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SOUTH SUDAN

Strengthening Core Economic Governance Institutions II (CORE II)

Quarterly Report: April 22, 2013 to September 30, 2013

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TABLE OF CONTENTS

LIST OF ACRONYMS.....	ii
INTRODUCTION	1
OVERVIEW OF FISCAL AND POLITICAL SITUATION IN SOUTH SUDAN DURING THE REPORTING PERIOD	3
PROJECT ACHIEVEMENTS	4
Objective 1: Strengthened Public Financial Management.....	4
Objective 2: Strengthened Financial, Monetary Policies, and Banking Governance ...	7
Objective 3: Strengthened Management of Petroleum and Minerals Sectors	8
CHALLENGES.....	11
HIGHLIGHTS OF NEXT QUARTER PLANNED ACTIVITIES.....	12
ANNEX 1: SUCCESS STORIES.....	14
ANNEX 2: PERFORMANCE MANAGEMENT AND EVALUATION PLAN	18
Notes on Achievement of Select Indicators.....	29
ANNEX 4: TRAINING UPDATE.....	33
ANNEX 5: PROGRESS AGAINST THE WORK PLAN.....	39
Objective 1: Strengthened Public Financial Management.....	39
Objective 2: Strengthened Financial, Monetary Policies, and Banking Governance .	74
Objective 3: Strengthened Management of Petroleum and Minerals Sectors	82
Cross-Cutting: Human and Institutional Capacity Development.....	92

LIST OF ACRONYMS

BSS	Bank of South Sudan
BTC	Banking Training Center
CYPRESS	Capacity, Performance, Results, Sustainability Methodology
CORE II	Strengthening Core Economic Governance Institutions II Project
DPOC	DAR Petroleum Operating Company
DTIS	Directorate of Taxation Information System
GATC	Government Accounting Training Center
GPOC	Greater Pioneer Operating Company
HICD	Human and Institutional Capacity Development
HQ	Headquarters
HRD	Human Resources Development
HSE	Health, Safety, and Environment
IFMIS	Integrated Financial Management Information System
IT	Information Technology
LTU	Large Taxpayer Unit
MOFCIEP	Ministry of Finance, Commerce, Investment, and Economic Planning
MMBT	Maturity Model Benchmarking Tool
MPMI	Ministry of Petroleum Mining, and Industry
NLA	National Legislative Assembly
PFM	Public Financial Management
PMEP	Performance Monitoring and Evaluation Plan
PPU	Public Procurement Unit
SPLM	Sudan People's Liberation Movement
SPOC	SUDD Petroleum Operating Company
SSP	South Sudanese Pounds
SSRA	South Sudan Revenue Authority
TPS	Taxpayer Services

INTRODUCTION

The Strengthening Core Economic Governance Institutions II (CORE II) project was awarded by USAID on April 22, 2013. CORE II works to create macroeconomic stability and promote capacity and sustainability within the Ministry of Finance, Commerce, Investment, and Economic Planning (MOFCIEP), the Bank of South Sudan (BSS), and the Ministry of Petroleum, Mining, and Industry (MPMI). The project provides tax and budgeting support to all ten states and has a permanent regional presence outside of Juba in Wau, Western Bahr el Ghazal (WBeG), serving the three states of Northern Bahr el Ghazal (NBeG), Warrap, and Western Bahr el Ghazal.

Following award, this is the first CORE II quarterly report¹, which provides an update on project achievements, challenges, success stories, the Performance Management and Evaluation Plan (PMEP), and progress against the Work Plan from commencement of the project in April to September 30 2013. This report builds on the four monthly reports provided to date.

Start-up activities included the staff mobilization, national staff recruitment, and development of the Work Plan, PMEP, and Training, and Procurement Plans. Advisors now associated with the project include 27 long-term, 12 short-term, and 10 professional national staff advisors.

A primary focus of CORE II is capacity development of Republic of South Sudan institutions and officials. As such, advisors worked diligently during the quarter to engage counterparts in taking increasing ownership of reform initiatives, determining priorities, and identifying means to achieve these priorities. This will be achieved over the course of the project by supporting counterparts and institutions through on-the-job training, coaching, and mentoring.

Highlights of project achievements during this quarter include:

Project Mobilization. Rapid deployment of advisors, development of Work Plan and PMEP, office in WBeG established.

Strategic Assistance to New MOFCIEP Minister. Assisted the new Minister in identifying and prioritizing issues to be addressed within the Ministry.

FY13/14 Budget Preparation. Preparation of RSS FY13/14 budget despite evolutions in the political and fiscal landscape.



US Ambassador to South Sudan, Ms. Susan Page and USAID Mission Director, Mr. William Brands, launched CORE II with the participation of South Sudan Vice President, H.E. Dr. Riek Machar Teny.

¹ This Quarterly Report includes activities from Quarters 1 and 2, according to the approved PMEP. A separate report for Quarter 1 was not provided on the basis that the first quarter was not a full quarter and the first months of the project were dedicated to project mobilization, and work plan development. Further, monthly reports were provided for this time period.

State Budget Preparation. Interim budget solution developed to continue financial operations in the states.

Non-Tax Revenues. Successful payment of non-tax revenues through commercial bank pilot.

Financial Operations at BSS. Increased accuracy of financial statements and reconciliations.

Reporting and Production Data. Improved data allows the ministry to identify problems and engage in forecasting.

Crude Oil Marketing. Enhanced reporting of sales to provide timely information on expected oil revenue cash flows.

MPMI Health, Safety, and Environment. Draft regulations in HSE developed.

MPMI Strategic Communications. Media relations and communications training conducted.

Capacity Development. 5 Capacity, Performance, Results, Sustainability Methodology (CYPRESS) sessions conducted.

Training. 66 trainings conducted and 1360 (219 female) officials trained.

OVERVIEW OF FISCAL AND POLITICAL SITUATION IN SOUTH SUDAN DURING THE REPORTING PERIOD

The project commenced at a time when there was no oil production and the government's fiscal situation was deteriorating rapidly as indicated by major delays in payment of government salaries.

In May the oil production resumed after it had been suspended for almost 18 months, resulting in the first sale of oil at the end of June and the first receipts of revenues in July. Yet, less than a month later on June 9, the Government of Sudan informed the Government of the Republic of South Sudan (RSS) of its decision to suspend the Agreement on Oil and Related Economic Matters and to stop receiving, processing and transporting crude oil from the Republic of South Sudan within sixty days. During the ensuing months, there was great uncertainty concerning the stability of oil production. This latest oil shutdown was initially planned for August 7, but was avoided through several on-going two week extensions and an eventual longer term deal made on September 3 wherein President Omer Hassan al-Bashir of Sudan and President Salva Kiir of South Sudan agreed to resume oil flow indefinitely through the Sudanese pipeline. The short term extensions preceding the longer term deal were not conducive to long term planning and the government of South Sudan continued to operate in crisis mode.

Project activities at MOFCIEP during the quarter were also negatively impacted by a lack of leadership. On June 18, Minister of Finance, Manibe Ngai Kosti was suspended and replaced by an interim Minister pending a fraud investigation.

On July 23 President Salva Kiir dismissed all national Ministers from the government of South Sudan, creating a further vacuum of much needed leadership. A week later, on July 31, President Kiir appointed a new cabinet wherein Mr. Stephen Dhieu Dau remained Minister of Petroleum, Mining, and Industry and a new MOFCIEP Minister, Mr. Aggrey Tisa Sabuni, former advisor to the President and Undersecretary in the Ministry of Finance, was appointed.

The uncertainty of the oil production, combined with the change in cabinet, and the downsizing of the government from 29 to 22 ministries, delayed passage of the budget and necessitated significant modifications. Presentation of the budget to the National Legislative Assembly (NLA) was delayed. In the absence of a FY13/FY14 budget, the government operated under the previous year's budget.

PROJECT ACHIEVEMENTS

Objective 1: Strengthened Public Financial Management

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

Strategic Advice to the New MOCIEP Minister. Project advisors provided a fiscal update, a summary of project activities, and engaged in a discussion of challenges and identification of priority areas for reform with the new MOFCIEP Minister, Mr. Aggrey Tisa Sabuni – former advisor to the President and Undersecretary in the Ministry of Finance – immediately upon him assuming the appointment. Advisors also supported the Minister through engagement on personnel issues within the Ministry’s senior management and discussed strategic issues needing to be addressed through a retreat planned for October. Advisors are also supporting the Minister in preparing an Action Plan to address critical issues. Finally, advisors helped the Minister to gain political support for budget reform by assisting him in the development of a presentation to the SPLM.

Capacity Development Prioritization. A significant highlight in the first quarter has been the cultivation of support and interest within the Ministry on CYPRESS, CORE II’s capacity development model (see success story). CYPRESS is a 5-step methodology that will enable the Ministry to drive and measure organizational performance and capacity improvements. All directorates the project supports within MOFCIEP have undergone step one of the CYPRESS model – the identification of performance targets.

In preparation for step two, benchmarking of the organization’s current state against performance targets, advisors created tailored maturity models for all Ministry of Finance functions supported by CORE II. The maturity models measure the current situation in a functional directorate or unit against international leading practices of organizations performing similar functions. The models will be used to assess MOFCIEP’s functions in the next quarter. The assessments will be used to develop action plans to address identified gaps.

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

Addressing Strategic Issues. A new Director General was assigned to the Directorate of Taxation, Mr. Oboy Ofilang Itorong, and advisors have worked with him in providing an overview of the tax administration, helping to strategize and prioritize activities to accelerate the collection of tax revenues, preparing job descriptions, and revising the organizational structure. Advisors assisted in the development of an annual work plan for the Directorate and an associated budget for required activities. Within the Large Taxpayer Unit, advisors assisted in classifying additional types of taxpayers to be included; defining a revised structure, recommending a need for additional inspectors and office space.

Department of Revenue. Advisors assisted the Department of Revenue in increasing the number of collecting agencies submitting revenue reports. This was largely accomplished by accompanying employees to collecting agencies and helping explain the reporting requirements and the law as it relates to depositing remittances to the Treasury account. A total of 13 different agencies reported at some time during the quarter out of a total of 18 potential reporting agencies. In addition to having all 18 agencies reporting, the goal is also to improve the frequency and consistency of reporting.

In addition, advisors assisted in establishing a pilot for collection of license and fee remittances collected by the Ministry of Telecommunications and Postal Services through a commercial bank (see success stories). In the first full month of operation (September),

revenue remitted for the Ministry of Telecommunications and Postal Services totaled SSP 1.25 million compared to SSP 236,000 in July. A second pilot is beginning with the Ministry of Justice through which business registration fees are to be paid through a commercial bank.

Audit Plan Development. Advisors worked with the Deputy Director of Policies and Procedures, the Deputy Director of Field Operations, and the Assistant Director of Audit, along with the Large Taxpayer Unit (LTU) and Nyakuron branch chiefs to develop its first ever annual audit plan for FY 2013/14. Initial training for staff was conducted in basic/intermediate accounting, which is fundamental to performing an audit.

The South Sudan Revenue Authority. Advisors participated in the Revenue Modernization Steering Committee to begin planning the establishment and authorities of a South Sudan Revenue Authority. Advisors assisted with drafting the South Sudan Revenue Authority Bill that will establish and define the roles and responsibilities of the SSRA and assisted in preparing the Deputy Minister for presentation of the Bill to the Economic Cluster of Ministers. The bill is now under consideration by the Ministry of Justice.

RSS – States Fiscal Arrangements Bill. The RSS States Fiscal Arrangements Bill was finalized with advisor assistance within the Revenue Modernization Steering Committee, approved by the Economic Cluster of Ministers, and submitted to the Ministry of Justice for final review before presentation to the Council of Ministers. This Bill includes a Model State Revenues Bill which standardizes own source revenues for the states and harmonizes the revenue responsibilities of the national and state governments.

Training and Capacity Development. During the quarter, advisors assisted in the preparation and presentation of courses for staff in general (tax law courses), courses specifically for collection staff, and courses specifically for audit staff. Advisors also held workshops with staff to review business processes related to return and payment processing and to prepare related process maps. Recommendations were presented by tax staff at a senior management meeting. Recommendations presented primarily related to return processing to include a methodology for error correction and cursory review of returns submitted to ensure completeness and accuracy prior to sending for input. It has been noted that there is a significant need for additional in-depth functional training and the training plan developed for the reporting year reflects that increased emphasis.

Recognizing that Customs collects a significant portion of the tax revenue, advisors have assisted in preparing and presenting training for customs officers and customs clearing agents to ensure that they understand the law and its application.

Sub-Objective 3: Budget Planning and Preparation

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

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

Budget Officer Training. Budget Officers were trained on how to analyze and interpret monthly budget execution reports (see success story). This is an important step in building

the capacity of Budget Officers in not only collecting budget information but to also analyze and make policy recommendations accordingly.

Sub-Objective 4: Budget Execution and Procurement Support

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

Bank Reconciliation. To ensure that the government execution reports are accurate, advisors developed and implemented procedures for bank reconciliation. Reconciled bank accounts encompass significant expenditures, including the SSP and USD accounts for RSS operations and salaries.

For the first time ever, the payment bank accounts are fully reconciled up to the end of September. This is a major step forward to improving the integrity of budget execution reports.

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

Revenue Recording. Procedures were developed to record revenues in integrated financial management information system (IFMIS). Training on the classification, as well as IFMIS recording, was provided to the newly established Revenue Recording Unit. Advisors assisted the revenue recording team in reaching out to various revenue units in various ministries to identify and report new revenue sources. This exercise revealed a number of shortcomings in terms of existing processes. The revenue team was only able to trace a small number of deposits to revenue reports and the largest percentage of deposits could not be classified. The project will present recommendations on how to improve the process to the Minister during the next quarter.

Regulatory System. Advisors supported the Procurement Policy Unit (PPU) to develop a procurement planning tool to be used for FY 2013/14 for effective monitoring and integration of procurement and budgeting.

Reporting System. Advisors' completed work on the periodic manual reporting format and the process for spending agencies to record contractual commitments as they occur, which will alleviate the problem of building up arrears. The process will facilitate tracking and reporting on procurement activities during budget execution.

Procurement Operations and Transparency. The PPU's first vendor list was compiled through the procurement perception survey conducted jointly by PPU and CORE II. This will help the Ministry's outreach programs to be based on informed decisions and eventual classification of businesses.

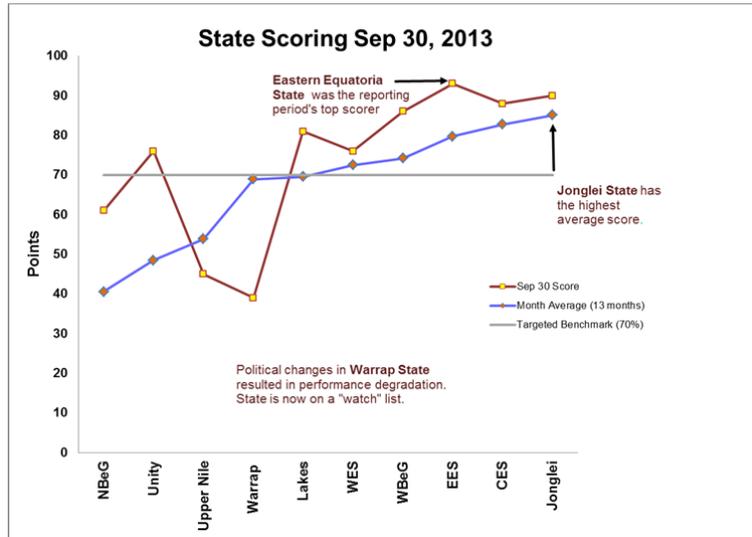
Capacity Development. PPU Procurement officers were trained in procurement planning and conducting perception surveys as a step to strengthen their capacity to perform oversight responsibilities.

Sub-Objective 5: Support to the States

State Budget. In the absence of an approved FY 2013/14 budget at the National level, the project's State Public Financial Management team developed and executed a provisional solution to allow continued recording and tracking of budget expenditures. Advisors enabled

the continued use of the FY 2012/2013 IFMIS instance to capture continued expenditures per the previous year's budget in accordance with the PFMA Act.

Implementation of IFMIS. As thirty percent of the national budget is transferred to states in the form of conditional and block grants, advisor assistance in the development of state Public Financial Management (PFM) systems is critical. The project rolled-out advanced payment procedures during the reporting period to Northern Bahr el Ghazal, Unity, and Upper Nile. With this, all ten states in South Sudan are now conducting processing of revenues, expenditures, liabilities, bank and chest (cash) reconciliations with project support.



Scorecard Criteria	Points
Timeliness	10
Transfer Revenues	13
Local Revenues	13
Expenditures	13
Liabilities	13
Recording of Transfers	13
Reconciliations	25
TOTAL	100

As shown in the graph above, the project's regular visits to all ten states has resulted in a general improvement of overall PFM scoring – as measured by the state financial

management score card with only one state scoring below 50% (Warrap due to political changes); and at least five states consistently performing above the 70% benchmark. All states report on-time and are 100% compliant with the National Government's Ministry of Finance reporting requirements.

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

The advisor, in collaboration with the WBeG State UNDP PFM advisors, delivered an Introduction to PFM workshop for 32 State Ministry of Finance officials. The workshop covered the legal and institutional framework for PFM, budgeting and planning, revenue policy and administration, budget execution, procurement, financial accounting and reporting.

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

Increased Accuracy of Financial Operations and Timeliness of Financial Reports.

Project advisors provided on-the-job training to BSS accounting department employees to ensure timeliness and accuracy of all accounting postings, improve financial recording, and presentation of financial data in line with international standards. Advisors also assisted in establishing audit files that can be used for accounts reconciliation and external audit purposes.

A draft framework for the Accounting and Budgeting Manual was delivered to departmental and senior management for review and input.

Support During External Audit. Advisors assisted BSS management and accounting department staff in providing the external auditors with requested information and explanations. This first external audit of BSS is expected to take several months. Given the lack of knowledge of international standards and limited experience of Bank staff in this area, project advisors have provided almost continuous on-the-job training, advice and assistance to the Bank's accounting employees and management.

Advisors assisted BSS in assembling and preparing an audit response on BSS' IT system, including responses to over forty questions on the system security, integrity, and dependability.

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

Balance Sheet and Profit and Loss Financial Statement. Advisors provided guidance and on-the-job assistance in the production of monthly financial reports and budget control reports to Bank management by reviewing audit files and entering post-reconciliation adjustments where necessary.

Modernization of Internal Control Environment and Management Information. Advisors worked with the operations staff, management, and IT management to address the operational procedures, policies, and practices at BSS. As a result, advisors are supporting the development of 55 procedures.

Advisors provided assistance to the cheque clearing unit in the on-going effort to reconcile a substantial difference in the clearing suspense account. Draft discussion documents and previous work papers were converted into a standard procedure and submitted to the department for comments.

Training was provided to bank staff on the concept of automated check processing.

RSS Debt Instruments Issued in a Timely Manner and Properly Managed. Advisors assisted in processing 11 roll-overs of the maturing treasury bills and bonds, the settlement of interest payments, and withholding tax on interest. Advisors also assisted the Financial Markets Department staff in updating a detailed summary of all outstanding government debt. The report is regularly shared with MOFCIEP and MPMI.

Loans to Commercial Banks. The project provided advice and guidance on extending loans secured by treasury bills under the Lender of Last Resort provision in the BSS Act. To address liquidity shortages, commercial banks have expressed interest in borrowing against the RSS treasury bills as collateral. Advisors are assisting BSS in reviewing the latest financial statements of the concerned banks in order to assess their real liquidity needs.

Advisors assisted in drafting multiple circulars on Trading of Government Securities in the Secondary Market for submission to the Governor for comment and/or approval.

Bank License Applications. At the request of the Director of Banking Supervision, advisors reviewed two bank licence applications for their completeness and compliance with the laws and regulations. The results of this analysis and subsequent recommendations were presented to the Governor before the final decision on granting the licences was made.

Objective 3: Strengthened Management of Petroleum and Minerals Sectors

Work Plan and Performance Report. Support was provided for the drafting of the MPMI Annual Work Plan and the Annual Performance Report as required by the Ministry of Cabinet Affairs.

Reporting and Production Data. Advisors assisted in improving the reporting of production data from all three operating companies DAR Petroleum Operating Company (DPOC) Blocks 3 and 7, Greater Pioneer Operating Company (GPOC) Blocks 1,4,2, and SUDD Petroleum Operating Company (SPOC) Block 5A to MPMI through the development of a template used to obtain and track information. The information is now produced on daily and is discussed regularly. This improvement enables MPMI to utilize and distribute the data internally allowing the Ministry to identify problems and engage in forecasting.

Crude Oil Marketing. Advisors provided on-going guidance on crude oil tendering for future cargoes. The project is working with the Ministry to enhance reporting of sales to provide timely information on expected oil revenue cash flows. Advisors are developing a marketing manual containing 14 processes for improved marketing and reporting.

Financial Audit of Producing Companies. During the reporting period, auditors from EY finalized financial audit arrangements with MPMI and held preliminary meetings with the joint operating companies. Advisors assisted with the finalization of the audit scope, highlighting key issues and offering suggestions for timing of field work. Advisor support will continue throughout the audit phase.

Pipeline Feasibility Study. Advisors assisted the Managing Director of Pipelines to ensure a timely MPMI review of the initial ILF/IDP report on Phase I of the pre-feasibility studies for an export pipeline.

Health Safety and Environment. The team has worked diligently to support the implementation of the HSE provisions of the Petroleum Act 2012. This included concrete measures to put into effect the management system regime required by the three operating companies, along with their HSE Management Plans, particularly in assisting the Ministry in obtaining the documentation, assessing it and holding meetings internally and with industry on the implications of the regime and what is expected of Ministry inspectors, supervisors, and operating companies. One such meeting, the first of its kind, was held by the Ministry in August with MPMI HSE and operational staff and HSE staff from the operating companies. This initiative was positively received by both groups; as the meeting concluded, the operating companies requested such meetings as a regular practice.

Document Retention System. Advisors assisted in the creation of a document tracking, archiving and control system, a requirement consequential to the data-driven basis of management system requirements and imperative to the success of the HSE regime under the Act. The advisors were able to provide assistance, including help in establishing the relevant perimeters, criteria, and training.

HSE Training and Workshop. Advisors trained eight MPMI officials, recently on boarded and forming the new HSE Unit within the Ministry, on the Act and their duties as inspectors before being sent into the field. Advisors also assisted in organizing an internal HSE workshop in August to discuss matters of common concern and new initiatives.

Strategic Communications. The MPMI news office was instrumental in coordinating messages with the RSS President's Office and the Ministry of Foreign Affairs reinforcing South Sudan's commitment to the peaceful implementation of the Cooperation Agreements with Sudan, de-escalating political rhetoric and focusing on practical, economic aspects of production and trade. During this time, communications advisors provided daily, on-site counsel for media relations and external communication to the Minister and Press Secretary, with particular emphasis on consistency of messaging and establishing clear procedures for external communication.

Media Relations and Presentation Training. Through on-camera training and mock interviews, the project helped the Minister, Deputy Minister and Press Secretary build confidence in media relations and presentation capabilities. Desk-side briefings with the

Minister and Press Secretary helped establish a foundation for crisis communication plans, a critical capability of national petroleum operations.

New Releases and Press Conference. The project assisted MPMI press office in drafting and issuing news releases, organizing press conferences and correcting wrong information that appeared in agency reports. Having received project support to identify and build relations with agency and media representatives, MPMI provides production figures and other data directly to news media such as Reuters and Bloomberg, reducing the potential for error and decreasing the amount of time from release to news coverage.

With project support, MPMI is emerging as one of the most active and effective press offices in the RSS government, as evidenced by coordinated messaging and extensive managed news coverage in international and domestic media.

CHALLENGES

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

Poor Cash Flow Situation of the Government. The oil shutdown in April and May of resulted in poor cash flow and limited the government's ability to pay salaries, manage expenditures of the government, inhibited proper procedures for computing the budget, and created discrepancies in spending agency spending to their budgeted allocations.

RSS Consolidation of Ministries and Cabinet Reshuffle. Shortly after the draft budget was submitted to the Assembly, the President announced a reorganization of the government, including a reduction in the number of ministries from 29 to 22. Accordingly, the draft budget was withdrawn from the Assembly and MOFCIEP was required to redo the budget to reflect the new structure. Significant advisor time was devoted during the three month delay in the finalization and submission of the FY2013/14 budget. Advisors were required to help the Budget Directorate update the Budget Preparation System to reflect the new structure.

Within MOFCIEP, a new Minister was appointed in July and it will continue to take time for the Minister to fully adapt to his position and responsibilities. The project is building a firm and trusting relationship with the new Minister and he is looking more and more to CORE II advisors to assist him with his day to day activities and consult on policy and technical challenges, but it has delayed progress on MOFCIEP reforms to date.

Delay in Oil Export Agreements. During negotiations with the Government of South Sudan over the potential oil shutdown, important activities and priorities were delayed or halted. The uncertainty over future oil production inhibited RSS's ability to plan strategically and budget longer term priorities and expenditures.

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

- Lack of senior management support
- The number of instances, value and types of unbudgeted expenditure being approved including the need to repay debt
- The payment procedure not being followed
- Contracts being awarded without checking whether there is available budget
- Overspending by a number of agencies
- Pressure from vendors and spending agencies to make payments
- Inadequate accommodation and security for the Treasury Directorate

These factors are detrimental to successful budget execution.

Ineffective Leadership. BSS Leadership has been slow in identifying and recruiting new personnel to adequately meet challenges, and struggle to prioritize, strategize and effectively manage the activities of the Central Bank.

Lack of Capacity. MOFCIEP, MPMI, and BSS all suffer from a lack of capacity, especially in leadership. Their basic technical skills are at times adequate and can be built upon; however, direction and commitment from senior management to embrace reform is profoundly needed.

HIGHLIGHTS OF NEXT QUARTER PLANNED ACTIVITIES

In addition to activities planned and approved in the CORE II Year One Work Plan, the project will prioritize the following activities in the next quarter:

Development of a MOFICIEP Strategic Plan. The project will support the development of a MOFICIEP Strategic Plan to be developed during a Senior Management Retreat in November. During this retreat, the Ministry will work to confirm the structure of MOFICIEP, identify key reform priorities, and allocation of responsibilities for implementation. Most importantly, advisors will support discussion around the development of a new way of working, focused on problem resolution and making the Ministry an example of success in the Government.

Improved Budget Execution Procedures. Advisors will work with MOFICIEP senior management encouraging them to focus on organizing and planning the activities of the Ministry, and to be less concerned with individual payments. Advisors will propose budget execution reforms in consultation with the Ministry which are designed to improve RSS PFM practices through increased fiscal discipline. These reforms should free up senior management to concentrate on important policy matters.

Budget Officers to Work Directly with the Spending Agencies. The Budget Directorate will train over 100 spending agency staff in reading and analyzing their own financial reports. Budget officers will train agency staff to read and analyze these reports and assist agencies in monitoring their budgets. This will also encourage a direct relationship between the budget officers and their spending agency counterparts.

Development of BSS Procedures. Advisors are assisting in developing 55 new procedures which will be developed based on workshops conducted with the operations staff, management, and IT management to address the operational procedures, policies, and practices at the BSS.

Accounting and Auditing. MPMI Advisors will assist in the identification of reporting inaccuracies of crude oil sales and work with MOFICIEP advisors to identify and resolve any reporting differences. Advisors are specifically supporting data transfer of crude oil sales from MPMI to MOFICIEP to ensure proper reconciliation and accounting.

Marketing Book. Advisors will work to finalize a marketing book that codifies the existing marketing procedures within MPMI. The marketing book will include the vetting of potential buyers, conducting the auctions for entitlement of crude oil, managing the tanker loading schedule, supervising the metering and transfer of crude oil to the tanker, and tracking the flow of resulting funds back to the Bank of South Sudan.

HSE Practices. Advisors will submit a draft regulation on Management Systems and HSE Plans to the Legal Unit of MPMI for approval as part of the HSE regime under the Petroleum Act. Advisors will also support the formation of an MPMI Committee for review of the Management System and HSE Plans draft regulation. The project will help MPMI in preparing an Implementation plan for MS recommendations.

Advisors will further support MPMI in the preparation, organization and presentation of a Workshop on Management Systems.

CYPRESS. MOFICIEP leaders are collaborating with their staff to focus on improving performance. During this quarter, each department began discussing their role in building capacity and how to meet the growing demands upon the organization and constructed goals that were measureable and critical to the organization's success. In the next quarter,

advisors will assist the same directorates to benchmark each unit's current state maturity against the performance targets and leading-edge practices.

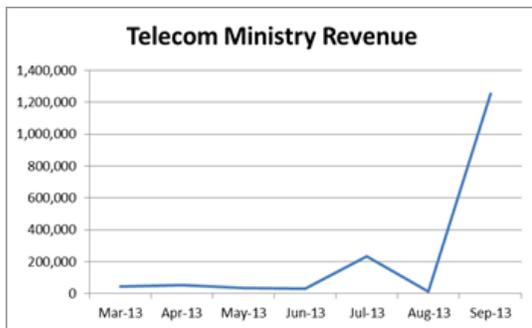
ANNEX 1: SUCCESS STORIES



CASE STUDY

New Processes for Tax Payments

Revenue deposits improve after Telecom Ministry joins bank pilot



Telecom Ministry Revenue Improvement

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

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

RESULTS: In the six months prior to joining the pilot, the Ministry of Telecommunications made monthly deposits of SSP 42,404 (March); 51,800 (April); 34,600 (May); 28,600 (June), 236,000 (July); and 12,410 (August). In the first full month of the pilot, September, fees collected through the commercial bank totaled SSP 1,251,950 or more than X% more than the monthly average collected in the previous 5 months. It will take a period of time to determine if this result reflects the norm or if it was an anomaly. In any event, the outcome has demonstrated that paying remittances through commercial banks is feasible and ensures that revenues collected are deposited to the credit of the government.



CASE STUDY

Improving Accountability in Budget Management

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



Photo Credit: Terima Brierley

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

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

- MOFCIEP Budget Officer
(after completing the course)

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

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

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

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

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

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



USAID
FROM THE AMERICAN PEOPLE

SOUTH SUDAN

FIRST PERSON “We Are One Team”

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



Photo Credit: Madeline Turin, CORE II

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

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

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

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

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

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



SNAPSHOT

Officials Focus on Performance

Directorates understand their situation and what they need to achieve



Photo Credit: Rup Khadka

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

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

- MOFCIEP Official

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

- Director General, Treasury Directorate, MOFCIEP

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

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

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

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

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

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

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

ANNEX 2: PERFORMANCE MANAGEMENT AND EVALUATION PLAN

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

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	Target CORE II Y1 Q3 12/31/2013	Target CORE II Y1 Q4 3/31/2014	Remarks
		Percentage improvement in MOFCIEP CYPRESS Procurement self-assessment score	MOFCIEP/ CYPRESS records	Annually	54% current state 58% weighted gap	N/A	Baseline MMBT completed			decrease.
1.1.4		Cumulative number of key MOFCIEP budget execution staff at national and state level trained by gender	Training records	Quarterly	0	16 Total 12 male 4 female	Target: 0 Actual: 507 429 male 78 female	650	1,300	State budget execution trained 80 males and 10 females, with national staff making up the remainder
1.2	Tax, Non-Tax Revenues and Intergovernmental Finance									
1.2.1	<i>Tax Administration</i>									
1.2.1.1	Improved management of revenue collection by the Directorate of Taxation	Percentage increased revenue collected per year, tracked quarterly	DoT records	Quarterly	0%	26% of annual target Actual: 204M	47% of annual target Actual: 375.8M Target:395.7M	Target: 70% of annual target 555.3M	Target: 45% annual increase 793.3M SSP	547M SSP revenue collected for period March 2012 to April 2013
1.2.1.2		Percentage change in business perception of the Directorate of Taxation	Annual perception survey	Annually	69% positive perception	N/A	Baseline completed			

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	Target CORE II Y1 Q3 12/31/2013	Target CORE II Y1 Q4 3/31/2014	Remarks
1.2.1.3		Percentage of planned audits completed	DoT records	Quarterly	126 planned audits for year	N/A	Target: 0 Actual: 0	15%	32%	Of the 126 planned audits, 50 are planned for LTU and 76 non-LTU
1.2.1.4		Cumulative number of outreach activities conducted by DoT	DoT records	Quarterly	0	2 activities 71 attendees 69 male 2 female	Target: 0 Actual: 7 198 attendees 173 male 25 female	10	30	
1.2.1.5		Increased percentage of LTU taxpayers filing	DoT records	Quarterly	28% (38 filers/ 135 total LTU taxpayers)	36% (48/135)	Target: 55% Actual: 35% (58/167)	75%	90%	The percentage of taxpayer filings is less than expected because closed businesses have not been removed from the list of taxpayers.
		Increased percentage of non-LTU taxpayers filing			5% (387 filers/ 7,340 total non-LTU taxpayers)	5% (392/7,359)	Target: 10% Actual: 4% (414/10,200)	25%	40%	
1.2.1.6		Cumulative number of key Directorate of Taxation staff trained by gender	DoT training Unit records	Quarterly	0	11 total 11 male 0 female	Target: 227 Actual: 450 368 male 82 female	500	750	

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	Target CORE II Y1 Q3 12/31/2013	Target CORE II Y1 Q4 3/31/2014	Remarks
1.2.2	<i>Revenue Policy</i>									
1.2.2.1	Improved capacity to conduct analysis and provide policy papers upon request for informed decision making	Cumulative number of staff trained by gender	RPD records	Quarterly	0	10 total 7 male 3 female	Target: 0 Actual: 10 7 male 3 female	5	10	
1.2.2.2		Number of policies/ regulations/ administrative procedures analyzed as a result of USG assistance	RPD and CORE II records	Quarterly	0	N/A	Target: 0 Actual: 0	0	1	
1.2.2.3	Track remittance and transparency of non-tax levels	Number of ministries reporting non-tax collections	RPD records	Quarterly	4	4	Target: 4 Actual: 5	7	10	Reporting in April, through June and September were the Directorate of Nationality, Passports and Immigration, the Ministry of Telecommunication and Postal Service, the Ministry of Commerce, Industry and Investment, the Ministry of Justice, and the Medical Commission joined in September

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	Target CORE II Y1 Q3 12/31/2013	Target CORE II Y1 Q4 3/31/2014	Remarks
1.2.2.4		Amount of non-tax remittance to the single treasury account, non-cumulative	BOSS statements	Quarterly	23.9M SSP Jan-Mar	21M SSP Apr-Jun	Target: 21M Actual: 22M	25M SSP	27M SSP	Atypical baseline includes large Feb payment consisting of several months' revenue
1.2.3	<i>Intergovernmental Fiscal Relations</i>									
1.2.3.1	Increased equity of intergovernmental fiscal relations	Percentage of milestones completed to provide information to improve the efficiency of fiscal transfers	RPD records	Quarterly	TBD	N/A	N/A	Baseline TBD		Baseline is projected to be completed by the end of the third project quarter.
1.3	Budget Planning and Preparation									
1.3.1	Increased capacity of Budget Directorate to provide policy analysis and technical support to decision makers and spending agencies in planning, preparing and monitoring the annual budget	Ability of budget officers to independently assist and guide spending agency budget preparation and monitoring	Qualitative scorecard	Annually	0%			Baseline completed	45% at end of RSS fiscal year	Indicator definition refined to measure budget officer capacity at end of RSS fiscal year 30 June 2014 - target: 45%)
1.3.2		Quality and timeliness of in-year budget reports produced by budget officers	Qualitative scorecard	Quarterly	0	0%	Actual: 7%	29%	36%	Indicator definition refined to measure budget officer capacity

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	Target CORE II Y1 Q3 12/31/2013	Target CORE II Y1 Q4 3/31/2014	Remarks
1.3.3		Cumulative number of national and state budget planning and preparation staff trained by gender	Budget Directorate training records	Quarterly	0	0	Target: 0 Actual: 167 143 male 24 female	78	108	State budget preparation training: 109 total, 99 male, 10 female, national staff make up the remainder
1.4	Budget Execution and Procurement									
1.4.1	<i>Treasury Support</i>									
1.4.1.1	Improved ability to control and execute budget	Reduction in budget execution variance for spending agencies expressed as number of agencies with variance less than 10% over total number of spending agencies	MOFCIEP records	Annually	3% 2 out of 60 spending agencies		Baseline Completed			Indicator definition refined. Spending agencies with <10% variation: the Law Review Commission and the Ministry of Interior
1.4.1.2		Number of spending agencies with access to IFMIS	MOFCIEP records	Quarterly	0	0	Target: 10 Actual: 0	15	25	IFMIS rollout to spending agencies delayed due to the government reorganization.
1.4.2	<i>Procurement Support</i>									

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	Target CORE II Y1 Q3 12/31/2013	Target CORE II Y1 Q4 3/31/2014	Remarks
1.4.2.1	Improved capacity to manage, control and track procurements in a transparent and equitable manner	Percentage of national budget procurements that follow established procurement processes	Procurement records	Annually	0%				25%	This indicator is dependent upon passage of procurement legislation
1.4.2.2		Cumulative number of key procurement staff trained by gender and technical area	training records	Quarterly	0	7 Total 4 male 3 female	Target: 0 Actual: 23 17 male 6 female	10	15	
1.4.2.3		Number of standard tender documents and forms by category implemented	Procurement records	Quarterly	0	0	Target: 0 Actual: 0	0	1	
1.4.2.4		Number of spending agencies' data in the procurement contract database	Procurement records	Quarterly	0	0	Target: 0 Actual: 0	0	1	
1.4.2.5		Improved perception of procurement services	Annual perception survey	Annually	57%		Baseline completed			
1.5	Support to the States									
1.5.1	<i>State Tax Support</i>									
1.5.1.1	Increased standardization, transparency and management of state revenue collection	Number of national state tax offices with improved tax administration	DoT records	Quarterly	0	0	Target: 0 Actual: 0	1	2	

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	Target CORE II Y1 Q3 12/31/2013	Target CORE II Y1 Q4 3/31/2014	Remarks
1.5.2	<i>State Budget Preparation Support</i>									
1.5.2.1	State budget development capabilities to match national standards	Number of states that meet national criteria for budget development	Project records	Quarterly	0	0	Target: 0 Actual: 0	0	1	
1.5.3	<i>State Budget Execution Support</i>									
1.5.3.1	State budget execution tools and capacity to meet state public financial management objectives	Number of states meeting criteria for improved execution of treasury operations	State records	Quarterly	Target: 7 Actual: 7	Baseline completed	Target: 7 Actual: 7	9	10	Implementation of revised scorecard delayed until Q4 due to government restructuring and disagreement on chart of account updates, targets revised to reflect current scorecard
Objective 2 - Strengthened financial, monetary policies, and banking governance through assistance to the Bank of South Sudan (BSS)										
2.1	Accounting									
2.1.1	Increased staff capacity to improve accuracy of financial operations and timeliness of financial reports	Cumulative number of Bank of South Sudan professionals trained on international standards by gender and technical area	Training records	Quarterly	0	0	Target: 2 Actual: 2 2 male 0 female	4	5	
2.2	Banking Operations and Financial Management									

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	Target CORE II Y1 Q3 12/31/2013	Target CORE II Y1 Q4 3/31/2014	Remarks
2.2.1	Modernize the internal control environment and management information available to BSS	Percentage of originated or updated Policies Procedures and Authorities (PPAs)	PPA Tracker	Quarterly	0%	Baseline completed	Target:10% Actual 11% 6 out of 55	Target: 33% 18 out of 55	Target: 55% 30 out of 55	6 PPAs completed were: Clearing Operations; Proof and Control; Client Documentation and Signature Control; Currency Issuance and Destruction; Nostro Reconciliations and Position Control; and IT Application Support: Symbols Bug Zero
2.2.2		Percentage of BSS data items imported into the Research and Statistics Department database	RSD database reports	Quarterly	0%	Baseline completed	Target: 0% Actual 0% 0 out of 747	Target: 0% 0 out of 747	Target: 100% 747 of 747	
2.3	Domestic Debt Issuance and Management									
2.3.1	Staff capable of conducting research and producing papers on debt issuance	Cumulative number of debt issuance papers, recommendations and notes produced for consideration by RSS	BSS and project records	Quarterly	0	0	Target: 0 Actual: 0	0	1	

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	Target CORE II Y1 Q3 12/31/2013	Target CORE II Y1 Q4 3/31/2014	Remarks
Objective 3 - Strengthened management of petroleum and minerals sector through assistance to the Ministry of Petroleum, Mining and Industry (MPMI)										
3.1	Improve MPMI capability to manage through crude oil metering, oversight, auditing, confirmation of government entitlement and transparency	Percentage improvement in production and entitlement group within MPMI	MPMI/ CYPRESS records	Annually	TBD	N/A	N/A	N/A	MBMT self-assessment Baseline	MPMI will implement CYPRESS at the beginning of project year two
3.2		Percentage of technical areas functioning independently according to international standards	MPMI records and advisor assessment	Quarterly	23%		Baseline completed	24%	35%	Indicator definition and targets refined to more accurately capture capacity building
3.3		Number of MPMI regulations ready for submission	MPMI records	Quarterly	0	0	Target: 0 Actual: 0	7	7	
3.4		Percentage compliance with MPMI regulations by company	Company records verified by MPMI	Quarterly	TBD	N/A	N/A	Baseline TBD		Percentage compliance is dependent upon the passage of MPMI regulations
3.5		Number of key types of MPMI information made available to public	MPMI communication	Quarterly	0	0	Target: 0 Actual: 0	1	1	
3.6		Cumulative number of key MPMI staff trained by gender	Training records	Quarterly	0	0	Target: 0 Actual: 3 2 male 1 female	5	10	

ID	Performance Objective	Indicator	Data source	Frequency	Baseline	CORE II Y1 Q1 6/30/2013	CORE II Y1 Q2 9/30/2013	Target CORE II Y1 Q3 12/31/2013	Target CORE II Y1 Q4 3/31/2014	Remarks
3.7		Percentage improvement in MPMI Human Resources self-assessment score	MPMI/ CYPRESS records	Annually	TBD	N/A	N/A	N/A	MBMT self- assessment t Baseline	MPMI will implement CYPRESS at the beginning of project year two
3.8		Percentage improvement in petroleum sector development performance targets	MPMI/ CYPRESS records	Annually	TBD	N/A	N/A	N/A	MBMT self- assessment t Baseline	MPMI will implement CYPRESS at the beginning of project year two
Cross-Cutting Indicators										
4		Percentage of females in gender program who report increased self-efficacy at the conclusion of CORE II supported training/programming	CORE II records	Quarterly	0%	N/A	N/A	10%	25%	CORE II is establishing partnerships with local organizations to implement gender programs

Notes on Achievement of Select Indicators

Objective 1: Strengthened Public Financial Management

Indicator 1.1.3. The CYPRESS Maturity Model Benchmarking Tool (MMBT) was implemented with the Budget Execution Directorate, the Budget Planning and Preparation Directorate and the Procurement Policy Unit of MOFCIEP to produce baseline data for this indicator. For each directorate, functional areas were identified and levels of maturity defined from basic to leading practices. CORE II advisors then assisted counterparts to map their current capacity or maturity and desired state in one year on tailored maturity models. The difference between desired and current state represents the gaps to be addressed, which were rated based on the impact of each on organizational goals. The resulting weighted gap helps counterparts identify where to focus efforts to reach their desired state. For each of the directorates, their current state, or self-assessed achievement of desired state, is provided along with the weighted gap. Progress in achieving desired state and reducing weighted gaps will be tracked annually.

Indicator 1.2.1.5. The percentage of taxpayer filings (indicator 1.2.1.5) is less than expected not necessarily due to fewer returns but rather the fact that businesses have not been removed from the list of taxpayers as anticipated during the development of this indicator.

Indicator 1.4.1.2 The IFMIS rollout to spending agencies has been delayed due to the government reorganization.

Indicator 1.2.3.1. The Intergovernmental Regulations baseline for indicator 1.2.3.1 is projected to be completed by the end of the third quarter.

Objective 3: Strengthened Management of Petroleum and Minerals Sectors

Indicators 3.1, 3.7, and 3.8. MPMI will implement CYPRESS in year two of the project in three functional areas.

Indicator 3.4. The percentage compliance with MPMI regulations by company (indicator 3.4) is dependent upon the passing of MPMI regulations (indicator 3.3).

Cross-Cutting: Human and Institutional Capacity Development

Indicator 4. CORE II is also establishing partnerships with local organizations to implement gender programs which will feed into indicator 4 of the PMP.

Labor Category	Expatriates (USNs & TCNs)	Cooperating Country Nationals (CCNs)	Total
Program Management and Administration	652	92	744
Budget and Fiscal Advisors (MOFCIEP)	861	396	1,257
Cross-Cutting Advisors (HICD, IT, Communications)	316	351	667
Tax and Revenue Advisors (MOFCIEP)	607	104	710
Banking and Financial Advisors (BSS)	306	-	306
Petroleum and Energy Advisors (MPMI)	294	-	294
Grand Total	3,035	943	3,978

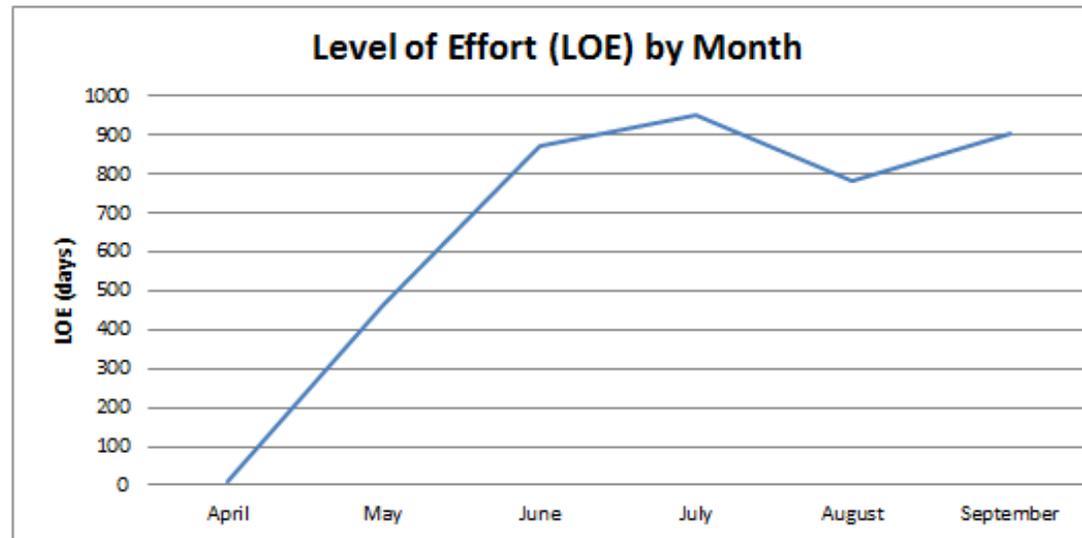
*LOE represented in days

LOE for Base Contract

48,418

LOE % of Base Contract

8%



ANNEX 4: TRAINING UPDATE

ID #	Name	Component	Start Date	End Date	State	City	Males	Females	Total
1	Budget Execution Training – GATC	1.1.4 MOFCIEP Managerial and Support Services	16-Sep-13	16-Sep-13	CEQ - Central Equatoria	Juba	46	7	53
2	Budget Execution Reform Training - GATC	1.1.4 MOFCIEP Managerial and Support Services	17-Sep-13	17-Sep-13	CEQ - Central Equatoria	Juba	53	7	60
3	Budget Execution Reform Training - GATC	1.1.4 MOFCIEP Managerial and Support Services	18-Sep-13	18-Sep-13	CEQ - Central Equatoria	Juba	56	5	61
4	Budget Execution Reform Training - GATC	1.1.4 MOFCIEP Managerial and Support Services	19-Sep-13	19-Sep-13	CEQ - Central Equatoria	Juba	36	3	39
5	Budget Execution Workshop - GATC	1.1.4 MOFCIEP Managerial and Support Services	20-Sep-13	20-Sep-13	CEQ - Central Equatoria	Juba	21	4	25
6	Budget Execution Workshop - GATC	1.1.4 MOFCIEP Managerial and Support Services	20-Sep-13	20-Sep-13	CEQ - Central Equatoria	Juba	19	6	25
7	Budget Execution Workshop - GATC	1.1.4 MOFCIEP Managerial and Support Services	23-Sep-13	23-Sep-13	CEQ - Central Equatoria	Juba	4	4	8
8	Budget Execution Workshop - GATC	1.1.4 MOFCIEP Managerial and Support Services	23-Sep-13	23-Sep-13	CEQ - Central Equatoria	Juba	21	7	28
9	Budget Execution Workshop - GATC	1.1.4 MOFCIEP Managerial and Support Services	24-Sep-13	24-Sep-13	CEQ - Central Equatoria	Juba	2	1	3
10	Budget Execution Workshop - GATC	1.1.4 MOFCIEP Managerial and Support Services	24-Sep-13	24-Sep-13	CEQ - Central Equatoria	Juba	21	7	28

ID #	Name	Component	Start Date	End Date	State	City	Males	Females	Total
11	Budget Execution Workshop - GATC	1.1.4 MOFCIEP Managerial and Support Services	25-Sep-13	25-Sep-13	CEQ - Central Equatoria	Juba	22	4	26
12	Budget Execution Workshop - GATC	1.1.4 MOFCIEP Managerial and Support Services	26-Sep-13	26-Sep-13	CEQ - Central Equatoria	Juba	30	6	36
13	Tax collection through commercial banks for taxpayers	1.2.1.4 Outreach activities conducted by DoT	11-Jun-13	11-Jun-13	CEQ - Central Equatoria	Juba	9	1	10
14	Excise duties, sales tax and advance payment of income tax for taxpayers	1.2.1.4 Outreach activities conducted by DoT	12-Jun-13	12-Jun-13	CEQ - Central Equatoria	Juba	60	1	61
15	Withholding tax and business profit tax for taxpayers	1.2.1.4 Outreach activities conducted by DoT	4-Jul-13	4-Jul-13	CEQ - Central Equatoria	Juba	31	2	33
16	Excise duties, sales tax and advance payment of income tax for taxpayers	1.2.1.4 Outreach activities conducted by DoT	1-Aug-13	1-Aug-13	CEQ - Central Equatoria	Juba	30	7	37
17	Excise and sales tax for taxpayers	1.2.1.4 Outreach activities conducted by DoT	2-Aug-13	2-Aug-13	CEQ - Central Equatoria	Juba	16	2	18
18	Excise duties, sales tax and advance payment of income tax for taxpayers	1.2.1.4 Outreach activities conducted by DoT	30-Aug-13	30-Aug-13	CEQ - Central Equatoria	Juba	14	5	19
19	Business profit tax for taxpayers	1.2.1.4 Outreach activities conducted by DoT	25-Sep-13	25-Sep-13	CEQ - Central Equatoria	Juba	13	7	20
20	CYPRESS Step 1 Training - DOT conf room	1.2.1.6 Directorate of Taxation	7-Jun-13	7-Jun-13	CEQ - Central Equatoria	Juba	11	0	11
21	Tax Law Training - GATC	1.2.1.6 Directorate of Taxation	2-Sep-13	2-Sep-13	CEQ - Central Equatoria	Juba	15	1	16
22	Tax Law Training - GATC	1.2.1.6 Directorate of Taxation	3-Sep-13	3-Sep-13	CEQ - Central Equatoria	Juba	15	1	16

ID #	Name	Component	Start Date	End Date	State	City	Males	Females	Total
23	Tax Law Training - GATC	1.2.1.6 Directorate of Taxation	4-Sep-13	4-Sep-13	CEQ - Central Equatoria	Juba	15	1	16
24	Tax Law Training - GATC	1.2.1.6 Directorate of Taxation	5-Sep-13	5-Sep-13	CEQ - Central Equatoria	Juba	15	1	16
25	Tax Law Training - GATC	1.2.1.6 Directorate of Taxation	6-Sep-13	6-Sep-13	CEQ - Central Equatoria	Juba	16	1	17
26	Tax Collection at the Border	1.2.1.6 Directorate of Taxation	24-Sep-13	24-Sep-13	CEQ - Central Equatoria	Juba	16	6	22
27	Media and Presentation Training	1.2.1.6 Directorate of Taxation	24-Sep-13	24-Sep-13	CEQ - Central Equatoria	Juba	1	0	1
28	Business Profit Tax Training	1.2.1.6 Directorate of Taxation	25-Sep-13	25-Sep-13	CEQ - Central Equatoria	Juba	15	7	22
29	Collection Initial Taxpayer Contact Training	1.2.1.6 Directorate of Taxation	27-Sep-13	27-Sep-13	CEQ - Central Equatoria	Juba	5	5	10
30	Excise duties, sales tax and advance payment of income tax for customs officers	1.2.1.6 Directorate of Taxation	3-Jun-13	3-Jun-13	CEQ - Central Equatoria	Juba	20	5	25
31	Excise duties, sales tax and advance payment of income tax for customs officers	1.2.1.6 Directorate of Taxation	4-Jun-13	4-Jun-13	CEQ - Central Equatoria	Juba	11	5	16
32	Excise duties, sales tax and advance payment of income tax for customs officers	1.2.1.6 Directorate of Taxation	5-Jun-13	5-Jun-13	CEQ - Central Equatoria	Juba	13	14	27
33	Excise duties, sales tax and advance payment of income tax for customs officers	1.2.1.6 Directorate of Taxation	11-Jun-13	11-Jun-13	CEQ - Central Equatoria	Juba	29	3	32
34	Excise duties, sales tax and advance payment of income tax for customs officers	1.2.1.6 Directorate of Taxation	27-Aug-13	27-Aug-13	CEQ - Central Equatoria	Juba	17	5	22

ID #	Name	Component	Start Date	End Date	State	City	Males	Females	Total
35	Excise duties, sales tax and advance payment of income tax for customs officers	1.2.1.6 Directorate of Taxation	24-Sep-13	24-Sep-13	CEQ - Central Equatoria	Juba	15	7	22
36	Introduction to taxation for tax officers	1.2.1.6 Directorate of Taxation	10-Jul-13	16-Jul-13	CEQ - Central Equatoria	Juba	10	4	14
37	Basic/intermediate accounting (I) for tax officers	1.2.1.6 Directorate of Taxation	17-Jul-13	23-Jul-13	CEQ - Central Equatoria	Juba	27	0	27
38	Return processing and payment mapping workshop for tax officers	1.2.1.6 Directorate of Taxation	2-Aug-13	7-Aug-13	CEQ - Central Equatoria	Juba	10	4	14
39	Basic/intermediate accounting (II) for tax officers	1.2.1.6 Directorate of Taxation	5-Aug-13	13-Aug-13	CEQ - Central Equatoria	Juba	23	2	25
40	Tax law training - Part I for tax officers	1.2.1.6 Directorate of Taxation	14-Aug-13	20-Aug-13	CEQ - Central Equatoria	Juba	28	2	30
41	Tax law training - Part II for tax officers	1.2.1.6 Directorate of Taxation	2-Sep-13	6-Sep-13	CEQ - Central Equatoria	Juba	17	1	18
42	Return processing and payment mapping workshop for tax officers	1.2.1.6 Directorate of Taxation	9-Sep-13	11-Sep-13	CEQ - Central Equatoria	Juba	13	2	15
43	Tax collection case workshop for tax officers	1.2.1.6 Directorate of Taxation	24-Sep-13	24-Sep-13	CEQ - Central Equatoria	Juba	6	0	6
44	Tax Collection for tax officers	1.2.1.6 Directorate of Taxation	27-Sep-13	27-Sep-13	CEQ - Central Equatoria	Juba	5	5	10
45	CYPRESS Step 1 Training - PROGRESS conf room	1.2.2.1 Revenue Policy	14-Jun-13	14-Jun-13	CEQ - Central Equatoria	Juba	7	3	10
46	CYPRESS Step 1 - Goal Setting - Paradise Hotel	1.3.3 Budget Planning and Preparation	16-Jul-13	16-Jul-13	CEQ - Central Equatoria	Juba	12	4	16

ID #	Name	Component	Start Date	End Date	State	City	Males	Females	Total
47	Business Process Mapping Training - GATC	1.3.3 Budget Planning and Preparation	11-Sep-13	11-Sep-13	CEQ - Central Equatoria	Juba	10	2	12
48	Budget Directorate Analyzing Financial Reports	1.3.3 Budget Planning and Preparation	27-Sep-13	27-Sep-13	CEQ - Central Equatoria	Juba	12	4	16
49	Budget Directorate Analyzing Financial Reports	1.3.3 Budget Planning and Preparation	30-Sep-13	30-Sep-13	CEQ - Central Equatoria	Juba	10	4	14
50	CYPRESS Step 1 Training	1.4.1 Treasury Support	15-Jun-13	15-Jun-13	CEQ - Central Equatoria	Juba	12	4	16
51	Revenue Recording and Bank Reconciliation Training - GATC	1.4.1 Treasury Support	12-Aug-13	17-Aug-13	CEQ - Central Equatoria	Juba	6	3	9
52	CYPRESS Step 1 Training - PPU DG office	1.4.2 Procurement Support	17-Jun-13	17-Jun-13	CEQ - Central Equatoria	Juba	4	3	7
53	Procurement Perception Survey Training	1.4.2 Procurement Support	30-Sep-13	30-Sep-13	CEQ - Central Equatoria	Juba	6	1	7
54	Procurement officer planning training	1.4.2 Procurement Support	19-Aug-13	19-Aug-13	CEQ - Central Equatoria	Juba	7	2	9
55	State Budget Planning and Preparation	1.5.2 State Budget Preparation	21-May-13	24-May-13	CEQ - Central Equatoria	Juba	70	5	75
56	WBeG State Planning and Preparation	1.5.2 State Budget Preparation	5-Aug-13	9/31/2013	WBG - Western Bahr El Ghazal	Wau	2	0	2
57	WBeG State Public Financial Management	1.5.2 State Budget Preparation	2-Sep-13	13-Sep-13	WBG - Western Bahr El Ghazal	Wau	27	5	32
58	Training on PFM Procedures	1.5.3 State Budget Execution	18-Sep-13	18-Sep-13	Upper Nile	Malakal	16	4	20
9	WBeG State Public Financial Management	1.5.3 State Budget Execution	2-Sep-13	13-Sep-13	WBG - Western Bahr El Ghazal	Wau	27	5	32

ID #	Name	Component	Start Date	End Date	State	City	Males	Females	Total
60	Upper Nile Public Financial Management	1.5.3 State Budget Execution	18-Sep-13	19-Sep-13	Upper Nile	Malakal	19	1	20
61	Unity State Public Financial Management	1.5.3 State Budget Execution	31-Jul-13	3-Aug-13	Unity	Bentiu	5	0	5
62	Unity State Public Financial Management	1.5.3 State Budget Execution	24-Sep-13	27-Sep-13	Unity	Bentiu	8	0	8
63	NBeG State Public Financial Management	1.5.3 State Budget Execution	15-Jul-13	19-Jul-13	NBG - Northern Bahr El Ghazal	Aweil	5	0	5
64	BSS Accounting training (OJT?)	2.1.1 BSS	22-Apr-13	ongoing OJT	CEQ - Central Equatoria	Juba	2	0	2
65	Media and Presentation Training - Rock City Hotel	3.6 MPM	23-Aug-13	23-Aug-13	CEQ - Central Equatoria	Juba	1	1	2
66	Media and Presentation Training	3.6 MPM	21-Sep-13	21-Sep-13	CEQ - Central Equatoria	Juba	1	0	1

ANNEX 5: PROGRESS AGAINST THE WORK PLAN

Objective 1: Strengthened Public Financial Management

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
Objective 1: Strengthened public financial management and improved collection of revenues through assistance to the Ministry of Finance and Economic Planning (The Ministry) and state ministries of finance.						
1.1. Sub-Objective 1: Managerial, Policy, and Support Services						
Performance Goal: Organizational structure that clarifies the critical functions and operations to enable THE MINISTRY to effectively manage the public financial management responsibilities.						
1.1.1 Update The Ministry Organizational Design						
1.1.1.1.	Assist in updating organization structure, functional roles and responsibilities.	Organizational chart submitted	Jul 2013	Oct 2013	Lee Mazanec	Delayed. Will be addressed once the Ministry structure is better defined after the November retreat.
1.1.1.2.	Provide guidance on updating functional roles and responsibilities	Roles and responsibilities submitted	Jul 2013	Oct 2013	Lee Mazanec	Delayed. Will be addressed once the Ministry structure is better defined after the November retreat
1.1.1.3.	Review and consolidate strategic plans to ensure the plan is streamlined and aligned to operational goals for the ministry	Workshop/retreat held	Aug 2013	Dec 2013	Lee Mazanec, Julie Cooper	On Track
1.1.1.4.	Help create staffing model	Staffing model submitted	Sep 2013	Dec 2013	Lee Mazanec	Delayed. Will be delayed one to two months. It is dependent on the organizational structure in place.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.1.1.5.	Assist in conducting skills assessment within MoFEP	Skills assessment submitted	Oct 2013	Jan 2014	Lee Mazanec, Faith Galetshoge	
1.1.1.6.	Assist in conducting skills assessment of accounting officers in spending agencies	Skills assessment submitted	Oct 2013	Jan 2014	Lee Mazanec, Faith Galetshoge	
1.1.2 Improve the Debt Management Capacity of The Ministry						
1.1.2.1.	Assist in compiling a list and consolidating the documentation of the loans and liabilities incurred by the government	List of government commitments compiled	May 2013	Jun 2013	Terina Brierley, David Martin	Delayed. An initial loan schedule has been compiled and reconciled to the cash flow information which is maintained on a regular basis. The loan schedule is provided to management on a fortnightly basis and is currently being transitioned to the debt management counterpart. Correspondence has been prepared to requested stakeholders to the bank to provide weekly/monthly updates to ensure the information is timely and accurate.
1.1.2.2.	Support development of procedures for analyzing outstanding and new liabilities prior to incurring the debt	Procedures developed	Sep 2013	Dec 2013	Debt Management Advisor	On Hold. the Ministry is considering their options on an advisor for this support.
1.1.2.3.	Develop materials on new procedures and provide initial training to The Ministry staff	Workshops completed	Dec 2013	Apr 2014	Debt Management Advisor	

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.1.2.4.	Support The Ministry dissemination of procedures to Council of Ministries, Ministry of Justice, all spending agencies and other key stakeholders	Dissemination completed	Jan 2014	Mar 2014	Debt Management Advisor	
1.1.2.5.	Develop procedures for managing the payment of debt liabilities for Treasury staff	Procedures developed	Sep 2013	Dec 2013	Treasury Accountant	On Track
1.1.2.6.	Develop materials on new procedures and provide initial training to Treasury staff	Workshops completed	Sep 2013	Dec 2013	Treasury Accountant	On Track
1.1.3 Improve Shared Services: Communication, Legal, IT, and Human Resources						
1.1.3.1.	Communications					
1.1.3.1.1.	Develop a strategic communications plan	Strategic Communications Plan submitted	Sep 2013	Dec 2013	Timothy Collins	On Track
1.1.3.1.2.	Define reporting, procedures manuals	Procedures and structural elements submitted	Jan 2014	Mar 2014	Timothy Collins	
1.1.3.1.3.	Prepare and deliver a training program on communications	Training program completed	Jan 2014	Mar 2014	Timothy Collins	
1.1.3.1.4.	Define a long-term plan to engage trade and financial press	Press engagement plan submitted	Jan 2014	Mar 2014	Timothy Collins	
1.1.3.1.5.	Update The Ministry website with a media and news section	The Ministry Website media section operational	Mar 2014	Apr 2014	Emmanuel Sigler	
1.1.3.1.6.	Support The Ministry dissemination of information on annual budgets, in-year execution reports, year-end financial statements, external audit reports, contract awards, and primary service units	Proposed approach submitted	Sep 2013	Dec 2013	Timothy Collins	On Track
1.1.3.2.	Legal initiatives					

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.1.3.2.1.	Assist The Ministry to prioritize and develop regulations related to the PFM law	Regulations submitted to The Ministry	Oct 2013	Feb 2014	Financial Regulations Advisor	
1.1.3.2.2.	Develop and deliver of training for The Ministry	Training delivered	Jan 2014	Feb 2014	Financial Regulations Advisor	
1.1.3.2.3.	Support delivery of training for spending agencies	Workshops conducted	Mar 2014	Apr 2014	Financial Regulations Advisor	
1.1.3.3.	Assist in developing an effective IT Department					
1.1.3.3.1	Assist in identification of the ICT support required to accomplish improved budget execution	ICT support assessment submitted	Aug 13	Oct 13	Emmanuel Sigler, Kennedy Remo, Gasim Adam	On Track
1.1.3.3.2	Assist The Ministry IT staff in reconfiguring the Wide Area Network (WAN) in the Ministry's compound	WAN configured and operational	Aug 13	Sep 13	Emmanuel Sigler, Kennedy Remo, Gasim Adam	Delayed. Will commence in November.
1.1.3.3.3	Support The Ministry IT staff in administering the data center and IFMIS and support the Capacity Building Trust fund in providing on-the-job training to The Ministry IT staff	Support provided as per request	May 13	Ongoing	Emmanuel Sigler, Kennedy Remo, Gasim Adam, Papa Philip	On Track
1.1.3.4.	Assist in developing more robust human resource policies					
1.1.3.4.1.	Support the implementation of human resource development (HRD) processes, tools and training to enable the priority areas of the Civil Service Law	HRD staff use the prioritized procedures and tools to implement the Civil Service Law	Oct 2013	Ongoing	Lee Mazanec	
1.1.3.5.	Assist in establishing a more robust training department					
1.1.3.5.1.	Assist in review of Government Accounting Training Center (GATC) donor contributions and complement with a business plan	Business plan produced	Jul 2013	Oct 2013	Faith Galetshoge	Delayed. Discussions have commenced. Will likely be pushed to completion in January.
1.1.3.5.2.	Provide guidance on creation of an integrated MoFEP training program	Training program submitted	Oct 2013	Nov 2013	Faith Galetshoge, Emelda Lomodong	

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.1.4. Gender Integration and Empowerment across The Ministry						
1.1.4.1.	Conduct assessment of existing gender initiatives and available studies	Assessment completed	Jul 2013	Sep 2013	Madeline Turin, Susan Akello	Delayed. Working with PROGRESS to conduct a thorough analysis of existing programs.
1.1.4.2.	Support development of presentation on female staff development group for senior management to sensitize and gain support	Presentation developed	Sep 2013	Nov 2013	Madeline Turin, Susan Akello	On Track
1.1.4.3.	Conduct focus groups with men and women to identify barriers to women in the workplace	Focus groups conducted	Oct 2013	Dec 2013	Madeline Turin, Susan Akello	
1.1.4.4.	Coordinate focus group discussion on issues the women's group would like to address and assist in establishing network among The Ministry female staff for monthly forum meetings	Focus group results translated into women's forum and monthly forums conducted	Jul 2013	Ongoing	Madeline Turin, Winifred Amulen, Susan Akello	On Track
1.1.4.5	Support discussion of professional women's groups at The Ministry with Ministry of Gender, Child, and Social Welfare for advice and any materials they may be able to provide, guest speakers, networking, etc.	Ministry of Gender, Child, and Social Welfare discussions held	Sep 2013	Ongoing	Madeline Turin, Susan Akello	On Track
1.2 Sub-Objective 2: Tax, Non-Tax Revenues and Intergovernmental Fiscal Relations						
Performance Goal: Tax Administration has organizational structure necessary to fulfill its mission and increased capacity to deliver the services necessary for effective tax administration						
1.2.1 Tax Administration						
Performance Goal: Increase ability of DG to provide strategic direction for tax administration						
1.2.1.1 Strategic Support to Director General of Taxation						

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.2.1.1.1	Assist Director General to conduct and analyze a public perception survey	Survey report submitted and initial survey conducted by 31 December 2013 and annually thereafter	Sep 2013	Ongoing	Stan Beesley	On-Track
1.2.1.1.2	Provide recommendations on overall performance of the Tax Administration, including development of Strategic Communications Plan	Strategic Communications Plan developed; policy recommendations submitted upon request	Nov 2013	Ongoing	Stan Beesley, Tim Collins	
1.2.1.1.3	Assist in development of, and transition to, a South Sudan National Revenue Authority	Recommendations submitted upon request	Apr 2013	Ongoing	Stan Beesley	On Track. Advisors participating in Revenue Modernization Steering Committee and providing substantial support for HR development
1.2.1.1.3.1	Assist in updating organizational structure	Organizational chart submitted	Jul 2013	Sep 2013	Lee Mazanec, Stan Beesley	Completed
1.2.1.1.3.2	Support clarification of functional roles and responsibilities	Roles and responsibilities submitted	Aug 2013	Oct 2013	Lee Mazanec, Stan Beesley	On Track.
1.2.1.1.3.3	Provide guidance on staffing model	Staffing model submitted	Oct 2013	Nov 2013	Lee Mazanec	
1.2.1.1.3.4	Assist in recruitment and selection process to fill open staff requisitions in all functions of organization chart	All open staff requisitions filled	Sep 2013	Mar 2014	Stan Beesley, Lee Mazanec	On Track. In process of identifying current placement of staff and vacancies that may exist
Performance Goal: Tax Administration is able to perform basic administrative functions of staffing, training, performance management, and budget monitoring and execution by 30 Jun 2014						
1.2.1.2 Administration and Finance						

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.2.1.2.1	Support development of administration and finance policy framework and review (HRD, Training, IT, budget, accounts)	Admin and finance policy framework submitted	Aug 2013	Oct 2013	Lee Mazanec	Delayed. Working with Deputy Director HRD to develop policy framework, but completion will extend beyond October due to lack of capacity of Directorate staff and spotty availability of key counterparts.
1.2.1.2.2	Support implementation of staff skills assessment	Directorate of Taxation has database of skills and qualifications of staff	Jul 2013	Nov 2013	Stan Beesley Lee Mazanec	On Track. Profiles of most staff completed
1.2.1.2.2.1	Support development and implementation of staff skills survey	Capacity survey completed	Jul 2013	Aug 2013	Stan Beesley Lee Mazanec	Completed
1.2.1.2.2.2	Assist in creation of employee profile database	Skills database created	Aug 2013	Sep 2013	Lukudu William, Winifred Amulen	Completed
1.2.1.2.2.3	Provide recommendations on how to utilize data in making staffing assignments and training selections	Staff realignment strategy submitted	Sep 2013	Nov 2013	Lee Mazanec, Stan Beesley	On Track
1.2.1.2.3	Develop budget management function	Budget Function established	Jul 2013	Apr 2014	Stan Beesley, Lee Mazanec, Terina Brierley	On Track. Budget function included in revised organization chart submitted - need to identify candidates for placement.
1.2.1.2.3.1	Provide guidance on budget execution	Approved budget executed	Sep 2013	Oct 2013	Terina Brierley	On Track. Budget execution workshops held with Ministry staff.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.2.1.2.3. 2	Assist development of budget monitoring process	Budget process monitored; progress reports submitted	Aug 2013	Ongoing	Terina Brierley	Delayed. Budget not yet approved by end of September and Tax did not have its own budget – expect to be on-track by end of December.
1.2.1.2.3. 3	Provide guidance on budget preparation for FY 2014/15	Draft budget prepared	Mar 2014	Apr 2014	Stan Beesley, Terina Brierley	
1.2.1.2.4	Support development of IT function	IT function established	Aug 2013	Apr 2014	Bethe Pires	On Track - Proposed IT organization submitted to DG. This item will not be completed by end of April 2014 – an IT function will be developed, but with minimal capacity and further assistance will be needed to make it a fully functional IT operation.
1.2.1.3 HR and Training						
1.2.1.3.1	Support development and implementation of performance management process	Performance management process implemented	Jan 2014	Apr 2014	Lee Mazanec	
1.2.1.3.1. 1	Assist in production of performance appraisal elements and templates by position	Performance appraisal instruments submitted	Jan 2014	Mar 2014	Lee Mazanec	
1.2.1.3.1. 2	Assist in development of policies and procedures for performance management	Performance appraisal action plan submitted	Mar 2014	Apr 2014	Lee Mazanec	
1.2.1.3.2	Support establishment of formal Training Unit supporting the DoT functions	Training Unit functioning at a basic level	Apr 2013	Apr 2014	Rup Khadka, Faith Galetshoge	On Track

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.2.1.3.2. 1	Assist in conducting training of trainers program	Trainer program submitted and implemented	April 2013	Sep 2013	Rup Khadka, Faith Galetshoge	On Track. This is an ongoing activity. National trainers are supported by the project advisors in carrying out various technical training courses on different aspects of tax system and tax administration. During the review period, a total of 21 courses were conducted which were participated by 490 participants.
1.2.1.3.2. 2	Advise on annual training plan integrating all functional training	Training plan submitted	Aug 2013	Sep 2013	Rup Khadka, Faith Galetshoge	Completed
1.2.1.3.2. 3	Support development of training materials by function (audit, collection, taxpayer services, returns processing, Performance management, and HRD)	Training materials developed	Sep 2013	Ongoing	Rup Khadka, George Byamukama, Ira Peets, Theo Munya; Bethe Pires, Lukudu William	On Track
1.2.1.3.2. 4	Assist in identification of locally provided courses and programs for: Accounting, MoLPSHRD personnel management principles and policies, et al	Local course providers submitted with draft training agreement terms	Sep 2013	Jan 2014	Rup Khadka, Faith Galetshoge	On Track
Performance Goal: Increase effectiveness of compliance (Audit, Collection, and Taxpayer Service) and processing functions in informing taxpayers, reducing non-compliance, and increasing revenue						
1.2.1.4 Audit Function						
1.2.1.4.1	Assist with preparation of annual plan	Annual plan submitted	Jun 2013	Jul 2013	George Byamukama	Completed. Annual audit plan was developed and approved by the DG

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.2.1.4.2	Help update policies and procedures handbook	Updated Audit handbook submitted	Aug 2013	Sep2013	George Byamukama	Delayed. Updating is in progress, but additional forms and processes still needed – expect completion by end of December 2013.
1.2.1.4.3	Develop audit case management system	Audit case management module functional	Jan 2014	Ongoing	Emmanuel Sigler; Tax IT developer (National), Bethe Pires, George Byamukama	
1.2.1.4.4	Assist in documenting risk selection criteria	Risk selection criteria submitted	Nov 2013	Apr 2014	George Byamukama	
1.2.1.4.5	Support development of audit training group in HQ to expand state coverage	State training group ready to conduct audits in States	Sep 2013	Ongoing	George Byamukama	On Track
1.2.1.5 Taxpayer Service Function						
1.2.1.5.1	Assist in development of taxpayer service policies and procedures handbook	Taxpayer Service Handbook developed	Sep 2013	Dec 2013	Ira Peets, Winifred Amulen	On Track
1.2.1.5.2	Help implement taxpayer service (TPS) programs in the 10 branch offices of the Directorate	TPS programs operational in each branch office	Jul 2013	Apr 2014	Theo Munya	On Track
1.2.1.5.3	Assist in developing taxpayer communication and public relations strategy	Communications and public relation strategy submitted	Jul 2013	Aug 2013	Tim Collins, Stan Beesley	Completed

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.2.1.5.4	Support updating of tax education print materials, and Directorate section of The Ministry website	Education materials submitted	Jun 2013	Ongoing	Rup Khadka, Winifred Amulen	On Track. Brochures on excise tax, sales tax, business profit tax, personal income tax, withholding tax and registration have been finalized and are in the process of printing. Project advisors are in touch with the IT experts that are developing DOT section of MOFEP website.
1.2.1.5.5	Implement SMS notification system for taxpayers	Taxpayers are sent monthly reminders by SMS, with initial reminder sent in November 2013	Sep 2013	Ongoing	Bethe Pires, Emmanuel Sigler, Tax IT Developer (National), Winifred Amulen	On Track. SMS Messages developed and tested.
1.2.1.5.6	Help develop prospectus for one-stop-shop tax registration in coordination with stakeholders	Prospectus submitted	Aug 2013	Mar 2014	Ira Peets, Bethe Pires, Emmanuel Sigler, Alex Kitain	On Track
1.2.1.6	Collection Function					
1.2.1.6.1	Assist with update of collection policies and procedures handbook	Collection handbook updated with additional forms, etc	Jul 2013	Dec 2013	Theo Munya, Ira Peets	On Track
1.2.1.6.2	Develop collection case management system	Collection case management system functional	Feb 2014	Ongoing	Ira Peets, Bethe Pires, Theo Munya; Emmanuel Sigler, Tax IT Developer (National)	

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.2.1.6.3	Support implementation of collection programs in the 10 branch offices	Collection program implemented in the states	Jun 2013	Apr 2014	Theo Munya, Tax Administration Advisor (National)	On Track
1.2.1.6.4	Help integrate state taxpayer registration records and match with national registration records	Registration records matched and un-registered taxpayers identified	Jan 2014	Apr 2014	Theo Munya, Winifred Amulen, Tax Administration Advisor (National)	
1.2.1.6.5	Assist with identification of non-filers and develop a strategy for resolving the large inventory of non-filers	Strategy submitted	Sep 2013	Apr 2014	Ira Peets, Theo Munya, Emmanuel Sigler, Bethe Pires	On Track
1.2.1.7 Return Processing Function and IT Function						
1.2.1.7.1	Set up wide area network in the Juba area	WAN operational	Aug 2013	Dec 2013	Emmanuel Sigler, Bethe Pires, Papa Philip	On Track
1.2.1.7.2	Help establish appropriate permissions for employees in the Directorate of Taxation Information System (DTIS)	Employee permissions established	Sep 2013	Dec 2013	Emmanuel Sigler, Bethe Pires, Tax IT Developer (National)	On Track
1.2.1.7.3	Assist in synchronization of state and national tax data	HQ and branch data bases updated weekly	Aug 2013	Ongoing	Emmanuel Sigler, Bethe Pires, Theo Munya, Tax IT Developer (National), Papa Philip	Off Track. Synchronization not taking place at this time
1.2.1.7.4	Upgrade DTIS to process sales tax forms	Sales tax returns processed	May 2013	Jun 2013	Emmanuel Sigler	Completed
1.2.1.7.5	Assist in automating and producing ad hoc management reports for DG and senior staff from DTIS	Requested management reports developed	Sep 2013	Ongoing	Emmanuel Sigler, Bethe Pires, Tax IT Developer (National)	On Track
1.2.1.7.6	Support development of policies and procedures handbook for processing returns and payments	Return Processing Policies and Procedures handbook submitted	Oct 2013	Jan 2014	Winifred Amulen, Bethe Pires	
1.2.1.7.7	Assist in implementation of newly developed handbook in the branch offices	All states are updated according to handbook	Dec 2013	Mar 2014	Bethe Pires, Theo Munya, Emmanuel Sigler	

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.2.1.7.8	Assist in updating Systems Administrator and User Guides	Systems administrator and User Guides updated	Dec 2013	Feb 2014	Bethe Pires	On Track
1.2.1.7.9	Assist in expanding DTIS coverage to additional states	DTIS coverage expanded	Jan 2014	Apr 2014	Theo Munya, Bethe Pires, Papa Philip	
1.2.1.7.10	Develop electronic imaging capability for archiving tax records	Electronic archiving capability developed and implemented	Aug 2013	Apr 2014	Emmanuel Sigler, Bethe Pires, Tax IT Developer (National)	On Track
1.2.1.7.11	Improve revenue receipt and processing					
1.2.1.7.11 .1	Update processes based on commercial bank pilots	Processes updated	Apr 2013	Ongoing	Stan Beesley, Emmanuel Sigler, Bethe Pires, Winifred Amulen, Tax IT Developer (National)	On Track. Process maps developed and discussed, further formalization of procedures needed
1.2.1.7.11 .2	Fully implement commercial bank revenue tax receipt process with existing banks, prioritizing large taxpayers	Large taxpayers paying via approved commercial banks	Apr 2013	Oct 2013	Stan Beesley, Emmanuel Sigler, Bethe Pires, Winifred Amulen	On Track. All large taxpayers now able to make payments through participating commercial banks.
1.2.1.7.11 .3	Pilot new banks upon request	New banks piloted	Apr 2013	Ongoing	Stan Beesley, Emmanuel Sigler, Bethe Pires, Winifred Amulen	On Track
1.2.1.7.11 .4	DTIS upgraded to accept electronic commercial bank payment data as needed	DTIS upgraded as needed	Apr 2013	Ongoing	Emmanuel Sigler, Bethe Pires, Tax IT Developer (National)	Completed
Performance Goal: Increase effectiveness of Large Taxpayer Unit and improve its performance so that 75% of domestic revenue is collected through the LTU by 30 April 2014						
1.2.1.8 Increased Effectiveness of Large Taxpayer Unit (LTU)						

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.2.1.8.1	Advise on structure and placement of LTU per IMF recommendation	Advice on LTU structure submitted	Sep 2013	Nov 2013	George Byamukama, Lee Mazanec	On Track. Structure of LTU updated and agreed; initial staffing of 16 auditors has been agreed; further assignment of collection and taxpayer service staff is pending new quarters for the LTU.
1.2.1.8.2	Help create staffing model	Staffing model submitted	Oct 2013	Nov 2013	Lee Mazanec, George Byamukama	Completed
1.2.1.8.3	Assist with establishing criteria for selection of large taxpayers and ensure taxpayers are assigned in DTIS	Taxpayers are assigned to LTU in DTIS according to established criteria	Apr 2013	Oct 2013	George Byamukama, Ira Peets	On Track.
1.2.1.8.4	Assist in prioritizing implementation of procedures on a functional basis in the LTU	Procedure prioritization recommendations submitted	Aug 2013	Sept 2013	George Byamukama, Ira Peets	Delayed. In progress of formulating procedures that do not negatively impact audit process -
1.2.1.8.5	Support functional staff training applicable to their respective functions	Staff of LTU trained	Jul 2013	Apr 2014	George Byamukama, Ira Peets, Rup Khadka	On Track. .
1.2.1.8.6	Help develop and implement customer care process	Customer care process submitted	Jul 2013	Ongoing	George Byamukama, Ira Peets	On Track
1.2.1.8.7	Assist with developing LTU organizational performance monitoring controls and processes	LTU Head has necessary controls for monitoring LTU performance	Aug 2013	Decr 2013	George Byamukama, Ira Peets	On Track
Performance Goal: Directorate of Taxation capable of identifying risks to revenue and utilizing data from governmental and private sources to identify compliance gaps						
1.2.1.9 Research and Statistics – assist DoT in development of compliance strategy						

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.2.1.9.1	Help determine and collect basic tax administration information	Recommendations on basic data needs submitted	Oct 2013	Jun 2014	Ira Peets, Stan Beesley, Emmanuel Sigler, Bethe Pires	
1.2.1.9.2	Support development and production of monthly reports on tax administration performance	Monthly reports submitted	Aug 2013	Apr 2014	Bethe Pires, Tax IT Developer (National)	On Track
1.2.1.9.3	Help analyze and profile of large taxpayer compliance according to industry and tax type	LTU analysis submitted	Aug 2013	Jan 2014	Ira Peets, Bethe Pires, George Byamukama	On Track
1.2.1.9.4	Support information exchange with Customs	Customs import/export information received	Oct 2013	Ongoing	Tax Administration Advisor (National), Bethe Pires, Emmanuel Sigler	
1.2.1.9.5	Assist with developing procedure for information exchange with The Ministry , Ministry of Commerce, and National Bureau of Statistics	Procedures submitted	Oct 2013	Mar 2014	Tax Administration Advisor (National), Bethe Pires, Theo Munya	
Performance Goal: Directorate of Taxation Offices in the states capable of registering taxpayers; receiving and processing returns; collecting tax debts that arise in their area; and transmitting data and documents to HQ as required by procedures						
1.2.1.10 National Tax Support at the State Level						
1.2.1.10.1	Assist Directorate of Taxation Branch offices in the states implement collection, returns processing, and taxpayer service functions with proper policies and procedures	State scorecard developed and implemented to measure compliance with procedures and reporting requirements	Jun 2013	Ongoing	Theo Munya, Tax Administration Advisor (National)	On Track
Performance Goal: Create Revenue Policy Directorate with capacity to provide policy memos on fiscal impact for informed decision making and to assist the Ministry in formulating revenue policy and improving revenue forecasting.						
1.2.2 Revenue Policy Directorate						
1.2.2.1	Create Revenue Policy Directorate organizational design					

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.2.2.1.1	Assist in developing organization structure, functional roles and responsibilities and annual work plan	Organizational chart submitted	Aug 2013	Sep 2013	Stan Beesley, Lee Mazanec	Completed
1.2.2.1.2	Provide guidance on creating functional roles and responsibilities	Roles and responsibilities submitted	Sep 2013	Oct 2013	Lee Mazanec	Completed
1.2.2.1.3	Help create staffing model	Staffing model submitted	Oct 2013	Nov 2013	Lee Mazanec	On Track. Completed as far as possible; Ministerial requirement to take recommendation for RPD to Council of Ministers has not yet occurred – recommended staffing model has been submitted along with draft job descriptions.
1.2.2.1.4	Provide guidance on creation of integrated RPD training program	Training program submitted	Sep 2013	Nov 2013	Faith Galetshoge	On Track. RPD training plan created and in the system.
1.2.2.2	Assist in creation of Revenue Analysis Division					
1.2.2.2.1	Assist in identifying available data sources	Data sources mapped and submitted	Aug 2013	Mar 2014	Revenue Policy Data Specialist	On Track
1.2.2.2.2	Provide guidance on methods for transferring and organizing data	Import rules and data structure submitted	Aug 2013	Mar 2014	Emmanuel Sigler, Revenue Policy Data Specialist	On Track
1.2.2.2.3	Support the development of a basic micro-simulation model to analyze the data for policy recommendations	Basic micro-simulation model developed	Aug 2013	Mar 2014	Ron McMorran, Revenue Policy Data Specialist	On Track
1.2.2.2.4	Assist in building the policy analysis capacity of RPD staff	Staff trained on undertaking policy analysis	Aug 2013	Mar 2014	Ron McMorran, Revenue Policy Data Specialist	On Track

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.2.2.2.5	Develop mechanisms for stakeholder consultation on draft regulations and proposed policies initiated by RPD	Consultation mechanisms submitted	Aug 2013	Mar 2014	Ron McMorran	On Track
Performance Goal: Increased transparency in fees and licenses charged and improved remittance of non-tax revenues to the single treasury account						
1.2.2.3	Rationalizing non-tax revenues					
1.2.2.3.1	Help identify sources of non-tax revenues per ministry and spending agency	Map of non-tax revenues by source and type submitted	Jul 2013	Aug 2013	Revenue Policy Data Specialist	Completed
1.2.2.3.2	Assist with identification of legal basis for the fees administered by Ministries	Legal basis for fees identified	Sep 2013	Nov 2013	Revenue Policy Data Specialist	On Track
1.2.1.3.3	In coordination with project assistance to Treasury, provide assistance in consolidating user fees and non-tax revenues in the budget of the RSS	Tools, procedures and processes submitted	Dec 2013	Jan 2014	Revenue Policy Data Specialist	
1.2.2.3.4	Support preparation of monthly reports on the collection of non-tax revenues	Non-tax revenue report submitted	Sep 2013	Dec 2013	Revenue Policy Data Specialist	On Track. A report for the month of August was reported and submitted.
1.2.2.4	Legal					
1.2.2.4.1	Develop training materials and deliver training to build capacity of Legal staff	Trainings conducted	Oct 2013	Dec 2013	Susan Hines, David Solomon	
1.2.2.4.2	Conduct workshops on tax legislation and regulation issues and implementation	Workshops conducted	Oct 2013	Dec 2013	Susan Hines, David Solomon	
1.2.2.5	Tax Treaties					
1.2.2.5.1	Support the development of a Model International Tax Treaty for South Sudan	Draft Model International Tax Treaty submitted	Feb 2014	Apr 2014	TBD	
1.2.2.6	Social Policy Unit					
1.2.2.6.1	Assist in finalizing arrangements for levying and administering pension contributions	Proposed arrangement submitted	Oct 2013	Jan 2014	Ira Peets	
Performance Goal: Support development and implementation of draft model revenue state legislation to increase the number of states with adopted legislation						

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.2.3 Intergovernmental Fiscal Relations						
1.2.3.1	Tax collection revenue arrangements					
1.2.3.1.1	Provide guidance on the finalization of the Model State Revenue Bill	Draft Model State Revenue Bill submitted	Aug 2013	Nov 2013	Stan Beesley,	Completed. Model State Revenue Bill submitted to Justice for final review before presentation to the Assembly.
1.2.3.1.2	Provide guidance on the finalization of the Model State Collection Bill	Draft Model State Collection Bill submitted	Feb 2014	Ongoing	Stan Beesley, David Solomon	
1.2.3.1.3	Assist the Ministry in conducting regular Joint Monitoring Committee /Technical-Subcommittee meetings to monitor centralized collection and revenue distribution to the States	Meetings held regularly	Jul 2013	Ongoing	Stan Beesley	On Hold. Ministry has not had adequate money in the budget to host such an event. Only one meeting has been held.
1.2.3.1.4	Assist staff to conduct tax collection revenue arrangement analysis	Policy papers are prepared for minister as needed	Apr 2014	Ongoing	Stan Beesley, Theo Frank Munya	
Performance Goal: Policy related to fiscal transfers is transparent and equitable						
1.2.3.2	Inter-governmental fiscal transfers					
1.2.3.2.1	Assist in identifying data required for properly assessing impacts of block and conditional transfers	Data map submitted	Oct 2013	Dec 2013	TBD	
1.2.3.2.2	Develop policy recommendations for improving fiscal transfers	Policy papers prepared for minister as needed	Feb 2014	Apr 2014	TBD	
1.2.3.2.3	Build capacity of staff to conduct such analysis in the future	Staff possess necessary skills	Feb 2014	Apr 2014	TBD	
1.3 Sub-Objective 3: Budget Planning and Preparation						
Performance Goal: Increased capacity of Budget Directorate to contribute to fiscal policy development and provide policy analysis and technical support to decision makers and spending agencies in planning, preparing and monitoring the annual budget.						

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.3.1. Improve capacity to contribute to fiscal policy development						
1.3.1.1.	Assist in compiling agency 2013/14 unfunded priorities	Costed lists of unfunded priorities submitted by agencies	May 2013	Jun 2013	David Martin Terina Brierley	Completed
1.3.1.2.	Provide guidance during Budget Directorate analysis and recommendations of unfunded priorities in the 2013/14 Budget	Recommendations submitted	May 2013	Jun 2013	David Martin Terina Brierley	Completed
1.3.1.3.	Facilitate discussion within The Ministry of unfunded priorities in the 2013/14 Budget	Technical advice provided during The Ministry discussion	May 2013	Jun 2013	David Martin Terina Brierley	Completed
1.3.2. Improved capacity in tracking and analyzing the evolution of the RSS fiscal situation						
1.3.2.1.	Assist in improving the capacity in making policy recommendations in line with government priorities	Fiscal and Economic Recommendations Submitted	Aug 2013	Ongoing	David Martin Terina Brierley	On Track Due to the delay in the budget approval process this work has commenced in October
1.3.2.2.	Assist in development of budget hearing process and provide training in preparation for budget hearing	Budget template and staff training completed	Jan 2014	Apr 2014	David Martin Terina Brierley	On Track
1.3.2.3.	Assist budget officers to work with spending agencies to clarify their roles, responsibilities, objectives and descriptions of plans and accomplishments	Improved spending agency narrative in budget book	May 2013	Jun 2013	David Martin Terina Brierley	Completed
1.3.2.4.	Assist Budget Directorate to increase the capacity of the Assembly Committee to analyze proposed budgets	Assembly Committee budget analysis workshops completed	Sep 2014	Apr 2014	David Martin Terina Brierley	On Track
1.3.2.5.	Assist in establishing mid-year review process and making policy	Budget realignment submitted	Jul 2013	Jan 2014	David Martin Terina Brierley	On Track Delayed to October /November due

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
	recommendations for budget realignment					to the impact of the government restructure and the delayed 13/14 budget approval process
Performance Goal: The Ministry implements standardized budget preparation procedures based on international best practices that is used by budget directorate and all budget officers by April 2014						
1.3.2. Assist The Ministry in developing budget preparation manual documenting procedures						
1.3.2.1.	Work with budget officers to draft manual documenting budget planning and preparation procedures	Draft manual submitted	Jul 2013	Sep 2013	Terina Brierley	Completed
1.3.2.2.	Train budget officers on procedures	Budget officer workshops completed	Oct 2013	Nov 2014	David Martin Terina Brierley	On Track
Performance Goal: The budget directorate uses standardized procedures based on international best practices when responding to all unanticipated spending needs by April 2014						
1.3.3. Improve procedures for dealing with spending needs						
1.3.3.1.	Work with Budget and Treasury Directorates to develop procedures for dealing with unanticipated spending needs	Unanticipated spending needs procedures completed	Jul 2013	Sep 2013	David, Terina, Julie Cooper	Delayed to October /November due to the impact of the government restructure and delayed 13/14 budget approval process
1.3.3.2.	Support training Budget and Treasury Officers on procedures	Workshops completed	Feb 2014	Apr 2014	David Martin Terina Brierley	On Track
1.3.3.3.	Assist Budget Directorate to disseminate procedures with The Ministry, National Assembly, Council of Ministers and other key ministries	Workshops completed	Feb 2014	Ongoing	David Martin Terina Brierley	On Track
1.3.4. Improve use of budget preparation systems						
1.3.4.1.	Improve the quality of the content of the annual budget book to focus better on	Improved budget book format	Aug 2013	Sep 2013	David Martin, Eric Uggen, Terina Brierley, Julie	Delayed to November due to the impact of the

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
	evaluating government priorities, donor funding and donor coordination with greater transparency to encourage dialogue and decision making	submitted			Cooper	government restructure and delayed 13/14 budget approval process
1.3.4.2.	Assist The Ministry to facilitate the annual budget process	Annual budget book delivered	Oct 2013	Ongoing	David Martin, Eric Uggen, Terina Brierley, Julie Cooper	On Track
1.3.4.3.	Develop training material and deliver training to budget officers	Training delivered	Oct 2013	Ongoing	David Martin, Eric Uggen, Terina Brierley, Julie Cooper	Delayed to November. The project is assisting the counterparts to assess the budget preparation system options
1.3.4.4.	Assist budget officers to deliver training to spending agencies	Training delivered	Oct 2013	Ongoing	David Martin, Eric Uggen, Terina Brierley, Julie Cooper	Delayed to November. The project is assisting the counterparts to assess the budget preparation system options
1.3.4.5.	Assist in evaluating the chart of accounts and recommend appropriate changes	Evaluation report completed	Jul 2013	Aug 2013	David Martin, Terina Brierley, Julie Cooper	Completed
1.3.4.6.	Provide guidance on revised chart of accounts, if appropriate	Revised chart of accounts completed	Aug 2013	Sep 2013	David Martin Terina Brierley, Julie Cooper	Delayed to October /November due to the impact of the government restructure and delayed 13/14 budget approval process
1.3.4.7.	Help develop a plan for implementing FB module and/or increasing functionality of BPS	Plan submitted	Jul 2013	Oct 2013	David Martin, Terina Brierley, Eric Uggen, Julie Cooper	On Track
1.3.4.8.	Support implementation of approved plan	Milestones achieved until full implementation	Nov 2013	Apr 2014	David Martin Terina Brierley, Julie Cooper	On Track

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.3.4.9.	Support training budget and treasury officers	Workshop completed	Jan 2014	Apr /2014	David Martin, Terina Brierley, Julie Cooper	On Track
1.3.5. Improve spending agency budget planning and monitoring capacities						
1.3.5.1.	Help develop budget planning and monitoring training materials	Training materials completed	Jul 2013	Sep 2013	David Martin Terina Brierley	Delayed to October /November due to the impact of the government restructure and delayed FY 13/14 budget approval process
1.3.5.2.	Support Budget Directorate trainers to conduct training for all spending agencies	Workshops completed	Nov 2013	Apr 2014	Terina Brierley	On Track
1.3.5.3.	Support pilot for 5 key spending agencies in budget planning and monitoring	Working sessions with selected agencies completed	Aug 2013	Apr 2014	Terina Brierley	On Track
1.3.5.4.	Assist in developing templates and procedures for developing The Ministry budget	Templates and procedures completed	Nov 2013	Apr 2014	Terina Brierley	On Track
1.3.6. Improve capacity to monitor budget execution						
1.3.6.1.	Develop training materials and provide training to budget officers on preparation of monthly reports	Training completed	May 2013	Aug 2013	Terina Brierley	Completed
1.3.6.2.	Transfer ownership of monthly budget execution reports to budget officers	Budget officers prepare monthly reports	Jun 2013	Jun 2013	David Martin	Completed
1.3.6.3.	Develop materials and train budget officers to analyze these reports	Workshops completed	May 2013	Dec 2013	David Martin Terina Brierley	On Track
1.3.6.4.	Transfer ownership of monthly and quarterly analytical summary reports to budget officers	Budget officers prepare analytical reports	Sep 2013	Apr 2014	David Martin Terina Brierley	On Track
1.3.6.5.	Assist in preparing and improving quarterly fiscal update	Quarterly Fiscal Reports submitted in	Jul 2013	Ongoing	Terina Brierley	On Track

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
		a timely manner				
1.4 Sub-Objective 4: Budget Execution and Procurement Support						
Performance Goal 1: Reduce budget execution variance for spending agencies						
1.4.1 Effective Budget Execution at the National Level – Treasury Support						
1.4.1.1.	Assist in preparing 2013/14 monthly spending limits	Spending limits delivered	Jul 2013	Jul 2013	Julie Cooper Eric Uggen	Delayed due to the delay in passing the budget and the government reshuffle
1.4.1.2.	Assist in drafting 2013/14 budget execution circular	Budget execution circular delivered	Jul 2013	Jul 2013	Julie Cooper	Delayed due to the delay in passing the budget and the government reshuffle. Circular prepared but not circulated. Will now need to be updated.
1.4.1.3.	Assist in developing 2013/14 spending agency budget execution procedure manual	Spending agency budget execution manual delivered	Jul 2013	Jul 2013	Julie Cooper	Delayed due to the delay in passing the budget and the government reshuffle Procedure manual prepared but not circulated. Will now need to be updated.
1.4.1.4.	2013/14 budget execution training developed for The Ministry senior management	Budget execution training delivered to The Ministry senior management	Jun 2013	Jul 2013	Julie Cooper	Completed. However, will need revision due to changes required as a result of Ministry priority changes
1.4.1.5.	Payment procedure training for Treasury staff	Workshop delivered	Jun 2013	Jul 2013	Julie Cooper	Completed. However, will need revision due to changes required as a result of Ministry priority

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
						changes
1.4.1.6.	Assist in developing purchasing procedure using the purchasing module of FreeBalance	Purchasing procedure developed	Jul 2013	Jul 2013	Julie Cooper	Completed. However, will need revision due to changes required as a result of Ministry priority changes
1.4.1.7.	Training developed for Treasury staff	Workshop delivered	Jul 2013	Jul 2013	Julie Cooper	Completed. However, will need revision due to changes required as a result of Ministry priority changes
1.4.1.8.	Help develop the mechanisms that enable the use of IFMIS-generated checks to control payments	Mechanisms established	Apr 2013	Jul 2013	Julie Cooper	Complete. However will need revision due to changes required as a result of Ministry priority changes
1.4.1.9.	Provide support to the National State transfer Monitoring Committee	STMC meetings supported	Apr 2013	Ongoing	Bharat Parihar	On Track
1.4.1.10.	Develop improved standardized policies and processes for transfers to the states	State fund transfer policies and processes submitted	Jul 2013	Sep 2013	Julie Cooper & Terina Brierley	Delayed until December
Performance Goal 2: Produce a bank reconciliation report on a daily basis by 1 October 2013						
1.4.2 Effective Cash Management						
1.4.2.1.	Support the documentation of the framework for improving cash management with the adoption of a Treasury Single Account (TSA)	Framework documentation submitted	Jul 2013	Dec 2013	Lyn Melliar Jimmy Rollins	On Track. Jimmy Rollins has joined the team to provide the initial framework.
1.4.2.2.	Develop and deliver training on TSA to Treasury	Training completed	Jan 2014	Feb 2014	Lyn Melliar	
1.4.2.3.	Support development of Bank Reconciliation procedures	Procedures developed	Jul 2013	Aug 2013	Lyn Melliar	Completed
1.4.2.4.	Develop and deliver training on Bank	Training delivered	Jul 2013	Aug 2013	Lyn Melliar	Completed

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
	Reconciliation procedures					
1.4.2.5.	Develop revenue recording procedures	Revenue recording procedures delivered	Jul 2013	Dec 2013	Lyn Melliar	Recording procedures complete. Method of obtaining revenue classifications needs to be amended
1.4.2.6.	Train Treasury staff on Revenue Recording and assist in the implementation	Workshop delivered and assistance provided	Jul 2013	Dec 2013	Lyn Melliar, Tax Administration Advisors	On Track
Performance Goal 3: Prepare a reconciled report on expenditure for each spending agency and issue it on a monthly basis by 15 th of the following month, starting 15 August						
Performance Goal 4: Prepare spending limit information and inform each spending agency on a monthly basis before the commencement of the new fiscal year						
1.4.3	Empower spending agency to improve budget execution					
1.4.3.1	Develop strategy for rolling out IFMIS to spending agencies	Strategy submitted	Jan 2014	Apr 2014	Treasury Accountant	
1.4.3.2	Train treasury staff to assist spending agencies in improving payment and purchasing submissions	Train the trainer conducted	Sep 2013	Ongoing	Treasury Accountant	On Track
1.4.3.3	Assist in implementing a monthly reconciled spending agency expenditure report	Monthly reconciled spending agency expenditure report template delivered	Sep 2013	Dec 2013	Treasury Accountant	Delayed
1.4.3.4	Deliver training on monthly reconciliation of spending agency expenditure report	Workshops delivered	Dec 2013	Mar 2014	Treasury Accountant	
1.4.3.5	Assist in implementing a general ledger reconciliation unit	GL reconciliation procedures delivered	Sep 2013	Dec 2013	Treasury Accountant	Delayed
1.4.3.6	Provide training on general ledger reconciliation	Workshops delivered	Dec 2013	Mar 2014	Treasury Accountant	
Performance Goal 5: Enhance IFMIS system to meet donor and development partner requirements by the end of September 2013						
1.4.4	Empower Treasury to meet the needs of donors and implementing partners					

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.4.4.1	Provide assistance on the approach for developing Trust Fund	Assessment provided as needed	Aug 2013	Ongoing	Julie Cooper	Delayed. Trust Fund not yet established
Performance Goal 6: Produce reconciled annual financial statements within three months of the end of the fiscal year						
1.4.5 Empower Treasury to improve budget execution						
1.4.5.1	Support the development of monthly, quarterly and annual financial reports and statements	Templates are developed	Sep 2013	Feb 2014	TBD	Delayed
1.4.5.2	Training of Treasury staff in completing financial statement templates	Workshops delivered	Dec 2013	Apr 2014	TBD	Delayed
Performance Goal 7: Empower procurement directorate to implement procurement processes that are transparent and efficient						
1.4.6 Assist in establishing a fully functioning procurement directorate						
1.4.6.1	Assist in drafting the procurement regulations in support of existing procurement legislation	Procurement regulation submitted	Aug 2013	Mar 2014	Samuel Akani Legal Advisors	There is no legislation on Procurement. The law is yet to be enacted and appropriate regulations will be drafted.
1.4.6.2	Support development of procurement incentives for gender and youth considerations	Establish gender and youth considerations	Nov 2013	Ongoing	Samuel Akani, Madeline Turin, Gender Advisors	
1.4.6.3	Modernize and standardize procurement processes through assistance in creation of a Procurement Manual in line with the regulations	Procurement Manual submitted	Dec 2013	Apr 2014	Samuel Akani	
1.4.6.4	Provide technical advice on integrating procurement processes with budget planning and execution and procurement department	Processes integrated	Aug 2013	Ongoing	Samuel Akani Julie Cooper Terina Brierley	Delayed due to the impact of the government restructure and delayed FY 2013/14 budget approval process. Support provided to the

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
						Procurement Policy Unit in creating a Procurement Planning system and trained the staff to be able to guide spending agencies to plan based on budgetary allocations.
1.4.6.5	Assist with developing standard tender documents and forms	Standard tender documents and evaluation forms submitted	Aug 2013	Mar 2014	Samuel Akani	On Track. Reviewed existing tender documents and standard forms based on current interim procurement regulations, to enable spending agencies execute procurement processes. The biggest challenge has been the delay in enacting the Procurement Bill. Tender documents and forms will be revised to align with the final enacted bill.
1.4.6.6	Assist with developing procurement reporting forms for spending agencies	Reporting forms submitted	Apr 2014	Ongoing	Samuel Akani	

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.4.6.7	Support review of procurements in line with established procurement processes	Procurements compliant	Aug 2013	Ongoing	Samuel Akani	On Track. Developed forms to be used to review processes. Support on review of the processes will proceed during budget execution in the fiscal year.
1.4.6.8	Assist in determination of required training for procurement officers	Training needs assessment	Oct 2013	Feb 2014	Samuel Akani Faith Galetshoge	
1.4.6.9	Support development of training materials and conduct of training sessions	Staff trained	Feb 2014	Ongoing	Samuel Akani Faith Galetshoge	
1.4.6.10	Help create a code of conduct for procurement officers, guiding them to acquit their duties ethically	Procurement Officer Code of conduct complete	Mar 2014	Ongoing	Samuel Akani Lee Mazanec	
1.4.6.11	Help create a code of conduct for public officials involved in procurement, guiding them to acquit their duties ethically	Public Official Code of conduct complete	Mar 2014	Ongoing	Samuel Akani Lee Mazanec	
1.4.4.12	IT/Data Management					
1.4.2.12.1	Support development of contract database structure and populate with spending agencies	Database developed and begin populating	Nov 2013	Ongoing	Samuel Akani, Emmanuel Sigler	
1.4.2.12.2	Create procurement website	Website operational	Feb 2014	April 2014	Samuel Akani, Emmanuel Sigler	
1.4.2.12.3	Make contract information publicly available	Information posted on website	Mar 2014	Ongoing	Samuel Akani	
1.5 Sub-Objective 5: Support to the States						
1.5.1: Tax Support for the State Governments						
1.5.1.1.	Participate in the development of the procedures and forms for the	Forms and procedures	Nov 2013	April 2014	Theo Frank Munya David Solomon	

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
	implementation of the Model State Revenues Bill	developed			Tax Administration Advisor (National)	
1.5.1.2	Provide training to state tax authorities in provision of the Model State Revenues Bill	Training delivered	Jan 2014	Ongoing	Theo Frank Munya, David Solomon, Tax Administration Advisor (National)	
1.5.2: Budget Planning and Preparation at the State Level						
Performance Goal: Establish regional presence to increase the effectiveness of the project's support to states in PFM						
1.5.2.1. Establish 1 regional office and recruit and hire 3 national staff to implement CORE II budget planning and preparation activities in the states						
1.5.2.1.1.	Establish a regional office in Wau to cover Northern Bahr el Ghazal, Warrap, Western Bhar el Ghazal	Regional office established	Jul 2013	Sep 2013	Marcia Occomy, Hitman Gurung	On Track. Regional presence established.
1.5.2.1.2.	Train State PFM Advisors (National) on PFM and implementation of budget planning and preparation activities	National staff can provide counterpart technical assistance in budget planning and preparation	Sep 2013	Mar 2014	Marcia Occomy	Delayed. Not recruited yet.
1.5.2.1.3.	Coordinate with other PFM stakeholders	Bi-weekly PFM coordination call and quarterly coordination workshops conducted	Sep 2013	Ongoing	Marcia Occomy	On Track. Organized and delivered Intro to PFM workshop for 34 WBeG State Ministry of Finance staff in collaboration with the WBeG State PFM UNDP advisors from Sept. 2 – 13, 2013.
Performance Goal: Increase capacity of State Ministry of Finance Budget Directorates to support state decision makers and spending agencies in planning, preparing and monitoring the annual budget						
1.5.2.2. Strengthen a legislative framework for Public Financial Management at the state level						

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.5.2.2.1.	Prepare a model for a State PFM Act based on markup of PFMAA 2011	State PFM Act model completed	Aug 2013	Dec 2013	Marcia Occomy, David Martin, Terina Brierley, Julie Cooper, Theo Frank Munya	Delayed to October /November due to the impact of the government restructure and delayed 13/14 budget approval process New Minister appointed to Ministry of Finance September 2013. Will initiate discussion on State PFM Act in early November.
1.5.2.2.2.	Assist State Ministries of Finance (SMoF) in adapting state PFM Act for the Greater Bahr el Ghazal region	State adaption of model	Jan 2014	Mar 2014	Marcia Occomy, State PFM Advisors (National)	
1.5.2.2.3.	Assist SMoF in working with State Council of Ministers and Assembly in gaining passage of State PFM Act	Technical advice provided to SMoF during PFM Act submission discussions	Mar 2014	Ongoing	Marcia Occomy, State PFM Advisors (National)	
1.5.2.3. Develop and implement budget preparation procedures to increase State Ministry of Finance capacity in budget planning and preparation for 2014/15 budget						
1.5.2.3.1.	Build SMoF institutional capacity					
1.5.2.3.1.1	Assist SMoF in preparing clear mission statement and goals for the SMoF Budget and Accounting Directorates and assist in developing organization structure in the Greater Bahr el Ghazal region	SMoF mission statement and goals developed and organizational chart developed	Sep 2013	Jan 2014	Marcia Occomy Bharat Parihar Lee Mazanec	On-Track
1.5.2.3.1.2	Facilitate working session for SMoF Budget Directorate staff on the directorate's mission, goals and functions	Working session facilitated	Sep 2013	Nov 2013	Marcia, State PFM Advisors (National)	
1.5.2.3.1.3	Provide guidance on creating functional	Roles and	Sep 2013	Dec 2013	Marcia, Lee, State PFM	On Track

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
	roles and responsibilities, staffing model, and conduct a skills assessment	responsibilities defined, staffing model completed, and skills assessment delivered			Advisors (National)	
1.5.2.3.2.	Budget Preparation Procedures Development					
1.5.2.3.2.1	Assist the SMoF Budget Directorate to draft and finalize budget preparation procedures based on The Ministry procedures	State budget preparation procedures completed	Nov 2013	Feb 014	Marcia Occomy, State PFM Advisors (National), Julie Cooper, Terina Brierley	On-Track
1.5.2.3.2.2	Train SMoF budget directorate staff on new budget preparation procedures	SMoF Budget Directorate workshops completed	Jan 2014	Mar 2014	Marcia Occomy, State PFM Advisors (National)	
1.5.2.3.2.3	Assist SMoF Budget Directorate staff to support spending agency preparation of annual budget submissions using procedures	SMoF uses procedures to support spending agency budget preparation	Jan 2014	Mar 2014	Marcia Occomy State PFM Advisors (National) Julie Cooper Terina Brierley	
1.5.2.3.3.	Budget Preparation System					
1.5.2.3.3.1	Support SMoF to use the Budget Preparation System (BPS) to compile the 2014/15 state budget	SMoF able to use BPS to compile annual budget submission	Feb 2014	Apr 2014	Marcia Occomy, State PFM Advisors (National)	
1.5.2.4.	Improve State Ministry of Finance budget monitoring capacities for 2013/14 budget					
1.5.2.4.1.	Detailed spending plans for approved budget					
1.5.2.4.1.1	Work with SMoF to develop template for spending plan for state spending agencies to forecast monthly spending	Monthly spending plan template developed	Jul 2013	Sep 2013	Marcia Occomy, David Martin, Julie Copper, State PFM Advisors (National)	Delayed. The Government reshuffle has caused delays in approving the budget and subsequent spending plans.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
						Will follow up with Central Government Advisors on use of the national spending plan template for state spending agencies. Spending plan template included in the draft budget preparation manual and will be part of the rollout of the manual expected in November/December.
1.5.2.4.1.2	Train SMOF and spending agencies on template and provide ongoing technical assistance in using spending plans to monitor the approved budget	Workshops and follow-up completed	Aug 2013	Oct 2013	Marcia Occomy, State PFM Advisors (National)	On Track.
1.5.2.4.2.	Budget Monitoring and Reporting					
1.5.2.4.2.1	Work with SMOF to prepare guidance on monitoring budget and making budget modifications based on national The Ministry guidance	Budget execution monitoring guidance completed	Sep 2013	Dec 2013	Marcia Occomy, David Martin, Julie Cooper, Bharat Parihar	On Track. Expect to work with Central Government advisors to adapt the financial analysis reporting templates and package for use at the state level and possibly pilot in NBeG/Aweil with the MoF and Finance Committee.
1.5.2.4.2.2	Work with SMOF to prepare templates for monthly and quarterly budget reports based on Central Government templates	Templates completed	Sep 2013	Jan 2014	Marcia Occomy, David Martin, Julie Cooper, Bharat Parihar	Delayed. Will begin in November
1.5.2.4.2.3	Train SMOF budget directorate staff on	Workshops and	Nov 2013	Jan 2014	Marcia Occomy, State PFM	

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
	budget monitoring and reporting and provide ongoing support	follow-up completed			Advisors (National)	
Performance Goal: Public Financial Management processes implemented uniformly in ten states, with state score cards showing continuous improvement						
1.5.3 Support Budget Execution at the State Level						
1.5.3.1	Assist in the development of procedures to improve the use of IFMIS's inherent financial controls to manage budget execution	Updated budget execution procedures submitted	Apr 2013	Oct 2013	Bharat Parihar supported by state leads: Francis Gahizi, Pranab Ray, Rajiv Weeraratne	On Track.
1.5.3.2	The state FM team will increase the rigor in IFMIS reporting analysis (transfer and local revenues, expenditure and liability reporting)	Revised PFM score card submitted monthly to the state ministry of finance	Jul 2013	Sep 2013	Bharat Parihar supported by state leads: Francis Gahizi, Pranab Ray, Rajiv Weeraratne	Delayed. Political challenges necessitated the roll-out of new score card to Feb 2014.
1.5.3.3	Complete Phase III IFMIS, ensuring that FM processes and procedures are homogenous in all ten states	Phase III completed in all ten states	Jul 2013	Sep 2013	State PFM Team	Completed. All ten states are Phase III-compliant.
1.5.3.4	Assist state ministries of finance to implement processes that enable accurate monthly reconciliations of accounts	Accurate monthly reconciliations submitted to the STMC	Apr 2013	Ongoing	State PFM Team	On Track.
1.5.3.5	Provide guidance on procedures to prepare monthly, quarterly and annual financial reports and statements	Financial statement reporting procedures established in at least three pilot states	Oct 2013	Apr 2014	Pranab Ray supported by the State FM Team	On Track.
1.5.3.6	Develop a capacity building approach to transition ownership of National Government's State Transfer Monitoring Committee (STMC) reporting and analysis	Capacity building approach submitted	Oct 2013	Dec 2013	Bharat Parihar supported by the State FM Team	On Track.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.5.3.7	Training resident UNDP state financial management advisors on PFM procedures and technologies to better support the states	Training delivered and completed	Aug 2013	Aug 2013	Bharat Parihar supported by the State FM Team	Delayed to Feb 2014 because of UNDP funding issues.
1.5.3.8	State ICT Support					
1.5.3.8.1	Assist in the Identification and implementation of ICT support required to accomplish improved budget execution in the states	ICT procurement plan submitted and executed	Jul 2013	Sep 2013	Bharat Parihar and Rajiv Weeraratne	On Track.
1.5.3.8.2	Train staff to use procured Crystal Reports	Training completed	Jan 2014	Feb 2014	Bharat Parihar	On Track.
1.5.3.8.3	Support National Ministry of Finance in performing annual maintenance of all ten instances of IFMIS	All ten instances maintained	Jul 2013	Sep 2013	Papa Phillip	Inapplicable for Sep 2013. Deferring to 2014.
1.5.3.9	Annual IFMIS fiscal environments					
1.5.3.9.1	Develop new fiscal year IFMIS environments for the national government and the states	Configuration playbook created; Configuration complete	Jun 2013	June 2013	Bharat Parihar supported by the State FM Team	Completed. Done twice for national government and states
1.5.3.9.2	Deploy new FY 2013/14 environments to ten states with their budgets loaded	Environments delivered	Jul 2013	Sep 2013	Rajiv Weeraratne supported by the State FM Team	On Track. Political issues postponed new deployments to Nov 1
1.5.3.9.3	Develop a capacity building approach to transition ownership of annual IFMIS fiscal environment updates	Capacity building approach submitted	Jan 2014	Ongoing	Bharat Parihar supported by the State FM Team	On Track.
1.5.3.11 Develop and implement budget preparation procedures to increase SMoF capacity in budget execution for 2014/15 budget						
1.5.3.11.	Building SMoF Institutional Capacity					
1.5.3.11.1	Facilitate working session for SMoF Accounts Directorate staff for orientation on the directorate's mission, goals and functions	Working session facilitated	Feb 2014	Mar 2014	Francis Gahizi, the State FM Team, Lee Mazanec	On Track

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
1.5.3.11.2	Assist SMOF in preparing clear mission statement and goals for the SMOF Budget and Accounting Directorates and assist in developing organization structure in the remaining seven states	SMoF mission statement and goals developed and organizational chart developed	Sep 2013	Jan 2014	Francis Gahizi, the State FM Team, Lee Mazanec	On Track.

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

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
Objective 2: Strengthened financial, monetary policies, and banking governance through assistance to the Bank of South Sudan (BSS)						
Performance Goal: Increased accuracy of financial operations and timeliness of financial reports						
2.1. Accounting – Assist the BSS in a wide range of accounting related activities, in particular organisational and human resource capacity building for improving:						
2.1.1	Improve BSS Balance Sheet – BSS Balance Sheet in line with international standards and best practices					
2.1.1.1	Assist in improving the reconciliation of suspense accounts (accounts held at BSS)	Completion of the reconciliation of outstanding Suspense Accounts	Jun 2013	Jun 2014	Ally Said	On Track
2.1.1.2	Assist in improving the reconciliation of suspense accounts (accounts held at foreign correspondent accounts)	Completion of the reconciliation of Foreign Correspondent Accounts	Jun 2013	Sep 2014	Ally Said	On Track
2.1.1.3	Assist in automating and processing staff loans	Staff loans organized and recorded in the system and properly controlled	Oct 2013	Mar 2013	Ally Said	
2.1.1.4	Assist in automating and processing loans to the government	Government loans organized and recorded in the system and properly controlled	Nov 2013	Jun 2014	Ally Said	
2.1.1.5	Assist in drafting the Fixed Assets Policy	Policy submitted to Executive Management for approval	Aug 2013	Sep 2013	Ally Said	On Track

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
2.1.1.6	Develop training materials and provide training on the Fixed Assets Policy	Staff trained on Fixed Asset Policy	Oct 2013	Dec 2013	Ally Said	
2.1.1.7	Provide on the job training in accounting and record keeping of the Fixed Assets	Fixed asset register operational	Oct 13	Dec 2014	Ally Said	
2.1.2	Improve banking, operations, and administrative data quality					
2.1.2.1	Assist in the reconciliation of internal systems accounts (Inter-branch, Inter-module, FT & Transfer suspense) and recommend necessary adjustments on daily basis	Adjustments completed on a daily basis	July 2013	Dec 2014	Ally Said	On Track
2.1.3	Assist in responding to audit qualifications raised by external auditors and implementing solutions					
2.1.3.1	Assist in providing a response to external audit findings	Requirements document with proposed solution	Oct 2013	Jan 2014	John Ewald, Ally Said, and Adam Wicik	
2.1.3.2	Assist in implementing solutions	Solutions implemented	Jan 2014	Dec 2014	John Ewald, Ally Said, and Adam Wicik	
2.1.4	Assist in developing an Accounting and Budget Manual					
2.1.4.1	Draft framework for Internal Control and Governance Policies	Framework submitted to Executive Management for approval	Sep 2013	Dec 2013	John Ewald, Ally Said, and Adam Wicik	On Track. A framework list of policies has been developed and submitted to management.
2.1.4.2	Draft the Finance & Accounting Policies Manual	Finance and Accounting Policies Manual presented to Executive Management	Aug 2013	Dec 2014	Ally Said	On Track
2.1.4.3	Draft Budget Manual	Draft Budget Manual presented to Executive Management	Apr 2014	Sep 2014	John Ewald, Ally Said	

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

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

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

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
2.3.3.2	Monitor preparation of the accounting entries, verify their timeliness and correctness	Postings prepared and submitted on or before the end of each month	Jun 2013	Jun 2014	Adam Wicik, John Ewald, and Ally Said	On Track
2.3.4	Help the Financial Markets Department in refining the RSS debt issuance programme					
2.3.4.1	Assist staff to conduct research and report on their findings on any new developments in this area	Staff able to conduct research and report on RSS debt issuance programme	Jun 2013	May 2014	Adam Wicik, John Ewald, and Ally Said	On Track. Slow progress due to lack of staff and implementation of a new Computer System
2.3.4.2	Assist in preparation of recommendations	Findings and recommendations paper presented to the Governor	Aug 2013	May 2014	Adam Wicik, John Ewald, and Ally Said	On Track
2.3.5	Facilitate research into issuance of Treasury Bills at a discount to par					
2.3.5.1	Assist in drafting rules to be presented to the management for consideration	Draft Issuance of Treasury Bills at a discount rules	Jun 2013	Oct 2013	Adam Wicik, John Ewald, and Ally Said	Completed. Draft pending management review.
2.3.5.2	Serve as technical advisor when rules discussed with the MoFEP	Technical papers prepared by the BSS staff	Aug 2013	May 2014	Adam Wicik, John Ewald, and Ally Said	On Hold. Not started due to different priorities of BSS.
2.3.6	Facilitate research into a possibility of issuing zero coupon bonds					
2.3.6.1	Assist in drafting rules to be presented to the management for consideration	Draft zero coupon bond rules	Nov 2013	Jan 2014	Adam Wicik, John Ewald, and Ally Said	
2.3.6.2	Serve as technical advisor when rules discussed with the MoFEP	Technical papers prepared by the BSS staff	Jan 2014	Jun 14	Adam Wicik, John Ewald, and Ally Said	
2.3.7	Help the BSS introduce Repurchase and Reverse Repurchase Operations					

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
2.3.7.1	Assist in drafting rules to be presented to the management for consideration	BSS Repurchase and Reserve Repurchase Operations Circular drafted	Jun 2013	Sep 2013	Adam Wicik, John Ewald, and Ally Said	Completed. Pending management review and/or implementation
2.3.7.2	Serve as technical advisor when rules discussed with commercial banks	Staff makes a technical presentation	Jul 2013	Dec 2013	Adam Wicik, John Ewald, and Ally Said	On Hold. Not started due to different priorities of BSS.
2.3.8	Establishment of a secondary market in the RSS Securities					
2.3.8.1	Assist in drafting rules to be presented to the management for consideration	Secondary market Treasuries trading rules Circular drafted	Jun 2013	Sep 2013	Adam Wicik, John Ewald, and Ally Said	Completed Pending management review and/or implementation
2.3.8.2	Serve as technical advisor when rules are discussed with the market participants	Staff makes a technical presentation	Jul 2013	Dec 2013	Adam Wicik, John Ewald, and Ally Said	On Hold. Not started due to different priorities of BSS.
Performance Goal: The standard and operational efficiency of the BSS Banking Training Centre improve, and its administration transferred to the BSS.						
2.4 Training Centre – Support the operations of the BSS training centre, prepare a plan for its self-sustainability and transfer to the BSS.						
2.4.1	Execute the required improvements at the BSS Bank Training Center (BTC)					
2.4.1.1	Plan and implement maintenance, repairs, and refurbishment of the existing facilities	Buildings and structures upgraded	Jun 2013	Dec 2013	Adam Wicik, John Ewald, Faith Galetshoge	On Track
2.4.1.2	Plan and install any additional required equipment	Equipment procurement complete	Jun 2013	Dec 2013	Adam Wicik, John Ewald, Faith Galetshoge	On Track
2.4.2	Plan and implement required improvements of the BSS BTC operations					
2.4.2.1	Develop training centre operating rules with the BSS training department	BSS BTC operating rules drafted	Jun 2013	Dec 2013	Adam Wicik, John Ewald, Faith Galetshoge	On Track

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track/ Off Track Comments on Progress
2.4.2.2	Draft the BSS BTC staff job descriptions, roles and responsibilities	BSS BTC positions roles and responsibilities drafted	Jun 2013	Dec 2013	Adam Wicik, John Ewald, Lee Mazanec, Faith Galetshoge	On Track
2.4.2.3	Draft operating budget	BSS BTC operating budget drafted	Jun 2013	Jun 2014	Adam Wicik, John Ewald, Faith Galetshoge	Ongoing. Limited progress. Lack of interest from the BSS.
2.4.3	Transfer of the BSS BTC management responsibilities to the BSS					
2.4.3.1	Develop business plan to ensure sustainability of the BSS BTC	BSS BTC Business Plan drafted	Dec 2013	Oct 2014	Adam Wicik, John Ewald, Faith Galetshoge	

Objective 3: Strengthened Management of Petroleum and Minerals Sectors

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track Comments on Progress
Objective 3 - Strengthened management of petroleum and minerals sectors through assistance to Ministry of Petroleum and Mining (MPM).						
Performance Goal: Provide systems and tools, and build capacity within MPM to improve oversight of crude oil production						
3.1 Management of Crude Oil Production						
3.1.1	Improve MPM crude oil metering oversight					
3.1.1.1	Assist in preparing and in issuing tenders for metering services contract	Metering tenders issued	Apr 2013	Apr 2013	Tom O'Connor	On Track. Tenders for bids for conducting metering completed. Follow-up ongoing.
3.1.1.2	Provide support for oversight of the metering services contract(s)	Successful implementation of metering contract(s)	Jun 2013	Oct 2013	Tom O'Connor	Delayed. Completion moved to November
3.1.1.3	Support drafting of metering regulations	Metering regulations submitted for approval	Oct 2013	Dec 2013	Deana Silverstone	
3.1.2	Develop production and entitlement monitoring capability					
3.1.2.1	Assist in standardizing production reporting of Joint Operating Companies (JOCs)	Standardized production reports	Jul 2013	Dec 2013	Glen Hutka	On Track
3.1.2.2	Support the development of a basic production accounting database as a component of the production accounting monitoring program	Production accounting database and software are operational	Sep 2013	Dec 2013	Glen Hutka, Emmanuel Sigler	On Track. Template provided which could become standardized production report for use by JOCs in reporting to MPM.
3.1.2.3	Develop and implement business process to reconcile inventory / production / sales volumes	Business process implemented	Sep 2013	Dec 2013	Glen Hutka	On Track
3.1.2.4	Develop capacity of MPM to prepare production forecasts	MPM capable of preparing production forecasts monthly	Sep 2013	April 2014	Glen Hutka	On Track

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track Comments on Progress
3.1.2.5	Assist MPM to monitor and verify oil production	Monthly internally generated oil production report	Sep 2013	Feb 2014	Glen Hutka, Tom O'Connor	On Track
3.1.2.6	Develop business process to confirm government entitlement of crude oil	Business process implemented	Sep 2013	Mar 2014	Glen Hutka	On Track
3.1.3	Financial Audit – Support the Ministry in undertaking an adequate and necessary preliminary financial audit					
3.1.3.1	Assist with tender document preparation for issuance by the Ministry	Tenders prepared and submitted	Apr 2013	May 2013	Glen Hutka	On Track. Tenders sent out to at least 6 audit firms.
3.1.3.2	Support bid evaluation	Tender evaluations submitted	May 2013	May 2013	Glen Hutka	On Track. Bids received and evaluated; MPM DG Lino evaluated.
3.1.3.3	Assist with the review of audit program proposals	Program proposal review submitted	Jun 2013	Jul 2013	David Nowakowski, Glen Hutka	Completed
3.1.3.4	Work with Ministry staff to oversee the audit	Report submitted on audit activity and performance	Jul 2013	Nov 2013	David Nowakowski, Glen Hutka	On Track
3.1.3.5	Assist with evaluation of the audit results and development of next steps	Audit improvement recommendations and next steps submitted	Sep 2013	Dec 2013	David Nowakowski, Glen Hutka	On Track
3.1.3.6	Assist MPM in improving internal capacity to conduct audits of JOCs	Audit framework submitted	Sep 2013	Feb 2014	David Nowakowski, Glen Hutka	On Track
3.1.4	Production Audit / Asset Audit – Work with staff assigned by the MPM to develop capacity to perform financial and production audits					
3.1.4.1	Assist with evaluation of production reports, well proration factors and metering	Report submitted on evaluation results	Sep 2013	Dec 2013	David Nowakowski, Glen Hutka, Tom O'Connor	On Track
3.1.4.2	Provide guidance on development of procedures for mass balancing of production to exports	Procedures submitted	Oct 2013	Dec 2013	Glen Hutka, Tom O'Connor	

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track Comments on Progress
3.1.4.3	Assist with identification of gas and water disposition	Gas and water disposal facilities identified and submitted	Oct 2013	Dec 2013	Glen Hutka	
3.1.4.4	Support evaluation of process losses	Process loss evaluation submitted	Oct 2013	Dec 2013	Tom O'Connor	
3.1.4.5	Monitoring and measuring crude oil inventories	Crude oil inventory reporting provided	Sep 2013	Jan 2014	Glen Hutka	On Track
3.1.4.6	Support audit transportation and shipping including pipeline losses	Transport/shipping loss evaluation submitted	Oct 2013	Apr 2014	Glen Hutka Tom O'Connor	
3.1.4.7	Asset review including fixed assets, operational and capital inventories	Report on results of review	Sep 2013	Apr 2014	David Nowakowski	
3.2 September 2012 Cooperation Agreements						
3.2.1	2012 Cooperation Agreement and Oil Agreement – Assist MPM in meeting its agreement obligations					
3.2.1.1	Support MPM to develop Transitional Financial Assistance and fee payment obligation procedures	Procedures submitted	May 2013	Jul 2013	Glen Hutka	Completed
3.2.1.2	Assist in developing list of agreement issues to be considered in discussions with Sudan	Agreement list submitted upon request	May 2013	Jul 2013	Glen Hutka	Completed
Performance Goal: Enhance MPM's efficiency in marketing crude oil						
3.3 Crude Oil Marketing						
3.3.1	Provide marketing support and offer procedures and tools to further develop marketing group capacity					
3.3.1.1	Develop marketing manual	Marketing manual submitted for approval	Apr 2013	Sep 2014	Glen Hutka David Nowakowski	Delayed to December
3.3.1.2	Provide marketing alternative methods	Alternative marketing options provided	Aug 2013	Dec 2013	TBD (Marketing Expert Required)	On Track. Manual provided as well as others that have been discussed with MPMI staff.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track Comments on Progress
3.3.1.3	Assist development of procedures to enhance bid tendering confidentiality issues	Procedures presented to MPM	Sep 2013	Dec 2013	Glen Hutka, Emmanuel Sigler	
3.3.1.4	Develop procedures and training to financially qualify new buyers	Procedures written and training delivered	Jul 2013	Sep 2014	David Nowakowski	Delayed to February
3.3.1.5	Provide ongoing marketing support	Successful oil sales on a monthly basis	Jun 2013	Apr 2014	Glen Hutka	On Track
3.4 MPM Strategic Plan						
3.4.1	MPM strategic plan development					
3.4.1.1	Assist in developing organization structure, functional roles and responsibilities as next phase of strategic framework.	Organizational chart submitted	Apr 2013	Aug 2013	Lee Mazanec MPM Advisors	Delayed. Start in November and Complete by December
3.4.1.2	Provide guidance on creating functional roles and responsibilities	Roles and responsibilities submitted	Jul 2013	Aug 2013	Lee Mazanec MPM Advisors	Delayed. Start in November and Complete by December
3.4.1.3	Assist with identification of priority strategic objectives of each group in the new organizational structure	Offsite strategic planning workshop; Action plan framework submitted	Jul 2013	Sep 2013	Patrick Seferovich, Tom O'Connor	Delayed
3.4.1.4	Assist with the identification of internal / external staffing and equipment requirements and potential sources of funding for each	Action plan staffing, procurement and funding recommendations submitted	Jul 2013	Sep 2013	Patrick Seferovich, Tom O'Connor	Delayed
3.4.3	Human resources development					
3.4.3.1	Support development of staffing models to support defined organizational structure	Staffing model submitted	Aug 2013	Sep 2013	Lee Mazanec	Delayed; Pending approval of organizational structure
3.4.3.2	Provide guidance on development of Terms of Reference for staff	Terms of Reference submitted	Sep 2013	Ongoing	Lee Mazanec	Delayed; Pending approval of organizational structure

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

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track Comments on Progress
3.6.1.1	Provide support for the pipeline pre-feasibility study and other infrastructure	Tenders issued, tenders evaluated, written communications; Feedback provided to MPM	Apr 2013	Dec 2013	Ed Smith	On Track
3.6.2	RSS Transportation Company					
3.6.2.1	Provide support for the establishment of a new RSS transportation company (to include pipeline)	Recommendations provided to MPM	Jun 2013	Dec 2013	Ed Smith Glen Hutka	On Track
3.6.2.2	Assist in startup of the RSS transportation company	Company made operational	Jan 2014	Ongoing	Ed Smith	
3.6.3	Short Term Crude Export Options					
3.6.3.1	Provide support for implementation of feasibility study for short term export options such as trucking	Feedback provided to MPM	Jun 2013	Sep 2013	Ed Smith	Completed
3.6.3.2	Provide support for undertaking analysis of the cost / benefit of blending South Sudan crude oil streams	Input provided to MPM	Jun 2013	Dec 2013	Ed Smith	On Hold.
3.6.4	Economic Analysis Unit – Assist Ministry staff to develop a unit to perform basic project economic analysis					
3.6.4.1	Provide support in prioritizing and leveraging petroleum infrastructure projects through a National Energy Program	Framework for petroleum infrastructure development plan submitted	Aug 2013	Dec 2013	Patrick Seferovich Ed Smith	On Track
3.6.4.2	Develop materials and deliver training on cost benefit analysis	Training conducted	Oct 2013	Mar 2014	TBD	
3.6.4.3	Provide guidance on conducting financial analysis such as: NPV, IRR, Payback, Debt Service Coverage Ratio	Training conducted	Oct 2013	Mar 2014	TBD	
3.6.4.4	Support capacity building on value for society analysis	Training conducted	Oct 2013	Ongoing	TBD	

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track Comments on Progress
3.7 Regulatory Policy and Compliance						
3.7.1	Regulations					
3.7.1.1	Assist MPM to identify and prioritize new regulations	Key regulations identified	Apr 2013	Sep 2013	Deana Silverstone	Completed
3.7.1.2	Assist in the development and submission of regulations to MPM for approval	Regulations submitted to MPM	Apr 2013	Dec 2013	Deana Silverstone, MPM Advisors	On Track
3.7.1.3	Assist in conducting consultation and public awareness with stakeholders	Regulations in process of development	Sep 2013	Apr 2014	Deana Silverstone	On Track
3.7.1.4	Development of ancillary documentation and policies to implement the regulations	Regulations in development	Apr 2013	Apr 2014	Deana Silverstone	On Track
3.7.2	Health, Safety and Environment (HSE) – Program development and implementation					
3.7.2.1	Support development of organization structure, roles and responsibilities and staffing model	Organizational structure and staffing model submitted	Apr 2013	Sep 2013	Lee Mazanec, Deana Silverstone	Delayed. Pushed to end of November.
3.7.2.2	Assist in developing and improving HSE self-regulation framework	HSE regulations submitted	Apr 2013	Apr 2014	Deana Silverstone, Claudine Bradley	Completed. Submitted to Legal.
3.7.2.3	Assist MPM to conduct baseline regulatory compliance study of operating companies	Baseline study completed	Apr 2013	Apr 2014	Deana Silverstone	On Track
3.7.2.4	Support MPM to conduct assessments of JOC HSE programs against regulations	Assessments submitted	Apr 2013	Dec 2013	Deana Silverstone, Claudine Bradley	On Track
3.7.2.5	Support the MPM in the implementation and enforcement of the regulatory regime	Increased compliance by operating companies	Apr 2013	Apr 2014	Deana Silverstone, Claudine Bradley	On Track
3.7.3	Extractive Industries Transparency Initiative (EITI) – Program implementation					
3.7.3.1	Support the implementation of the EITI program	Achieve “Candidate Country” status	Apr 2013	Apr 2014	Deana Silverstone	On Track
3.8 Exploration Production Sharing Agreements (EPSA) / Exploration Promotion Program						
3.8.1	Provide input on content and drafting of new EPSA Model					

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track Comments on Progress
3.8.1.1	Assist in creating new EPSA Model in line with international standards	New EPSA Model submitted	Jul 2013	Dec 2013	Deana Silverstone, MPM Advisors	On Hold. Change in MPMI priorities.
3.8.1.2	Assist in the creation of tracking and monitoring devices for EPSAs and other agreements	Tracking system operational	Apr 2013	Oct 2013	Emmanuel Sigler, Deana Silverstone	On Hold. Difficulty in getting the agreements and data delayed putting this into effect. Dependent upon advisors getting access to required information.
3.8.2	Assist with the development process for new exploration promotion programs					
3.8.2.1	Provide support to develop exploration promotion program	Exploration promotion program strategy provided	Oct 2013	Apr 2014	Tom O'Connor	
3.8.2.2	Assist MPM in developing a set of recommendations for undertaking exploration promotion programs	Recommendations submitted to MPM	Sep 2013	Dec 2013	Tom O'Connor	On Track
3.8.2.3	Assist in establishing a unit for conducting exploration promotion	Unit established	Dec 2013	April 2014	Tom O'Connor, Lee Mazanec	
3.8.2.4	Assist in developing a short and medium term strategy for exploration promotion programs	Strategies submitted	Oct 2013	Dec 2013	Tom O'Connor	
3.8.2.5	Assist in identifying and organizing information requirements for initial promotion programs	Requirements identified	Oct 2013	Ongoing	Tom O'Connor	
Performance Goal: Provide IT systems and tools to enhance transparency and data security						
3.9 IT/Data Management						
3.9.1	Support maintenance and improvement of Ministry website					
3.9.1.1	Review current website format and information and offer recommendations for maintenance and improvement	Recommendations submitted	Aug 2013	Oct 2013	Patrick Seferovich, Emmanuel Sigler, Data Analyst (National)	On Hold. The website is not active due to MPMI funding issues.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track Comments on Progress
3.9.1.2	Develop procedures to place approved documents for placement on the website in a timely manner	Procedures submitted	Aug 2013	Oct 2013	Patrick Seferovich, Emmanuel Sigler, Timothy Collins, Data Analyst (National)	On Hold. The website is not active due to MPMI funding issues.
3.9.2	Support administration of MPM IT system					
3.9.2.1	Assist the MPM in developing and implementing a data archiving methodology.	Data archiving methodology implemented	Aug 2013	Nov 2013	Emmanuel Sigler, Data Analyst (National)	On Track
3.9.2.2	Provide on the job training to MPM IT staff in administering the IT system.	IT staff administers the IT system	Aug 2013	Jun 2014	Emmanuel Sigler, Data Analyst (National)	On Track
3.10 Communications – Support the Ministry to develop a communications group						
3.10.1	Develop a strategic communications plan in consultation with MPM	Strategic communications plan submitted	Jul 2013	Aug 2013	Timothy Collins	Completed
3.10.2	Define structures, job descriptions, reporting, and procedures and continuity manuals	Procedures and structural elements submitted	Aug 2013	Oct 2013	Timothy Collins	On Track
3.10.3	Prepare and deliver a communications training program	Training program delivered	Aug 2013	Dec 2013	Timothy Collins	Completed
3.10.4	Define a long-term plan to engage trade and financial press	Press engagement plan submitted	Jul 2013	Sep 2013	Timothy Collins	On Track
3.10.5	Assist MPM in updating website with media and news section	MPM website media section operational	Aug 2013	Sep 2014	Timothy Collins	On Track
3.10.6	Make information on licensing process, contracts, agreements or negotiated terms for exploration and production publicly available	Information made publicly available	Jul 2013	Oct 2013	Timothy Collins	On Track
3.10.7	Develop a crisis communications plan, conduct a mock crisis exercise	Crisis communication plan submitted	Nov 2013	Dec 2013	Timothy Collins	

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

Cross-Cutting: Human and Institutional Capacity Development

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

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

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

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track Comments on Progress
4.3.3	Implement HRD process, tools and training for the prioritized processes for the MoFEP, MPM and BoSS.	Behavior observation of HRD staff indicates competency and capability to implement the methods and tools in support of the Civil Service Law	Jan 2014	Ongoing	Lee Mazanec, Capacity Development Analyst	
4.3.4	Create a development plan for HRD staff	Development plan drafted	Feb 2014	Mar 2014	Lee Mazanec, Capacity Development Analyst	
4.3.5	Design and an incentive system within MoFEP to cultivate a culture of performance	Incentive framework submitted	Oct 2013	Ongoing	Lee Mazanec, Faith Galetshoge	
4.4 Leadership Development (MoFEP)						
Performance Goal: Develop a culture of leadership that enables the MoFEP executives and management to drive vision and manage day-to-day operations to achieve its strategy						
4.4.1	Clarify the MoFEP structure and roles of leadership (aligned to 4.2 Organizational Design)	MoFEP organizational and governance structure defined	Jul 2013	Sep 2013	Lee Mazanec	Delayed. Advisors have initiated the activity but delayed due to alignment with Performance Improvement with CYPRESS.
4.4.2	Utilize the HICD benchmark data to ascertain the benchmark for MoFEP leadership and management effectiveness (aligned with 4.1 HICD Framework)	Effectiveness of MoFEP leadership and management benchmarked, gaps identified and outlined in HICD framework performance improvement plan	Aug 2013	Nov 2013	Lee Mazanec	Completed.

Act. #	Activities	Deliverable/ Milestone	Start	End	Team Members	On Track / Off Track Comments on Progress
4.4.3	Review the maturity model benchmarking results and existing data from previously conducted TNAs, skills assessments.	Individual performance gaps identified and aligned to MoFEP goals	Aug 2013	Dec 2013	Faith Galetshoge, Emelda Lomodong	Delayed. Due to delays in onboarding of National Staff/
4.4.4	Conduct supplementary skills assessment(s) as indicated by major skill gap data from maturity benchmarking results – IF NEEDED	Supplemental skills assessment(s) conducted	Nov 2013	Dec 2013	Faith Galetshoge, Emelda Lomodong	
4.4.5	Identify interventions to address skill gaps	Interventions identified	Dec 2013	Jan 2014	Faith Galetshoge, Emelda Lomodong	
4.4.6	Identify interventions that will be off the shelf, modified or newly designed	Build/ Buy Decision Data submitted	Jan 2014	Jan 2014	Faith Galetshoge, Emelda Lomodong	
4.4.7	Create leadership and management development plan					
4.4.7.1	Create plan for communications and change management	Plan for implementing communication and change feedback from benchmark data is developed	Feb 2014	Mar 2014	Lee Mazanec, Faith Galetshoge	
4.4.7.2	Create plan manage organizational and individual performance	Plan to implement performance management feedback from benchmark data is developed	Feb 2014	Mar 2014	Lee Mazanec, Faith Galetshoge	
4.4.7.3	Create plan to drive diversity and inclusion (gender) throughout the organization.	Gender learning and coaching activities from cross-cutting gender integration plan is developed	Feb 2014	Mar 2014	Lee Mazanec, Faith Galetshoge	