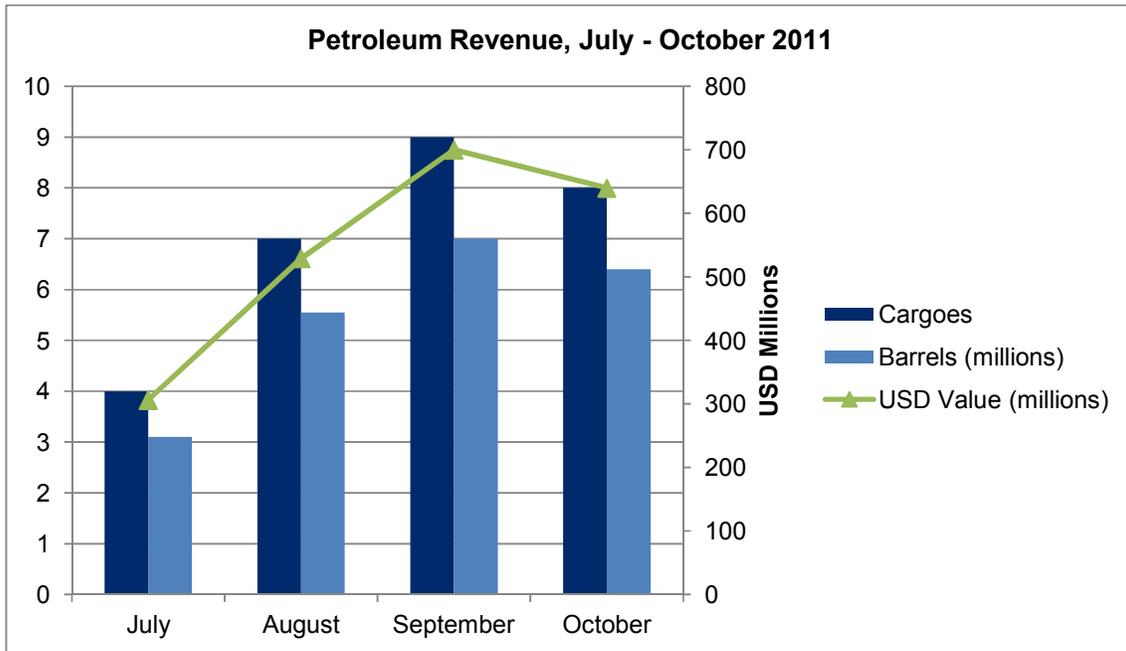
### Achievements

- **Petroleum Legislation Drafted, Stakeholders Engaged:** With the Norwegian drafting team, the project assisted with the development and drafting of the RSS Petroleum Bill. Workshops and meetings with stakeholder ministries were facilitated by the project, and work continues to incorporate comments from stakeholders and ministries before the bill's submission to the CoM and the NLA. Going forward, the project will identify key regulations needed to support petroleum legislation and provide support in its drafting
- **2.1 Billion in Oil Exports Contracted:** By identifying potential buyers, assisting in preparing model draft contracts, and advising during sales negotiations, the project supported the ministry in the sale of 22 million barrels of export crude oil. This product covers the July through October 2011 period and is transiting by ships through the Port of Sudan to buyers in Asia and Europe. The ministry estimates the total value of exports for this period at USD 2.1 billion, of which payments of USD 745 million have been received. Going forward, the project will provide targeted organizational support for marketing and accounting functions, including building the capacity of the marketing team to play a more active role in supporting crude oil sales
- **Strengthened Accounting and Monitoring Capacity:** The project built the monitoring capacity of the ministry by assisting in developing payment control procedures, including invoicing, payment security, BoSS receipts, and internal reporting for crude oil sales, and developing a process for basic oilfield contractor reporting to MPM. The project will continue to deliver additional trainings in the future on basic petroleum operations, oil



Above: Project advisor assists Ministry of Petroleum staff in creating contract template for petroleum sales. Project assistance included supporting Ministry of Petroleum staff in identifying buyers, negotiating contracts, finalizing deals, and managing invoicing

accounting and cost recovery principles and build the capacity of MPM to monitor the contractors' financial activities and crude oil entitlement calculations



After independence in July, for the first time South Sudan was responsible for its own oil sales. Project assistance helped ensure this important source of government revenue remained stable. Assistance continues to build the Ministry of Petroleum and Mining's capacity to effectively market and sell oil.

## Sub-objective 6: Support to the Ministry of Labor and Public Service

To provide information on the RSS workforce, improve compliance with employment review processes, and improve transparency and internal controls, the project supported the development and deployment of a Human Resources Information System (HRIS) Prototype for MoLPS in October 2010. At USAID's request, project assistance to MoLPS continued to ensure successful use and improvement of the system.

Although users had been trained and laptops provided to the MoLPS Establishment Office, with no file server to host the database, only one person could use the HRIS at a time. Besides limiting HRIS use within MoLPS, this created a barrier to future assistance to enhance the system, such as by upgrading to a commercial application or expanding access to other ministries.

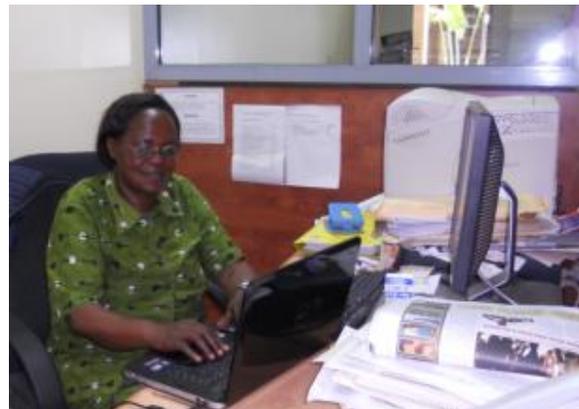
### Achievements

- **File Server Installation:** Installed a file server allowing multiple users to access the HRIS simultaneously, with the possibility to scale to more users in the future. This addition dramatically increased the efficiency, power, and future potential of the HRIS
- **Reporting:** An export function was added to allow other ministries such as the Ministry of Human Resource Development (MoHRD) to have access to the data
- **Training:** The team delivered on-the-job training that ensured officials' ability to use and maintain the system

Upon delivering the HRIS and training staff on its use, the project concluded formal assistance to MoLPS.



*Above:* Previously, records of RSS employees were only accessible in hard copy, making it difficult for officials to locate, update, and review an individual's record, and impossible to draw conclusions or conduct analysis on the entire RSS workforce.



*Above:* Today, over 20,000 records are contained electronically in the HRIS Prototype. The Prototype can also be used as a model for future creation of a more robust HRIS system for roll-out to the rest of RSS and the States.

## Objective 2: Transitional Area Support

The project concluded its work in the Transitional Areas of Blue Nile State (BNS) and South Kordofan State (SKS) in April 2011. The project team was charged with working with key ministries in these states to transform state and local government and improve efficiency and transparency for enhanced service delivery.

### Achievements

Project assistance in the Transitional Areas created a culture of strategic planning in BNS and SKS. Government officials at the state and local level now understand the benefit of strategic planning as an effective management tool for service delivery. The project assisted six BNS localities to complete strategic plans and formulate annual plans for 2010 and 2011 based on these plans. In SKS, ten ministries and nineteen localities were trained on strategic planning and they started the drafting of their plans.

**“Through strategic planning, we will be able to improve our services, pressure the national government to disclose the real national income and get our share of it.”**

*- Bothainay Deener, Minister of Social Development; Strategic Planning training to the Ministry December 16-19, 2010*

- **Strengthened Capacity to Engage in Strategic Planning in Blue Nile State at the Local Level:** Project advisors supported the establishment of strategic planning institutions and have trained the participants. The foundation of strategic planning is now in place at the local level.
- **Increased Citizen Participation in the Performance Monitoring of Government Service Delivery in Blue Nile State:** As a result of project training, workshops and outreach, there is increased citizen participation and oversight in the performance monitoring of government service delivery. People have started to discuss and ask questions that had been considered off-limits previously.
- **Established Strategic Planning Process in Southern Kordofan State:** Buy in and consensus for the strategic planning process in SKS was established among key stakeholders, including high level government officials such as commissioners.
- **Increased Capacity through Delivery of Training in Southern Kordofan State:** As a result of knowledge and skills gained from the trainings, participants were able to: 1) analyse the current state of their ministries, 2) identify major development issues, 3) draft missions, visions and strategic goals to improve performance and service delivery, 4) articulate the differences between what they learned and the current practices in the state and 5) commit to implementing the ideas learned in the training.
- **Organizational Restructuring in Blue Nile State:** Established and obtained Ministry of Finance and Economy approval for a Project Management Unit to coordinate, monitor and manage development projects in the state.

### Strategic Planning Training

In February 2011, 40 officials from South Kordofan State Ministries of Finance, Agriculture, Animal resources and Physical Planning received training in Strategic Planning.

*“Today I learned that the USAID has completed strategic planning to 646 of our people. I consider this as a turning point in our state as we now have an asset to capitalize on. The knowledge and skills these people learned will allow them to teach others and utilize their new skills to move our society forward.”*

- President of SKS Council, Ibrahim Balendya

## Cross-Cutting ICT Advisory Services for Core RSS Ministries

The focus for the project during this past year has been to assist the MoFEP in improving its IT capacity leading to improved services.

### Achievements

- **Automated Taxpayer Registration and Accounting:** The project completed the development of automated taxpayer registration and tax accounting systems. Hardware was procured and the systems were put in operation in the Nyakarun tax office. Taxpayer registration is now simplified and tax collection data are now being entered into the system, which will allow MoFEP to analyse and enhance collections.
- **Server Room Procurement:** Secured \$1.2 Million in outside funding to enable the procurement of a portable data center to mitigate the major IT risk of having no proper server room at the MoFEP. The installation of the server room will ensure that the existing IT systems such as FMIS are hosted in a secure and environmentally controlled location and that MoFEP will have the ability to support new IT systems.
- **Customs IT Assessment:** Conducted an IT assessment for a future Customs Service and provided recommendations for implementation before independence.



Above: Taxation Official and Project Advisor (back) present to taxpayers (front) first registration certificate produced by the new computerized system.

## Cross-Cutting English Language Training for Core RSS Ministries

The project supported English language and computer skills training for the staff at MoCA, MoFEP, MoLACD and the BoSS, which is critical to building capacity for core institutions of government. Staff must have proficiency in English, the official language in South Sudan, and computer skills in order to accomplish their work effectively.

### Achievements

- **English Language Capacity Improved in Key Ministries:** The project trained a cumulative total of 149 students, which has improved their ability to write and speak English, has enhanced their confidence and ability to generate official documents in English and manage soft copy documents. (See Annex II: Training List for details)
- **MoCA On Site Support Pilot Program:** The project conducted on-site, on-the-job support at the MoCA to ensure staff members used their classroom skills in English and basic computer use.



Above: English Language Skills support was expanded to include an on-site support program for MoCA staff. This pilot program reinforced classroom instruction and has proven an effective model for future English trainings for RSS staff.

## FY11 Indicator Results vs. Targets

**Table 5: FY 11 Indicator Results against Targets**

Indicator	FY10 Actual	FY11 Target	FY11 Annual Actual
<b>Number of Reconstructed National Governing Institutions and Systems that Receive USG Assistance to Incorporate Principles that Support Democracy and Government Legitimacy</b> <i>(includes Blue Nile State and Southern Kordofan State governments)</i>	10	8	10
<b>Number of Executive Branch Personnel Trained with USG Assistance (men/women)</b>	1615 (1318/297)	1000 (850/150)	2004 (1437/363)
<b>Number of Executive Office Operations supported with USG Assistance</b> <i>(Operations for OoP and MoCA counted separately)</i>	14	14	7- OoP 7- MoCA
<b>Number of Government Media Relations Staff Trained with USG Assistance (men/women)</b>	0	20 (18/2)	12 (11/1)
<b>Number of laws drafted by the Ministry of Legal Affairs with USG Assistance</b>	19	10	23
<b>Number of Personnel Trained in Fiscal-Related areas with Project Assistance</b>	New indicator	600	643 (519/124)
<b>Number of monetary/regulatory actions completed</b>	New Indicator	5	4

### **Number of Reconstructed National Governing Institutions and Systems That Receive USG Assistance to Incorporate Principles That Support Democracy And Government Legitimacy**

Ten government institutions were supported by the project during the period of October 2010 to September 2011 (see page 1-2 for list of institutions). Assistance to these core public institutions was in the form on technical advisory services, trainings, and basic cross cutting support. Project support to the Ministry of Labor and Public Service and the Transitional Areas ended, while assistance to the Ministry of Petroleum and Mining began in this year.

The project has surpassed the FY2011 target by at least 20%. This is attributed to the extension of assistance to the Ministry of Information and Broadcasting and the commencement of support to the Ministry of Petroleum and Mining.

### **Number of Executive Branch Personnel Trained with USG Assistance**

In the context of this project, this indicator measures all RSS, state or local government employees trained. Through project support, 2004 public servants were trained between October 2010 and September 2011. Of these, 18.1% were women. This figure exceeds the annual target set by more than 10% due to the increased emphasis on FMIS trainings in all ten states and line ministries and the additional training needed at the RSS MoFEP.

### Number of Executive Office Operations supported with USG Assistance

Executive Office operations supported included support to the OoP and to the MoCA. The FY11 met the target of fourteen.

**Table 6: USG Support to Executive Office Operations**

Executive Office	Operations Supported	Details
Office of the President	Strategic Planning	Drafted a communications plan (partially implemented), executive office organizational charts (partially implemented), job descriptions and strategic communications products.
	Personnel management systems	Staffing J1 structure/reporting Chief of Staff briefing
	Communications protocol within the executive office	Established morning news and current affairs brief for the president, established internal coordination and tasking for public relations.
	Communication procedures with and among ministries	Established MoFEP press relations capacity and defined coordination procedures between OoP and MoFEP for press relations, messaging, and executive briefings. Established message clearance between OoP and MPM. Provided media training to nineteen ministries, including advising on message coordination with OoP.
	Communication procedures with the media	Introduced written press inquiry procedures, press conference checklists, templates for press materials, and formal use of media lists; began individual meetings with media representatives and OoP; established network of radio stations for airing of audio from presidential statements, press conferences.
	Scheduling system	Introduced interview request procedures.
	Introduction of information technology and equipment	Introduced a host feed system to allow for audio MP3/MP4 editing and compression for radio broadcasting.

**Table 6: USG Support to Executive Office Operations**

Executive Office	Operations Supported	Details
	Monitoring and Evaluation	Monitored domestic and international media for coverage of presidential initiatives and issues salient to the executive, with minister and press secretary conducted postmortem of presidential events, tracked coverage of press briefings on Southern Sudan radio stations.
<b>Ministry of Cabinet Affairs</b>	Strategic Planning	Taskforce advisor, developed RSS priorities for the interim period
		Developed priority functions of government
		Prioritized laws for the end of the interim period
		Drafted Structure of new Government
		Drafted Decree for roles and functions of Ministries and Ministers
		Submitted draft policy papers on diaspora integration
		Review of the Constitution in the Cabinet and the NLA
	Formalization of decision making processes	Executive leadership meetings at the Council of Ministers initiated
		Formalized definition of MoCA Objectives
		Ongoing review of Ministry of Cabinet Affairs functions
		Ongoing briefing with the Minister of Cabinet Affairs and the Vice President
	Communications protocols within the executive office	Press statements written for Taskforce meetings
	Scheduling system	Procedures for document/policy submission revised to allow timely review of material
		Calendar of government reminded at every Council of Ministers meeting
		Ongoing review of calendar
		Revised agenda setting with Ministry of Regional Cooperation
	Financial management	Quarterly Financial report underway
		Development of Ministry goals in preparation for 2012 budget preparation
Monitoring and Evaluation	Completion of Annual report	
	Reviewing and updating of inspectors resolutions tracker	

**Number of Government Media Relations Staff Trained with USG Assistance** – The project trained 21 government media relations staff during the period from October 2010

through September 2011. Eleven of those trained were RSS ministers. The target was not met due to lack of change in staffing at the OoP.

**Number of Laws Drafted by the Ministry of Justice (MoJ) with USG Assistance** – The target for this indicator was exceeded by more than 10% due to the Ministry of Justice’s need for assistance drafting core legislation for independence. Whereas initially advisors planned to focus on passing fewer pieces of legislation, due to the lack of legal counsel capacity and counterpart requests, broader support was required.

At the request of USAID, two new indicators were added this year, related to Economic Growth:

**Number of Personnel Trained in Fiscal-Related Areas with Project Assistance**

The project trained 1353 participants in Fiscal-Related areas during the year. This figure exceeds the target by over 10% due to the extension of project activities until March 2012 and the enhanced need for FMIS related trainings. 15.4% of the participants trained were women. Fiscal-related areas include trainings of RSS Treasury, RSS Taxation, and State Ministry of Finance staff.

**Number of Monetary/regulatory actions completed<sup>2</sup>**

The project completed 6 monetary/regulatory actions, listed below:

1. *Passed Central Bank Act*: Initially signed by the President as Provisional Order and subsequently approved by the National Legislative Assembly as the Bank of South Sudan Act
2. *Drafted Banking Act*: Submitted to BoSS management, pending reviews before submitted to MOJ
3. *Drafted Foreign Exchange Business Act*: Submitted to BoSS management, pending reviews before submitted to MOJ
4. *Drafted fifteen prudential regulations*: Submitted to BoSS leadership for review
5. *Currency regime selected by BoSS*: Managed floating exchange rate regime selected by the RSS/BoSS officials and incorporated in the Bank of South Sudan Act<sup>3</sup>
6. *Completed procedures manual*: Manual covers commercial banks’ examinations; foreign exchange bureaus’ examinations (on site); and off-site bank examination

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<sup>2</sup> Measurement of this indicator changed as per discussion with USAID revising “what this indicator means in the context of the program.” The list of monetary/regulatory actions to be completed was shortened and consolidated to six in total for FY11.

<sup>3</sup> The provisions of the Act have not been adhered to despite our frequent advice. Dual exchange rate system is in fact now in operation (similar to the system previously followed by the CBOS in Khartoum)

## Monitoring

The project's performance monitoring system, as presented in Annex IV, includes a detailed set of process and outcome indicators for every institution being supported, and for every project objective. Our baselines present the value of the indicators as of April 2010 and serve as reference points. Quarterly targets reflect ambitious but realistic performance goals for each project result. The team collects quarterly indicator data to analyze actual results vs. indicator targets and demonstrate how activities conducted under PMP contribute to the project's results. We have highlighted project achievements, as measured by performance indicators, for each project-supported institution. This section also explains discrepancies between actual indicator performance and the indicator targets, and proposes adjustments as necessary to project scope, direction, timetable, and/or targets.

### MoFEP

Assistance to MoFEP has built RSS capacity to effectively manage public resources. Indicator progress shows:

- Completed functional reorganization of the Taxation Directorate in compliance with the Tax Act of 2009
- Substantially advanced development and implementation of basic software applications for automating return processing (75% complete); and improved policies and procedures for revenue collection and expenditure management
- Launched taxpayer education program, including the development of four taxpayer brochures, two press releases, and three posters; and conducted two taxpayer education seminars over the reporting period
- Completed two key milestones in the development of PFMA
- Ensured that all ten States can execute budgets through FMIS, and all have received Phase I installation training. Nine of ten states have loaded budgets into their FMIS
- Completed conceptual approval for implementation of monthly cash limit procedures
- Significant training activities have been completed. Training indicators are reported in Annex II of this report

### BoSS

Assistance to BoSS builds RSS capacity for the systemic transition to running an independent central bank and establishing a currency regime, while also building the skills needed to manage monetary policy on a day-to-day basis. Achievements include:

- Completed draft Bank of South Sudan Act and consultations with relevant RSS institutions
- Completed assessment of BoSS needs with recommendations for new payment and IT systems
- Completed the development and approval of the new accounting system; initiated the procurement after securing financing from the Capacity Building Trust Fund

Some of the indicators fell short from the targeted values. Key challenges include pending approval on items from BoSS management.

- BoSS management approval is pending for an examination schedule and for project prepared standards and procedures manuals. BoSS also did not approve an advisor

for basic fiscal and monetary data systems. This has delayed project progress in these areas

## **OoP**

Assistance to the Office of the President builds executive capacity to formulate and execute two-way communication strategies to increase the frequency and effectiveness of the public-private dialogue between the government and the citizenry. In particular, the project:

- Built and rolled out a Presidential Press Briefing Room
- Supported introduction of the Press Secretary into the executive office to support communication functions
- Supported introduction of the media monitoring function to gauge public opinion, and use public opinion in shaping the agenda
- Exceeded targets for training the ministers and senior officials in media relations, from 21 (targeted) to 26 (actual), over the reporting period
- Supported twelve press briefings, gaggles, meetings over the past six months. This exceeds the eight that were targeted

Some of the indicators fell short of the targeted values. These lagging indicators identify key challenge areas to project progress in this area:

- Media laws must be passed before The Office of the President successfully transitions from an authoritarian model that relies on a single and separate propaganda office to a multifunctional executive office that manages its own communications, coordinates with other ministries and is directly responsive to the public. Passage is expected in the next semi-annual period
- Office of the President must appoint communications support functions for the executive office. Positions are identified and funding has been allocated accordingly

## **MoJ (formerly MoLACD)**

Assistance to MoJ built RSS capacity to draft legislation and ensure its passage in a timely fashion. Achievements include:

- RSS adoption of streamlined legislative process
- Assisted in drafting and/or passage of sixteen provisional orders, using the streamlined legislative process
- Identified nineteen priority laws for RSS

Some of the indicators fell short of the targeted values

Although use of the Legislative Tracking Mechanism was targeted at 100%, which was achieved in Quarter 1, by Quarter 2 use had regressed to 60%. This decrease was the result of the departure of one of the MOJ officials trained in using the tool. MoCA has instructed MoJ to second a replacement to resume data entry and regular updates of the tool.

## **MoCA**

Assistance to MoCA continued to build the strength of the ministry organizationally, while also providing targeted high-level policy advice to the Minister of Cabinet Affairs regarding such crucial issues as revising the Constitution of South Sudan, assigning tasks to line ministries to prepare for independence, and prioritizing legislation for July 9 and the interim period.

Significant assistance was also provided to the Referendum Taskforce in creating a list of RSS priorities for independence and assigning the work to line ministries and inter-ministerial committees.

Challenges in the ministry include a lack of resources and staff. Both of these challenges account for lower than targeted indicator performance regarding creating a resource library and preparing for Cabinet meetings. Project ELS assistance targeted at MoCA is aimed at improving the general capacity of staff.

## **MoLPS**

As agreed with USAID and MoLPS, the project IT expert supported continued training on the HRIS prototype use and upgraded IT hardware to allow future expansion of the system. MoLPS officials were trained in the new hardware, and provided custom user manuals for both the HRIS and the file server it is hosted on.

## Project Administration

Over the last year, the project was affected by the momentous changes that led to South Sudan becoming the world's newest country. The referendum that saw South Sudanese vote overwhelmingly for separation and the subsequent preparations for independence reinvigorated RSS' attention to several challenges that took on added urgency as South Sudan approached statehood. Project administration likewise adjusted as the team expanded to improve FMIS rollouts, budget planning and execution, executive leadership strengthening, and communications.

Project support also broadened to support additional institutions, adding advisors to the MoIB and MPM. Because of a lack of traction, the advisor to the MoIB was removed after only four months. In MPM, it was initially difficult to engage counterparts, but following independence MPM leaders recognized the need to have significant assistance in drafting extraction agreements and in negotiating oil sales. As a result, the project fielded three full time advisors to rise to this challenge. At the end of HRIS implementation, full-time project assistance to MoLPS also ended. As agreed with USAID, work in the transitional areas closed out in April.

Mr. Richard Laliberte continued as COP with support from Deputy Chief of Party Mr. Gabriel Abraham. Under Mr. Laliberte's leadership, project management deepened by recruiting national support staff, improving financial forecasting, and streamlining reporting processes. To increase the impact of regular updates to USAID, Mr. Laliberte agreed with Ms. Sharon Hester on moving from a technical weekly update of project activities to a higher-level biweekly update.

### Going Forward

As the project enters its final months, the management team will focus on recruiting for and filling positions included in the extension through March 2012, including a Procurement Advisor, a MoFEP Policy Advisor, an additional Petroleum Advisor, and advisors in the Office of the President and the Office of the Vice President. In addition, we will renew our efforts to improve the Intergovernmental Finance System, which will be supported by James Wooster.

Aaron Qayumi, our PMO Lead, left the project on September 29. He will be replaced by Alida Meghji who will join the project in mid-October. A formal hand-over will be conducted in our headquarters in Virginia in early October.

### Outstanding Issues

The most pressing outstanding issues include staffing for new positions included in the extension through March 2012. In addition, the new USAID GOSS GOV project is expected to be awarded during the next reporting period. When awarded, a transition will be needed for some elements of this project over to GOSS GOV.

## Annex I: Success Stories

### Western Equatoria State Pioneers Financial Management, with USAID Assistance

September 30, 2011

With USAID assistance, Western Equatoria is the first state in South Sudan to begin using its Financial Management Information System (FMIS) to reform the management of public funds. These reforms come as part of Western Equatoria's participation in a pilot program for FMIS Phase Two Rollout, which focuses on functional financial reform and process reengineering.

The FMIS Phase One Rollout—completed in all ten states as of April 2011—comprised installation of financial management software, provision of IT equipment, and basic training on system use.

#### Background

Before FMIS Phase Two Rollout, Western Equatoria's Ministry of Finance transferred funds without ensuring availability of adequate cash or budget conformance.

"We were only keeping records, just to tell the story of spending," said Zingorani Joseph, Assistant Inspector of Finance and Administration. "No administration was taking place."

The Budget Department did not even review requests to ensure adherence to the state's approved budget. "When the spending agencies wanted money, all they had to do was write what they wanted and they would get it," said one budget officer.

#### Achievements

Today, the FMIS is in use to ensure requests are reviewed and only approved if they are in line with a ministry's approved budget and sufficient cash resources are available in state funds.

"The Minister went to great pains to make sure this new system was passed by the Cabinet, so no ministers can complain when funding requests are denied," said Gibson Hosea Saleh, Economic Advisor to the Governor. "Requests go through FMIS and are funded if resources and budget are available."



Above: Western Equatoria Director of Administration and Finance Hassen Ariamba reviews requests processed with the ministry's Financial Management Information System. The system rejects requests that exceed a ministry's approved budget or available state resources.

***"Previously, we paid things at command," said Director Ariamba. "Now, all requests go through FMIS."***

Gibson commented on the visible difference FMIS has made at the ministry, “There used to be long queues of people [from spending agencies] quarreling and following up on their claims.”

After setting up the hardware and software required for FMIS, project experts installed the system and trained counterparts on its use. “We are so impressed...last year we had only one stand-alone laptop. Now, we have a whole [USAID funded] system installed,” said Zingorani.

Zingorani Joseph, Assistant Inspector of Finance and Administration

## Improving Financial Management: Automating Budget Loading Across Southern Sudan

March 31, 2011

A basic budgeting system is essential to ensure public funds effectively deliver services for the 1 million households in South Sudan. When financial management systems work, they provide transparency in public expenditure that supports improved delivery of goods and services to the public and helps in holding public officials accountable for funds spent.

Many states have progressed significantly over the course of the past two years in presenting budgets for approval by their respective State Legislative Assemblies (SLA). To build on the gains experienced in the states, new and innovative ways were needed to capture and provide consistency checks on this information, recognizing the time and capacity limitations in each state. A tool was needed to reduce the amount of manual entry, reduce errors, and cut down the time between the presentation of a draft budget, obtaining approval for a final budget, and loading it into the state accounting systems (Financial Management Information System - FMIS).



Above: Central Equatoria State officials entering their 2011 budget into the new tool

For example, the Accounting, and Planning and Budget Directorates of Warrap State Ministry of Finance, with support from USAID's *Strengthening Institutional Structures* project, were able to validate their draft budget before presenting it to their State Legislative Assembly by checking it for consistency, and then enter it into the FMIS. Once their budget was passed by their SLA, they were then able to quickly reload the approved budget on their own, with limited support from the SISSP technical assistance team. This is essential in 2011, as the South Sudan Ministry of Finance & Economic Planning now requires states to provide monthly expenditure reports to the newly established State Transfers Monitoring Committee as a condition of further receipt of transfers.

Martin Mabuong Kuwair, Deputy Director of Planning, Warrap said that the state has been able to enter the approved budget into the FMIS, and prepare the system for reporting on 2011 to the State Transfers Monitoring Committee and “very much appreciate [the introduction] of the system for generating financial reports at the end of the period for the state to be sent to Juba”.

Presently, nine of the ten states of South Sudan have budgets loaded into their respective FMIS, four of which have been approved by their SLAs. This stands in stark contrast to the situation this time last year, when the FMIS was only being piloted in one state. While a lot of progress has been made, the Minister of Finance from Warrap State, H.E. Majok Bol Kur, wants to move even faster. “We need systems that can provide up-to-date reporting [to support decision making] against approved budgets not only for the Office of the Minister, but for the Directorates of Budget and Accounting. We’ve started but now it’s time to move forward”.

## Annex II: Training List

**Table 8: Trainings that took place at the Ministry of Finance and Economic Planning – Treasury**

Ministry of Finance and Economic Planning - Treasury							
Course Name	Date of Training	Number of Days	Location	Number of Male Participants	Number of Female Participants	Total Participants	Financial Related?
Posting and Reporting of Revenue	10/20/2010	1	Wau, Western Bhar Gazal	3	0	3	√
Free Balance	10/26/2010	1	Torit, Eastern Equatoria	2	4	6	√
Trade and Economic Planning	11/9/2010	1	Malakal, Upper Nile	7	1	8	√
Intergovernmental Fiscal Task Force and PFM Reform Program	11/19/2010	1	Juba, Central Equatoria	66	4	70	√
Trade and Economic Planning	11/23/2010	7	Bor, Jonglei	7	1	8	√
Annual Procurement Plan	12/2/2010	1	Juba, Central Equatoria	22	5	27	√
Proposed Public Procurement Bill	12/11/2010	1	Juba, Central Equatoria	24	3	27	√
2011 Chart of Accounts and Payment Processing	12/17/2010	1	Juba, Central Equatoria	22	4	26	√
2011 Chart of Accounts and Payment Processing	12/20/2010	1	Juba, Central Equatoria	17	3	20	√
Vendor Registration 1	2/2/2011	2	Juba, Central Equatoria	14	4	18	√
Vendor Registration 2	2/17/2011	2	Juba, Central Equatoria	7	4	11	√

Intergovernmental Fiscal Task Force Plenary	3/2/2011	3	Juba, Central Equatoria	30	4	34	√
Payment Processing	5/30/2011	4	Juba, Central Equatoria	13	3	16	√
Payment Processing	6/6/2011	1	Juba, Central Equatoria	13	3	16	√
Payment Processing-State transfers	6/23/2011	1	Juba, Central Equatoria	3	2	5	√
Basic Budget Execution	8/22/2011	5	Juba, Central Equatoria	5	27	32	√
Basic Budget Execution	9/22/2011	2	Juba, Central Equatoria	24	5	29	√
<b>Subtotal</b>				<b>279</b>	<b>77</b>	<b>356</b>	

**Table 9: Trainings that took place at the Ministry of Finance and Economic Planning – Taxation**

Ministry of Finance and Economic Planning - Taxation							
Course Name	Date of Training	Number of Days	Location	Number of Male Participants	Number of Female Participants	Total Participants	Financial Related?
Taxation strategic Plans	2/21/2010	1	Juba, Central Equatoria	12	0	12	√
Priorities for the Directorate of Taxation	12/7/2010	1	Juba, Central Equatoria	10	0	10	√
Registration Process	12/16/2010	1	Juba, Central Equatoria	34	9	43	√
Excise Training	1/26/2011	1	Juba, Central Equatoria	6	0	6	√
Enforced Tax Collection	1/31/2011	1	Juba, Central Equatoria	11	4	15	√
Excise Tax and Air Transportation Seminar	2/15/2011	1	Juba, Central Equatoria	4	0	4	√
Tax Regulation 1	2/25/2011	3	Juba, Central Equatoria	15	1	16	√
Excise Tax Transportation and Tele Communication Seminar	2/26/2011	1	Juba, Central Equatoria	11	1	12	√
Tax Regulation 2	3/12/2011	2	Juba, Central Equatoria	16	0	16	√
Registration, Wage Withholding and Excise Duties	5/18/2011	3	Juba, Central Equatoria	29	4	33	√
Intergovernmental fiscal relation task force plenary 3	5/10/2011	3	Juba, Central Equatoria	32	1	33	√
Basic computer skills	4/5/2011	30	Juba, Central Equatoria	15	0	15	√
Principles of taxation	4/4/2011	4	Juba, Central Equatoria	12	0	12	√

Intergovernmental fiscal relation task force plenary 2	3/31/2011	3	Juba, Central Equatoria	34	2	36	√
Introduction of Code of Conduct	6/7/2011	1	Juba, Central Equatoria	56	7	63	√
Registration, Wage Withholding and Excise Duties 2	8/29/2011	2	Juba, Central Equatoria	14	1	15	√
Tax Interaction Program	9/7/2011	3	Juba, Central Equatoria	57	7	64	√
Business Profit Tax	9/23/2011	3	Juba, Central Equatoria	16	2	18	√
<b>Subtotal</b>				<b>384</b>	<b>39</b>	<b>423</b>	

**Table 10: Trainings that took place at the Ministry of Finance and Economic Planning – FMIS**

Ministry of Finance and Economic Planning - FMIS							
Course Name	Date of Training	Number of Days	Location	Number of Male Participants	Number of Female Participants	Total Participants	Financial Related?
Financial Management Principals and the FMIS	11/8/2010	2	Wau, Western Bhar Gazal	11	8	19	√
FMIS Production System	11/9/2010		Wau, Western Bhar Gazal	3	0	3	√
Financial Management Principals and the FMIS	11/10/2010	2	Aweil, Northern Bhar Gazal	16	2	18	√
Financial Management Principals and the FMIS	11/15/2010	2	Kuajok, Warrap	9	0	9	√
Financial Management Principals and the FMIS	11/18/2010	2	Rumbek, Lakes	17	1	18	√
Financial Management Principals and the FMIS	11/18/2010	2	Juba, Central Equatoria	11	4	15	√
FMIS 2011 End User Training	3/14/2011	4	Malakal, Upper Nile	7	0	7	√
FMIS Roll Out: Budget 2011 Setup	2/23/2022	2	Torit, Eastern Equatoria	2	2	4	√
FMIS Roll Out Training	2/23/2022	6	Torit, Eastern Equatoria	6	3	9	√
Accounting and public financial management	4/28/2011	2	Juba, Central Equatoria	24	8	32	√
Public financial Management	5/23/2011	1	Juba, Central Equatoria	57	14	71	√
Public financial Management	5/5/2011	1	Torit, Eastern Equatoria	25	4	29	√
Accounting and public financial management	5/3/2011	2	Torit, Eastern Equatoria	22	5	27	√
Accounting and public	5/12/2011	2	Rumbek, Lakes	28	1	29	√

financial management							
Accounting and public financial management	5/18/2011	2	Bor, Jonglei	14	4	18	√
Public financial Management	5/27/2011	1	Yambio, Western Equatoria	18	4	22	√
Accounting and public financial management	5/25/2011	2	Yambio, Western Equatoria	29	6	35	√
Accounting and public financial management	6/6/2011	1	Juba, Central Equatoria	33	11	44	√
Accounting and public financial management	6/7/2011	1	Juba, Central Equatoria	31	3	34	√
Public financial Management	7/17/2011	2	Yambio, Western Equatoria	32	4	36	√
Public financial Management	9/14/2011	1	Torit, Eastern Equatoria	16	5	21	√
Public financial Management	9/30/2011	1	Torit, Eastern Equatoria	70	4	74	√
<b>Subtotal</b>				<b>481</b>	<b>93</b>	<b>574</b>	

**Table 11: Trainings that took place at the Ministry of Legal Affairs and Constitutional Development**

<b>Ministry of Legal Affairs and Constitutional Development</b>							
<b>Course Name</b>	<b>Date of Training</b>	<b>Number of Days</b>	<b>Location</b>	<b>Number of Male Participants</b>	<b>Number of Female Participants</b>	<b>Total Participants</b>	<b>Financial Related?</b>
Legislative Tracing Mechanism	10/11/2010	1	Juba, Central Equatoria	34	5	39	
<b>Subtotal</b>				<b>34</b>	<b>5</b>	<b>39</b>	

**Table 12: Trainings that took place at the Office of the President**

Office of the President							
Course Name	Date of Training	Number of Days	Location	Number of Male Participants	Number of Female Participants	Total Participants	Financial Related?
Communication skills and capacity building	10/7/2010	1	Juba, Central Equatoria	1	0	1	
Communication skills and capacity building	10/9/2010	1	Juba, Central Equatoria	1	0	1	
Communication skills and capacity building	10/12/2010	1	Juba, Central Equatoria		1	1	
Speech Writing	10/15/2010	1	Juba, Central Equatoria	1	0	1	
Speech Writing	10/16/2010	1	Juba, Central Equatoria	1	0	1	
Communication skills and capacity building	10/23/2010	1	Juba, Central Equatoria	1	0	1	
Lighting and Portable Lighting System	1/14/2011	1	Juba, Central Equatoria	1	0	1	
Communication skills and capacity building	1/14/2011	1	Juba, Central Equatoria	5	0	5	
Communication skills and capacity building	1/17/2011	1	Juba, Central Equatoria	1	0	1	
Communication skills and capacity building	1/17/2011	1	Juba, Central Equatoria	1	0	1	
Communication skills and capacity building	1/18/2011	1	Juba, Central Equatoria	1	0	1	
Communication skills and capacity building	1/18/2011	1	Juba, Central Equatoria	1	0	1	
Communication skills and capacity building	1/19/2011	1	Juba, Central Equatoria	1	0	1	
Communication skills and capacity building	1/22/2011	1	Juba, Central Equatoria	1	0	1	

Communication skills and capacity building	1/25/2011	1	Juba, Central Equatoria	1	0	1	
Mobile Podium Operation	3/3/2011	1	Juba, Central Equatoria	2	0	2	
Focus group on the Tax Act 2009	9/29/2011	1	Juba, Central Equatoria	18	2	20	
<b>Subtotal</b>				<b>38</b>	<b>3</b>	<b>41</b>	

**Table 13: Trainings that took place at the Bank of Southern Sudan**

<b>Bank of Southern Sudan</b>							
<b>Course Name</b>	<b>Date of Training</b>	<b>Number of Days</b>	<b>Location</b>	<b>Number of Male Participants</b>	<b>Number of Female Participants</b>	<b>Total Participants</b>	<b>Financial Related?</b>
Introduction to banking, central bank, accounting and supervision	12/6/2010	5	Juba, Central Equatoria	20	13	33	√
Supervisors Training	6/30/2011	7	Juba, Central Equatoria	6	2	8	√
<b>Subtotal</b>				<b>26</b>	<b>15</b>	<b>41</b>	

**Table 14: Trainings that took place in the Transitional Areas (Southern Kordofan and Blue Nile)**

Office of the President							
Course Name	Date of Training	Number of Days	Location	Number of Male Participants	Number of Female Participants	Total Participants	Financial Related?
Strategic Planning	10/5/2010	4	Dalanj, Southern Kordofan	43	14	57	
Strategic Planning	10/22/2010	2	Damazin, Blue Nile	8	3	11	
Strategic Planning	11/1/2010	4	Kadugli, Southern Kordofan	79	12	91	
Strategic Planning	11/8/2010	4	Kauda, Southern Kordofan	26	2	28	
Strategic Planning	12/16/2010	4	Kadugli, Southern Kordofan	45	5	50	
Strategic Planning	2/6/2011	4	Kadugli, Southern Kordofan	6	2	8	
Strategic Planning	2/6/2011	4	Kadugli, Southern Kordofan	6	3	9	
Strategic Planning	2/6/2011	4	Kadugli, Southern Kordofan	14	0	14	
Strategic Planning	2/6/2011	4	Kadugli, Southern Kordofan	6	3	9	
Strategic Planning	2/14/2011	4	Kadugli, Southern Kordofan	8	1	9	
Strategic Planning	2/14/2011	4	Kadugli, Southern Kordofan	10	0	10	
Strategic Planning	2/14/2011	4	Kadugli, Southern Kordofan	5	2	7	
Strategic Planning	2/14/2011	4	Kadugli, Southern Kordofan	1	3	4	
Strategic Planning	2/14/2011	4	Kadugli, Southern	4	2	6	

			Kordofan				
Strategic Planning	2/14/2011	4	Kadugli, Southern Kordofan	1	4	5	
Project Management	3/15/2011	3	Damazin, Blue Nile	14	5	19	
Project Management	3/22/2011	3	Damazin, Blue Nile	19	13	32	
Strategic Planning	3/23/2011	2	Kadugli, Southern Kordofan	8	4	12	
<b>Subtotal</b>				<b>303</b>	<b>78</b>	<b>381</b>	

**Table 15: English Language and Computer Skills Training that took place for the Southern Sudan Centre for Census Statistics and Evaluation**

<b>English Language and Computer Skills Training - Southern Sudan Centre for Census Statistics and Evaluation</b>							
<b>Course Name</b>	<b>Date of Training</b>	<b>Number of Days</b>	<b>Location</b>	<b>Number of Male Participants</b>	<b>Number of Female Participants</b>	<b>Total Participants</b>	<b>Financial Related?</b>
English Language Skills	10/4/2010	12 weeks	Juba, Central Equatoria	1	1	2	
<b>Subtotal</b>				<b>1</b>	<b>1</b>	<b>2</b>	

**Table 16: English Language and Computer Skills Training for the Ministry of Legal Affairs and Constitutional Development**

<b>English Language and Computer Skills Training – Ministry of Cabinet Affairs</b>							
<b>Course Name</b>	<b>Date of Training</b>	<b>Number of Days</b>	<b>Location</b>	<b>Number of Male Participants</b>	<b>Number of Female Participants</b>	<b>Total Participants</b>	<b>Financial Related?</b>
English Language Skills - Advanced	Oct–Dec 2010	12 weeks	Juba, Central Equatoria	2	2	4	
English Language Skills - Intermediate	Oct–Dec 2010	12 weeks	Juba, Central Equatoria	1	3	4	
<b>Subtotal</b>				<b>3</b>	<b>5</b>	<b>8</b>	

Table 17: English Language and Computer Skills Training for the Ministry of Cabinet Affairs

English Language and Computer Skills Training – Ministry of Legal Affairs and Constitutional Development							
Course Name	Date of Training	Number of Days	Location	Number of Male Participants	Number of Female Participants	Total Participants	Financial Related?
English Language Skills - Advanced	Oct–Dec 2010	12 weeks	Juba, Central Equatoria	9	6	15	
English Language Skills - Intermediate	Oct–Dec 2010	12 weeks	Juba, Central Equatoria	6	3	9	
English Language Skills - Basic	Oct–Dec 2010	12 weeks	Juba, Central Equatoria	11	9	20	
English Language Skills - Advanced	April 2011	4 weeks	Juba, Central Equatoria	4	0	4	
English Language Skills - Intermediate	April 2011	4 weeks	Juba, Central Equatoria	8	3	11	
English Language Skills - Basic	April 2011	4 weeks	Juba, Central Equatoria	0	1	1	
English Language Skills - Advanced	June–Sept 2011	8 weeks	Juba, Central Equatoria	2	6	8	
English Language Skills - Intermediate	June–Sept 2011	8 weeks	Juba, Central Equatoria	2	1	3	
English Language Skills - Basic	June–Sept 2011	8 weeks	Juba, Central Equatoria	6	1	7	
English Language Skills - Advanced	Jan–March 2011	12 weeks	Juba, Central Equatoria	3	1	4	
English Language Skills - Intermediate	Jan–March 2011	12 weeks	Juba, Central Equatoria	7	6	13	
English Language Skills - Basic	Jan–March 2011	12 weeks	Juba, Central Equatoria	0	2	2	
<b>Subtotal</b>				<b>58</b>	<b>39</b>	<b>97</b>	

**Table 18: English Language and Computer Skills Training for the Ministry of Finance and Economic Planning**

<b>English Language and Computer Skills Training – Ministry of Finance and Economic Planning</b>							
<b>Course Name</b>	<b>Date of Training</b>	<b>Number of Days</b>	<b>Location</b>	<b>Number of Male Participants</b>	<b>Number of Female Participants</b>	<b>Total Participants</b>	<b>Financial Related?</b>
English Language Skills - Advanced	Oct -Dec 2010	12 weeks	Juba, Central Equatoria	1	1	2	
English Language Skills - Intermediate	Oct –Dec 2010	12 weeks	Juba, Central Equatoria	5	5	10	
<b>Subtotal</b>				<b>6</b>	<b>6</b>	<b>12</b>	

**Table 19: English Language and Computer Skills Training for the Bank of Southern Sudan**

<b>English Language and Computer Skills Training – Bank of Southern Sudan</b>							
<b>Course Name</b>	<b>Date of Training</b>	<b>Number of Days</b>	<b>Location</b>	<b>Number of Male Participants</b>	<b>Number of Female Participants</b>	<b>Total Participants</b>	<b>Financial Related?</b>
English Language Skills - Advanced	Jan-March 2011	12 weeks	Juba, Central Equatoria	1	1	2	
English Language Skills - Intermediate	Jan-March 2011	12 weeks	Juba, Central Equatoria	0	2	2	
English Language Skills - Basic	Jan-March 2011	12 weeks	Juba, Central Equatoria	1	6	7	
English Language Skills - Advanced	April 2011	4 weeks	Juba, Central Equatoria	2	0	2	
English Language Skills - Intermediate	April 2011	4 weeks	Juba, Central Equatoria	0	1	1	
English Language Skills - Basic	April 2011	4 weeks	Juba, Central Equatoria	0	5	5	
English Language Skills - Advanced	June-Sept 2011	8 weeks	Juba, Central Equatoria	1	1	2	
English Language Skills - Intermediate	June-Sept 2011	8 weeks	Juba, Central Equatoria	0	0	0	
English Language Skills - Basic	June-Sept 2011	8 weeks	Juba, Central Equatoria	1	8	9	
<b>Subtotal</b>				<b>6</b>	<b>24</b>	<b>30</b>	

## Annex III: List of Materials Produced

### Support to the Ministry of Cabinet Affairs

1. Policy Options and Analysis: What Should The Government Of Southern Sudan Do To Accommodate The Southern Sudanese Legislators Who Served in The National Legislature
2. Cabinet Handbook
3. Functions and the Duties of the National Government (Ministries and Deputy Ministers).
4. Draft rationale for legislative prioritization
5. Concept Paper on Technology Investment
6. Concept Paper on Network Installation and Information Communication Technology (ICT) Development in the Government

### Support to the Ministry of Information and Broadcasting

1. Commentary on media and freedom of press inclusion in draft Constitution
2. Law On a Unified Regulator for Telecommunications and Broadcasting

### Support to the Office of the President

1. J1 Press Room
2. Step by Step Guide to Speech Writing
3. Communication Program for RSS Speech Writing Workshop
4. MoLPS Press Office
5. MoFEP Press Office
6. Media Training Report
7. Design plans for J1 Press Room

### Support to the Ministry of Finance and Economic Planning

#### FMIS

1. 2011 State Chart of Accounts
2. State Budget Data Base Guide
3. State Budget Checks
4. Presentation: Critical Support to South Sudan Budget Preparation and Budget Execution

5. Presentation: Chart of Accounts Review for 2012 and Beyond
6. States Budget Application
7. Training Materials on Financial Management and the GoSS FMIS System
8. State Payment Procedure Manuals
9. Training Materials on Accounting and Public Financial Management for State Directorate of Accounts and State Directorate of Budget and Planning
10. Training Materials on Public Financial Management Training for State Spending Agencies

## **IGFR**

1. Transmittal Note of 1<sup>st</sup> Plenary Session of the Intergovernmental Fiscal Relations Task Force
2. Report on 1<sup>st</sup> Plenary Session of the Intergovernmental Fiscal Relations Task Force
3. Transmittal Note of 2nd Plenary Session of the Intergovernmental Fiscal Relations Task Force
4. Report of 2nd Plenary Session of the Intergovernmental Fiscal Relations Task Force
5. Report on 3rd Plenary Session of the Intergovernmental Fiscal Relations Task Force
6. Cost to Market Survey
7. Consolidated Report of the Intergovernmental Fiscal Relations Task Force Working Group

## **Public Procurement**

1. Procurement Performance Measures
2. RSS Public Procurement Bill Draft 5
3. Common Procurement Vocabulary
4. Regulations (Chapter III-XII)

## **Taxation**

1. Procedures for the Administration of Excise Tax
2. December Revenue Action Plan January 2011
3. Interaction Programs:
  - Registration Application
  - A Note on Tax Policy and Tax Administration
  - Form 95-1. Monthly Withholding Statement
  - Form 105. Monthly Excise Tax Return E-Form
  - RSS Tax System
4. Presentation on Revenue Collection, State Workshop October 2010
5. Workshop materials on Priorities for the Directorate of Taxation
6. Measures to Improve the Non-Oil Revenue System
7. Revenue Policy Recommendations
8. Weekly collections reports
9. Tax collection Procedures Guidelines
10. Tax Collection Forms:
  - FORM C-1 Tax Officer Monthly Collection Report

- FORM C-2 Weekly Collection report by office
  - FORM C-3 Weekly Collection Report – All Offices
  - FORM C-4 Tax Office Monthly Report on Collection Activity
  - FORM C-5 Monthly Report of Collection Activities – All Offices
  - FORM C-6 Monthly Comparison of Collections by Tax Types
  - FORM C-7 Monthly Tax Collections by Tax Payer
  - FORM C-8 Monthly Payment Record by Taxpayer
  - FORM C-9 Profile of Delinquent Taxpayer
  - FORM C-10 Tax Arrears Collection Reports for Tax Officers
  - FORM C-11 Tax Arrears Collection Report – All Offices
  - FORM C-12 Monthly Tax Arrears Collection Report – All Offices
  - FORM 87 Election of Presumptive Tax
  - Taxpayer Registration Form
  - PIT Withholding Form
11. Tax Directorate Work Plans 2011

## Customs

1. Customs Assessment

## Treasury

1. Internal Payment Process January 2011 v2
2. Procedure for Quarterly allocations
3. Trainings and Presentations on:
  - Final Chart of Accounts
  - 2011 PIT Pension Processing
  - Vendor Registration
  - PFM (State Workshop)
  - Vendor Training v1
  - 2011 Budget Execution Reforms v2
  - 2011 Budget Overview
  - Salary Processing
  - Expenditure Processes
  - Petty Cash Procedures
  - State Transfer Procedures
  - Payment Processing
4. FMIS Implementation Guide
5. Vendor User Guide January 2011 v4

## Support to the Bank of South Sudan

1. Hardware Profile Questionnaire
2. Post Referendum Information Technology Needs Assessment Report
3. Letter Of Invitation To Tender
4. Draft Of South Sudan Act (1 March 2011)
5. General Conditions For Supply Of Boss VSAT
6. Issues Note For BoSS Central Bank Act 22 February 2011
7. IT Training Needs Assessment Report
8. Modalities of Issuing a New Currency and Replacing SDG February 2011
9. Request For Proposals Cbtf-Ta012
10. Tender Dossier – VSAT Tech Annex 11-03-02
11. Terms Of Reference Electrical Engineer Boss
12. Memo to BoSS Governor (7 September 2011)
13. Update on BoSS exchange Rate Regime Overview (15 September 2011)
14. Exchange Rate Policy for New Currency
15. Operational Aspects of Alternative Exchange Rate Regimes WC August 2011
16. Monetary Regime Choices for Southern Sudan May 25 2011
17. BoSS Activities Mandated by Provisional Order
18. Summary of Foreign Currency Auction Regimes
19. Opening Balance Sheet for Governors
20. Comments on Inflation in South Sudan September 2011
21. Procedures for Currency Changeover
22. Organizational Structure last updated May 2011

## **Support to the Ministry of Justice**

1. Explanatory Note Taxation Act Amendment Bill
2. Legislative Tracking Matrix
3. Taxation Act Amendment Bill, 2011
4. Traffic Bill 2011, 16 December 2010
5. Legislative Priorities Status Update, September 2011
6. Public Finance Management & Accountability Bill, 2011
7. Business Promotion Amendment Bill, 2011
8. Electricity Bill, 2011
9. Mining Bill, 2011
10. Drugs & Food Control Authority Bill, 2011
11. Diplomatic & Consular Services Bill, 2011
12. General Education Bill, 2011
13. High Education Bill, 2011
14. National Elections Bill, 2011
15. Political Parties Bill, 2011
16. Engineering council Bill, 2011
17. The Red Cross Society Bill, 2011
18. Telecommunications Bill, 2011

19. The Media Bills
20. South Sudan Advocacy Bill, 2011
21. Gazette Office Standard Operational Procedures
22. Gazette Office Road Map and Budget Analysis
23. Ministry of Justice Strategic Framework
24. Ministry of Justice Budget Preparation FY 2011/12

## Support to the Ministry of Petroleum and Mining

- |                                    |   |
|------------------------------------|---|
| 1. Executed Spot Sales Contracts   | <i>(P&amp;C – not for distribution)</i> |
| 2. Formal Invoices for Payment     | <i>(P&amp;C – not for distribution)</i> |
| 3. Monthly Marketing Summary Books | <i>(P&amp;C – not for distribution)</i> |
| 4. Customer Profiles Book          | <i>(P&amp;C – not for distribution)</i> |

## Support to the Transitional Areas

### Blue Nile State:

1. Standard Operating Procedures for the Department of Planning and Development
2. Organizational Restructuring Proposal for the Department of Planning and Development
3. Organizational Restructuring Plan with mandate and job descriptions for General Secretariat of Strategic Planning
4. Revised organizational chart for the Ministry of Humanitarian Affairs with mandate and job descriptions for department heads
5. Training Module for Fundamentals of Project Management
6. Training Module for Advance Course in Project Management
7. Six Strategic Plans for six BNS localities
8. Six 2011 annual plans for six BNS localities

### South Kordofan:

1. Assessment of Strategic Planning Approach in SKS
2. Assessment of SKS current Strategic Plan 2007-2011
3. Templates for Strategic plans for ten ministries
4. Template for strategic plans for 19 localities
5. Template of Annual Plan for ministries and localities
6. Framework for assessment of Strategic Plan
7. Training Module for Strategic Planning for Leadership
8. Training Module for Strategic Planning for Localities
9. Training Module for Strategic Planning for Ministries
10. Training Module on Good Governance & Strategic Planning

11. Training Module on Characteristics of Effective Leadership
12. Training Module on Strategic Planning Concept
13. Training Module on Financial Management Assessment