



GOSS PRIORITY CORE GOVERNANCE FUNCTIONS

An Action Plan for Rapidly Building Capacity

Presented to Brussels High-Level Meeting, 17th September

1. Introduction

Sudan's upcoming referendum, set to take place on 9 January 2011, will be a defining event in the country's history. In a vote on self-determination, citizens from the south will have the opportunity to validate the country's unity, or to decide on secession – the latter of which would result in the birth of Africa's newest nation. The event will also be the last major milestone of the Comprehensive Peace Agreement (CPA), bringing the interim period to an end in July 2011.

Since 2005, the Government of Southern Sudan (GoSS) has worked to establish capacities and systems to deliver against the high expectations of our people – notably, the provision of security, law and order, basic services and the effective management of public resources. However, GoSS has experienced significant challenges in doing so, owing to the considerable capacity deficits and lack of institutions that resulted from the long history of civil war.

In light of the very small amount of time left before the referendum and planned conclusion of the CPA interim period, urgency is required in targeting core functions that need to be in place in order to ensure "take off" in the South, irrespective of the results of the referendum. **In short, core governance functions are those that are absolutely essential to the sustainability of government in Southern Sudan after the referendum.** A well-targeted capacity development plan to address these needs is vital. GoSS, together with our development partners, will address:

- the **short term** needs towards the end of the CPA interim period through this **GoSS Priority Core Governance Functions** exercise, and;
- the **medium term** needs as Southern Sudan moves into the post-CPA period through the **GoSS Development Plan (2011 - 2013)** and revised **GoSS Aid Strategy**, both of which are being lead by the Ministry of Finance and Economic Planning in 2010.

A key priority for GoSS is preparing for the post-referendum period. A 2011 Task Force has been established to manage this process, with a specific subcommittee on "Preparing GoSS", chaired by the Minister for Cabinet Affairs. Development partners have likewise committed to supporting GoSS in ensuring the required capacities are in place by the end of CPA the period.

This Action Plan addresses these urgent **short term** needs, setting out the priority core governance functions required by GoSS over the remaining phase of the CPA interim period. It also acts as a

GoSS-led coordination framework, where mutual commitments between GoSS and our development partners are made to ensure that core governance functions are in place.

This document draws on the results of a number of planning frameworks, dialogue forums and analytical work undertaken in collaboration with our development partners. Principally, it uses the ten **GoSS Budget Sector Plans** (2011 - 2013) as the chief set of priorities of the Government over the next three year period. Additionally, it builds on the GoSS Framework Paper put together for the **International Dialogue on Peace-Building and State-Building**, held in April 2010.

Analytical work done with partners has also contributed substantively to this process, including a USAID Functional Capacity Prioritization Study conducted in 2009, work undertaken by the Capacity Building Trust Fund managed by the Joint Donor Team (JDT), as well as analytical work carried out by the UN Justice and Security Sector Advisory and Coordination Cell (JSSACC).

2. Situation Analysis

The process of rebuilding Southern Sudan after years of conflict, decades of underdevelopment and devastation of the region's political, institutional, economic and social structures has commenced. Serious challenges are posed by insecurity and abject poverty, which continue to affect a large majority of the population. Rule of law needs to be strengthened; reconciliation between many fractured communities affected by generations of conflict is only just beginning; service delivery across all sectors requires dramatic improvement; and efficient, accountable and transparent systems for decentralized governance are still being established.

It is important, however, to put these huge capacity challenges into perspective. When Southern Sudan was granted semi-autonomous status under the CPA five years ago, hardly any formal institutional structures existed, service delivery to the population was minimal or non-existent, and the human resource base was seriously impacted by generations of war. These challenges resulted in the GoSS having limited capabilities to adequately provide security to citizens and deliver services to them.

Bearing these challenges in mind, GoSS has made major progress in a wide range of areas over the Interim period. Many key physical and organizational structures of government are now in place at the regional and state levels. Planning and budgeting systems have been established that are progressively decentralizing resources down to lower levels year on year. An emerging group of educated men and women are putting core government functions in place.

However, public institutions still require trained staff at all levels. Half of all positions in Ministries remain unfilled. Moreover, just 50 percent of public servants have only early education, while approximately 5 percent have a graduate degree or higher. Informal reviews indicate that many of the current staff lack necessary work experience and have difficulties in English communication, the official language of government.

Besides the human capacity challenge, GoSS performance is further compromised by difficulties which delay or disable effective service delivery. Government bodies require improved organizational design; essential legislation and policy frameworks need to be put in place; effective bureaucratic systems and processes need to be established in a number of areas; and the south is broadly affected by a lack of physical infrastructure, equipment and information systems.

While international assistance has focused on capacity development of GoSS institutions at central, state and local levels, it has been insufficient and inadequately targeted. Donor assistance has

continued to focus largely on humanitarian support and on direct delivery of basic services. Assistance has also been spread broadly across multiple sectors, and there has been no clear focus on ensuring core functions related to the effective management of public resources and the establishment rule of law – both necessary pre-requisites to effective service delivery.

The volume of international support to capacity development has also been much lower when compared to most other post-conflict contexts such as Afghanistan, East Timor and Mozambique. While development partners have provided thousands of expatriates in those cases for operational support and advisory functions, these figures are dramatically lower in Southern Sudan, currently standing at around 500. This underinvestment in state-building needs to be reversed and critical engagement in the strengthening of core state structures must escalate now, as the available timeframe for ensuring these are in place within the CPA period is rapidly diminishing.

3. Developing Core Governance Functions in the Short and Medium Term

Countries emerging from conflict tend to be characterized by weak state capacity. More often than not, this has a negative impact on the state's ability to deliver core functions – namely, providing law, order and security, managing public financial resources, and delivery of basic services to the population. In many cases, a return to conflict occurs and peace agreements fall apart.

The need to prioritize and invest in capacity development – particularly in post-conflict environments – has therefore become a widely shared view. The UN's 2009 *Report of the Secretary-General on peacebuilding in the immediate aftermath of conflict*, for example, urges the development community to prioritize national capacity development as a means to sustainable peace. It goes on to say that "insufficient attention to capacity development significantly constrains national actors from taking ownership of their recovery and limits accountability between the State and its people".

This focus and emphasis on building national capacity is also a key part of the *Paris Declaration on Aid Effectiveness* (2005) and the follow-up *Accra Agenda for Action* (2008), which commits states to intensify efforts in capacity development as a prerequisite for the achievement of development objectives. The *Dili Declaration*, adopted earlier this year by the g7+¹, calls for a specific emphasis on capacity development as the first priority needed to end conflict and contribute to development.

GoSS is committed to the above approach, and participated actively in the International Dialogue on Peace-Building and State-Building earlier this year, because such functions are a fundamental requirement to ensuring a secure post-referendum period and effective service delivery.

Taking all of this into consideration, building Southern Sudan's core governance functions must become a priority in the short-term, particularly in light of the impending conclusion of the CPA interim period. The definition of clear priorities, with an accompanying timeframe to track progress, should be the starting point, focused on ensuring conditions are in place for a peaceful post-referendum period in which expansion of delivery of basic services is made possible.

This requires both prioritization and sequencing: ensuring that core functions essential to the survival and strengthening of the institutional framework of the state are in place by the end of the CPA interim period.

¹ The g7+ was established in 2008 and comprises of Afghanistan, Burundi, Central African Republic, Chad, Cote d'Ivoire, the Democratic Republic of Congo, Haiti, Liberia, Nepal, the Solomon Islands, Sierra Leone, Sudan (Southern Sudan) and Timor-Leste.

While a short-term focus is critical at this stage, it must be complemented by a medium-term view. The short-term priorities defined in this present document will ultimately feed into the **GoSS Development Plan** (2011 – 2013) which will include a medium-term capacity development framework. This is being led by the Ministry of Finance and Economic Planning (MoFEP) in cooperation with partners. While the short-term priority is to focus on the core governance functions that are absolutely essential to the sustainability of GoSS after the referendum, the expected medium-term capacity development framework will define capacities required to deliver more broadly on basic services delivery expectations, based on targets defined in the GoSS Development Plan. This will be complemented by the revised **GoSS Aid Strategy**, which will provide guidance on the modalities of delivery for this support.

4. GoSS Core Priority Functions in the Short-Term / CPA Interim Period

GoSS, together with our development partners, has identified Six Priority Areas which need intensive focus from now through to the end of the interim CPA period (July 2011):

1. **Executive Leadership**: Effective leadership at the highest level of government is needed so that a clear vision can be defined, translated into plans, and communicated throughout the Government and to the population of Southern Sudan, particularly for the direction of the Government in the post-referendum period. The executive should also be equipped with the skills to facilitate a more integrated and coordinated approach to governance and service delivery and, where necessary, a thorough grounding in the fundamentals of macroeconomic policy.
2. **Security Sector**: Central to managing stability in Southern Sudan will be the process of transforming the SPLA into a professional army, with all that this entails. In particular, command and control issues need to be addressed, notably following the 2006 Juba Declaration which brought competing military groups under the one banner of SPLA.
3. **Rule of Law and Law Enforcement**: Justice and the rule of law are core functions of governance, and essential prerequisites for enabling economic development and delivery of services. It is therefore vital that appropriate capacities are in place to protect citizens from violence and that mechanisms exist to resolve disputes and protection people's rights.
4. **Fiduciary Management**: More effective management of financial resources is a necessary precondition for expanding the effective delivery of services, as well as to ensure confidence and trust of the population. Systems at central and decentralized levels are needed to promote a more needs-based resource allocation, improve the capture of revenue flows, and reinforce budget discipline, to ensure public spending increasingly reflects the expectations of the population.
5. **Public Administration**: Improved civil service/human resource management is crucial for any effective and responsive government capable of delivering services to its people. This is an overarching priority that impacts on all sectors, and requires focus on both the overall management of the public and civil services, as well as on rapidly developing the capacity of the civil service in core competencies and functional areas.
6. **Management of Natural Resources**: In the short term, revenues from oil are a lifeline for the GoSS, as oil currently comprises a vast majority of the income for the South. Effective oversight and management arrangements for key resources such as oil are necessary in any of the post-referendum scenarios, in order to provide a reliable revenue stream while diversification of revenue sources is being pursued as a medium term goal. Meanwhile, it is also incumbent on GoSS and our development partners to guarantee food security for the people of Southern Sudan.

The table below takes each of these key focus areas and goes further, providing a list of the core functions required in each area. *Annex 1* defines these in more depth by providing a more detailed description of the requirements for each function.

| Priority Areas | Priority Core Functions |
|---|--|
| Executive Leadership | 1. Mechanisms are in place for building high level political consensus around visions, plans and policies. |
| | 2. Mechanisms are in place for communicating government priorities and plans. |
| | 3. Mechanisms are in place for decentralized delivery of basic services at both GoSS and state level. |
| Security Sector | 4. Mechanisms are in place for transforming the SPLA into a professional army of Southern Sudan: <ul style="list-style-type: none"> a. Formulation of SPLA doctrine b. General plans for developing the SPLA in place c. Efficient SPLA budget execution mechanisms in place. |
| | 5. Mechanisms are in place for rapid drafting and passing of essential package of legislation at GoSS level. |
| | 6. Police equipped with necessary tools for execution of their duties at GoSS and state level. |
| Rule of Law/ Law Enforcement | 7. Resources and systems are in place for selection and training of Southern Sudan Police for effective service at both GoSS and state level. |
| | 8. A system is in place for SSPS budget execution at both GoSS and state level. |
| | 9. Treasury Single Account and Centralised Payment systems in place and enforced at both GoSS and state level. |
| Fiduciary Management | 10. A system is in place for procurement at both GoSS and state level. |
| | 11. A system is in place to enforce collection and remittance of tax, non-tax and customs revenue at both GoSS and state level. |
| | 12. Mechanisms are in place for BoSS oversight of monetary policy in Southern Sudan. |
| Public Administration | 13. Mechanisms are in place for MoFEP oversight of macroeconomic policy in Southern Sudan. |
| | 14. Mechanisms are in place for management of the civil service at both GoSS and state level. |
| | 15. A system is in place for managing payroll at both GoSS and state level. |
| Natural Resources | 16. A system is in place for managing pensions at the GoSS level. |
| | 17. Mechanisms are in place for regulating and monitoring the oil sector at the GoSS level. |
| | 18. Mechanisms are in place for oil revenue collection, stabilization, verification & accounting at the GoSS level. |
| | 19. Mechanisms are in place to ensure food security at GoSS and state levels. |

5. Scenario Planning Around the Possible Referendum Outcomes

The core functions enumerated in the previous section remain valid irrespective of the outcome of the referendum (i.e. fiduciary management, rule of law, security, etc.). Other functions, however,

require the national question to be resolved. Through a scenario planning process, which is being conducted under the leadership of the Third Sub-Committee (“Preparing GoSS for the Post Referendum”) of the 2011 Taskforce, functions which may become necessary in the various possible outcomes of the referendum are being identified. This work will inform current planning and enable the international community to provide significant investment and support to targeted interventions. The following summarizes the types of support that would be required depending on the outcome of the referendum.

| Scenario of a vote for confirmation of existing unity | Scenario of a vote for secession |
|--|--|
| International Relations (including Aid) | |
| <ul style="list-style-type: none"> International relations functions would remain in the competency of the GoNU but it would be necessary to: <ul style="list-style-type: none"> ➤ Define the continued status and role of GoSS international affairs. ➤ Define the continued status and role of GoSS in the management of aid flows and aid architecture. | <ul style="list-style-type: none"> GoSS would assume responsibility for international relations and foreign affairs functions, including: <ul style="list-style-type: none"> ➤ Maintenance of international borders. ➤ Maintenance of bi-lateral and multi-lateral relationships. ➤ Management of aid flows and aid architecture. ➤ International borrowing. |
| Citizenship | |
| <ul style="list-style-type: none"> Citizenship functions would remain in the competency of the GoNU. | <ul style="list-style-type: none"> GoSS would assume responsibility for citizenship functions. |
| Financial Management | |
| <ul style="list-style-type: none"> Currency, foreign exchange and banking functions would remain in the competency of the GoNU. | <ul style="list-style-type: none"> GoSS would assume responsibility for functions related to currency, banking, exchange rate control, customs, debt management, membership in international financial institutions. |
| Natural Resource Management | |
| <ul style="list-style-type: none"> Management arrangements between the GoNU and GoSS for key national assets and natural resources, such as oil and Nile waters would need to be defined. | <ul style="list-style-type: none"> GoSS would assume responsibility for functions related to management of key national assets and natural resources, such as oil and the Nile waters. |
| Security Sector | |
| <ul style="list-style-type: none"> National security would remain in the competency of the GoNU but it would be necessary to: <ul style="list-style-type: none"> ➤ Define the status of JIUs in harmonized national Armed Forces. ➤ Define the status of SPLA in harmonized national Armed Forces. | <ul style="list-style-type: none"> GoSS would assume responsibility for functions related to national security including international borders. |

6. Approach and Implementation

In each of the Priority Areas defined above, GoSS institutions and units have the lead roles in establishing and ensuring functions are in place, including identifying capacity development needs and means to build capacity. The mandate of development partners is to support GoSS in this process, and to provide technical, financial and other assistance towards meeting these needs.

In the short-term GoSS and our development partners need to focus on ensuring core functions are in place by the end of the CPA interim period. To this end, a mixture of approaches will be required. These include: technical support for the development of key legislation, policies, guidelines and standard operating procedures in key Ministries (it will also be important to identify the full package of essential legislation needed for the core functions to work); support for the establishment and roll-out of associated systems, procedures, and institutional capacities; and human resource development support, including rapid intensive training programmes specifically focused on core functions.

In some cases, additional capacity will be required to ensure core functions are functioning, while simultaneously building up national and local capacities to manage these functions. *Wherever possible, efforts should be made to systematically identify and place qualified Southern Sudanese in the Diaspora within Government.* Other additional short-term approaches should also complement this where necessary. For instance, the IGAD Regional Initiative for Capacity Enhancement in Southern Sudan, recently approved by the Council of Ministers, seeks to deploy qualified civil servants from IGAD member states into ministries, commissions and state-level local government. Their presence will help to strengthen institutional capacity, while transferring longer-term skills through coaching and mentoring support within the work place.

Capacity development for the civil service

For successful implementation of the core functions by the end of the interim period, it is essential to provide intensive capacity development to civil servants working in priority areas. There is ongoing support for this requirement, including training schemes to enhance skills like English language, computer literacy, basic book-keeping and office management. Major support is provided through the Capacity Building Trust Fund. UNDP, USAID, CIDA, GTZ, World Bank, African Development Bank and other partners are also supporting basic skills training. It has been agreed with development partners that support will be intensified in this area to ensure that an increased amount of training is provided throughout the interim period, as an overarching priority requirement for implementing the core functions.

Accordingly, emphasis will be placed on achieving an effective balance between “gap-filling” (i.e. direct supplementary support where necessary in the short term) and longer-term enhancement of GoSS capacity.

Much work is already being done together with our development partners to address these priorities. Where necessary, and where support programmes already exist, these will need to be enhanced and focused. In other cases, gaps have persisted in support, and these require additional rapid assistance to be provided. *Annex 1* defines the key requirements/actions to ensure core functions are in place, and where existing and planned activities are being undertaken.

The implementation of the action plan will be conducted under the leadership of the Third Sub-Committee (“Preparing GoSS for the Post Referendum”) of the 2011 Taskforce, chaired by the Minister for Cabinet Affairs. A monitoring framework will be developed for the delivery of the activities outlined in the action plan. To do this, a quarterly timeframe will be followed, monitoring progress of delivery throughout the interim period. Quarterly consultations with our development partners will be conducted through the Capacity Enhancement Working Group, chaired by MoFEP.

Annex 1: GoSS Priority Core Functions – Action Plan

| Priority Core Functions | Indicative Actions ² | GoSS Responsible Parties | Current/Planned Donor Support | Indicative Timeframe ³ | | | |
|--|--|--|--|-----------------------------------|-----|-----|-----|
| | | | | Q 3 | Q 4 | Q 1 | Q 2 |
| Priority Area 1: Executive Leadership | | | | | | | |
| 1. Mechanisms are in place for building high level political consensus around visions, plans and policies. | <u>GoSS Level</u> <ul style="list-style-type: none">GoSS Development Plan (2011 – 2013) to provide government-wide strategic vision that identifies priorities and objectives and guides planning, resource allocation, and implementationRevised Decree on the Functions and Duties of the GoSS Ministries approvedClarify GoSS-state level relationship in the implementation of key policiesExecutive peer learning on fundamentals of macro policy (fiscal, currency, debt) | <ul style="list-style-type: none">Office of the PresidentMinistry of Finance and Economic Planning | <ul style="list-style-type: none">USAID technical assistance to Office of the President and Ministry of Cabinet AffairsGerman Development Cooperation support for decentralized governance strategy developmentUNDP support to Office of the PresidentUNDP technical support to MoFEP for annual planning and budgeting and GoSS Development PlanAfDB Fragile States Facility support to GoSS Development PlanAfDB Fragile States Facility support to GoSS Macro Seminars | x | x | x | x |
| 2. Mechanisms are in place for communicating government priorities and plans. | <u>GoSS Level</u> <ul style="list-style-type: none">Implement a strategic communications planEstablish structure for effective inter-governmental communication in Juba and with the states | <ul style="list-style-type: none">Office of the PresidentMinistry of Cabinet Affairs | <ul style="list-style-type: none">USAID support to Office of the PresidentUNDP support to Office of the President | x | x | x | x |
| 3. Mechanisms are in place for decentralized delivery of basic services at both GoSS and state level. | <u>GoSS and State Level</u> <ul style="list-style-type: none">Develop clear roles and responsibilities for the decentralized delivery of basic services and ensure this is communicated and implemented at state level.Strengthen system of inter-governmental transfers | <ul style="list-style-type: none">Office of the PresidentMinistry of Finance and Economic PlanningLocal Government Board | <ul style="list-style-type: none">UNDP support for intergovernmental affairs and strengthening state-local Government coordination through the Office of the President, Support to Economic Planning, Support to States and Local Governance projectsAfDB Fragile States Facility support to inter-governmental public finance and SSFFAMCUSAID support for strengthening GoSS-States coordinationGerman Development Cooperation support for decentralized governance structures through the Local Government Board | x | x | x | x |
| Priority Area 2: Security Sector | | | | | | | |
| 4. Mechanisms are in place for transforming the SPLA into a professional army of Southern Sudan: | | | | | | | |
| a. Formulation of SPLA doctrine | | | | x | x | x | x |
| b. General plans for developing the SPLA in place | | | | x | x | x | x |
| c. Efficient SPLA budget execution mechanisms in place | | | | x | x | x | x |

² Indicative actions will be revised and confirmed during the first part of the implementation phase.³ Indicative timeframe will be revised and confirmed during the first part of the implementation phase.

| Priority Core Functions | Indicative Actions ² | GoSS Responsible Parties | Current/Planned Donor Support | Indicative Timeframe ³ | | | |
|--|---|---|---|-----------------------------------|-----|-----|-----|
| | | | | Q 3 | Q 4 | Q 1 | Q 2 |
| Priority Area 3: Rule of Law and Law Enforcement | | | | | | | |
| 5. Mechanisms are in place for rapid drafting and passing of essential package of legislation at GoSS level. | <u>GoSS Level</u> <ul style="list-style-type: none">• Rapidly improve legislative approval process, including functions related to review, passing, and communication of package of legislation <u>State Level</u> <ul style="list-style-type: none">• Disseminate laws to the states | <ul style="list-style-type: none">• Ministry of Legal Affairs and Constitutional Development (MoLACD) | <ul style="list-style-type: none">• USAID technical assistance to Ministry of Cabinet Affairs for strategic planning through Core Institutions and GoSS Government projects• USAID support to the development of Legal and Advisory framework for GoSS through Core Institutions and GoSS Government projects• US Dept of State (DOS)support for a customary law study• IFC support to MoLACD for drafting, publication and dissemination of private sector related laws and publication of the Gazette• UNDP support for dissemination of laws to the States and strengthening of the legislative approval process• German Development Cooperation support for constitutional review and elaboration of a legal framework for decentralization• German Development Cooperation support for training of legal advisors in drafting laws and regulations• EU technical assistance to MoLACD and support for language skills through British Council• CBTF support to MoLACD for legislative drafting process• JDT support to MoLACD for prosecutor’s department | x | x | x | x |
| | | | | x | x | x | x |
| | | | | x | x | | |
| | | | | x | x | x | x |
| | | | | | | | |
| | | | | x | x | x | x |
| | | | | x | x | x | x |
| | | | | | x | x | x |
| | | | | x | x | x | x |
| | | | | | x | x | |
| 6. Police equipped with necessary tools for execution of their duties at GoSS and State level | <u>GoSS and State Level</u> <ul style="list-style-type: none">• Put functioning police communication systems in place• Establish and decentralize communications infrastructure in all states and counties• Train SSPS radio operators and technicians | <ul style="list-style-type: none">• Ministry of Internal Affairs / Southern Sudan Police Service (SSPS) | <ul style="list-style-type: none">• US and GTZ support to SSPS for communication and control capabilities• UNPOL training support to SSPS• German, UK and Canadian support to the SSPS for building communication capacity | x | x | x | x |
| | | | | x | x | x | x |
| | | | | x | x | x | x |
| 7. Resources and systems are in place for selection and training of Southern Sudan Police for effective service at both GoSS and state level | <u>GoSS and State Level</u> <ul style="list-style-type: none">• Provide training to new recruits at Dr. John Garang Unified Training Academy (Rajaf), including on human rights• Deploy police to 10 states by referendum | <ul style="list-style-type: none">• Ministry of Internal Affairs / Southern Sudan Police Service (SSPS) | <ul style="list-style-type: none">• MDTF/UNDP/UNPOL/US DOS support for police trainings and development of Rajaf site• UNPOL/UNDP support for basic referendum training for police at the state level• UNPOL/UNDP support for basic referendum training for police at the state level• UK bilateral support to SSPS on core policing functions• UNPOL/South Africa/Norway support to police for basic security training• Uganda support to police service for training of police officers• Uganda support to police service for training of trainers | x | x | x | x |
| | | | | x | x | x | x |
| | | | | x | x | | |
| | | | | x | x | | |
| | | | | x | x | x | x |
| | | | | x | x | x | x |
| | | | | x | x | x | x |
| | | | | x | x | x | x |
| 8. A system is in place for SSPS budget execution at both GoSS and state | <u>GoSS and State Level</u> <ul style="list-style-type: none">• Put in place accounting, financial control, and contract management functions | <ul style="list-style-type: none">• Ministry of Internal Affairs / Southern Sudan Police Service | <ul style="list-style-type: none">• US bilateral support to SSPS• UK bilateral support to SSPS• UNPOL advisory support to SSPS | x | x | x | x |
| | | | | x | x | x | x |
| | | | | x | x | x | |

GOSS PRIORITY CORE GOVERNANCE FUNCTIONS

| Priority Core Functions | Indicative Actions ² | GoSS Responsible Parties | Current/Planned Donor Support | Indicative Timeframe ³ | | | |
|--|---|---|---|-----------------------------------|-----|-----|-----|
| | | | | Q 3 | Q 4 | Q 1 | Q 2 |
| level. | | <ul style="list-style-type: none"> Ministry of Finance and Economic Planning | <ul style="list-style-type: none"> UNDP technical and advisory support to SSPS | x | x | x | x |
| Priority Area 4: Fiduciary Management | | | | | | | |
| 9. Treasury Single Account and Centralised Payment systems in place and enforced at both GoSS and state level. | <u>GoSS and State Level</u> <ul style="list-style-type: none"> Implement the financial management information system (FMIS) at GoSS ministries and state-level Put in place a commitment-control and contract management system Pass an annual appropriation act at state level. | <ul style="list-style-type: none"> Ministry of Finance and Economic Planning | <ul style="list-style-type: none"> USAID technical assistance to MoFEP staff for FMIS CBTF support to GoSS for a functional review of relationships between core PFM Agencies and training for civil servants in Public Financial Management UNDP technical assistance to MoFEP for financial management, planning and budgeting UNDP capacity placement of budgeting and statistics specialists in state governments MDTF support to PFMU/Audit Chamber WB/Low Income Countries Under Stress (LICUS) support for internal audit and accounts including at GoSS and state level and implementation of Integrated Financial Accounting/ Assessment German Development Cooperation support for fiscal decentralization and intergovernmental fiscal relations USAID technical assistance for fiscal decentralization AfDB Fragile States Facility support to inter-governmental public finance and SSFFAMC | x | x | x | x |
| 10. A system is in place for procurement at both GoSS and state level. | <u>GoSS Level</u> <ul style="list-style-type: none"> Approve relevant legal framework and put regulations in place Ensure that procurement agent is in place <u>GoSS and State Level</u> <ul style="list-style-type: none"> Deliver procurement training for core staff | <ul style="list-style-type: none"> Ministry of Finance and Economic Planning | <ul style="list-style-type: none"> USAID support to MoFEP for procurement MDTF support to Procurement Agent WB technical support to Procurement Policy Unit through Core Fiduciary Project / LICUS CBTF support for training on procurement through the Government Accountancy Training Center (GATC) | x | x | x | x |

| Priority Core Functions | Indicative Actions ² | GoSS Responsible Parties | Current/Planned Donor Support | Indicative Timeframe ³ | | | |
|---|---|---|--|---|-----|-----|-----|
| | | | | Q 3 | Q 4 | Q 1 | Q 2 |
| 11. A system is in place to enforce collection and remittance of tax, non-tax and customs revenue at both GoSS and state level. | <u>GoSS Level</u> <ul style="list-style-type: none">Establish implementing regulations / technical manualsSourcing of non-oil private revenuesCustoms management function in place <u>GoSS and State Level</u> <ul style="list-style-type: none">Harmonize tax framework at GoSS and state-levelsDeliver tax framework training to core staff | • Ministry of Finance and Economic Planning | • USAID support to MoFEP Directorate of Taxation and support for the implementation of the 2009 Taxation Law | x | x | x | x |
| | | | | | | | |
| | | | | x | x | x | x |
| | | | | x | x | x | x |
| | | | | | | x | x |
| 12. Mechanisms are in place for BoSS oversight of monetary policy in Southern Sudan. | <u>GoSS Level</u> <ul style="list-style-type: none">Contingency planning for currency options, payments and accounting systemsStrengthen Bank Supervision for oversight of local banksStrengthen Bank OperationsDevelop Macro / Financial Policy / Regulatory Research Unit | • Bank of Southern Sudan (BoSS) | • USAID support to BoSS to: i) undertake contingency planning for currency options, payments and accounting systems; ii) to develop policy and mechanisms for overseeing central bank operations, and; iii) to undertake bank examinations at local banking institutions | x | x | x | x |
| | | | | • Uganda support for training of BoSS staff | x | x | x |
| 13. Mechanisms are in place for MoFEP oversight of macroeconomic policy in Southern Sudan. | <u>GoSS Level</u> <ul style="list-style-type: none">Establish capacity to conduct national debt negotiationsEstablish dedicated debt unit in MoFEP and BoSSMacroeconomic and fiscal policy analysis function | • Ministry of Finance and Economic Planning | • WB support for Debt Sustainability Analysis and Heavily Indebted Poor Countries (HIPC) Initiative process | x | x | x | x |
| | | | | | | | |
| | | | | x | x | x | x |
| | | | | | x | x | x |
| | | | | | x | x | x |
| Priority Area 5: Public Administration | | | | | | | |
| 14. Mechanisms are in place for management of the civil service at both GoSS and state level. | <u>GoSS and State Level</u> <ul style="list-style-type: none">Approve Public Service ActEstablish Human Resources Database System within the MoLPS to get grip on current public serviceLink database to prototype payroll system | • Ministry of Labour and Public Service | • Capacity Building Trust Fund (JDT) support to GoSS for the implementation of the Public Service Reforms Implementation Framework | x | x | x | x |
| | | | | | | | |
| | | | | | | x | x |
| | | | | x | x | x | x |
| | | | | x | x | x | x |

GOSS PRIORITY CORE GOVERNANCE FUNCTIONS

| Priority Core Functions | Indicative Actions ² | GoSS Responsible Parties | Current/Planned Donor Support | Indicative Timeframe ³ | | | |
|---|--|---|---|-----------------------------------|-----|-----|-----|
| | | | | Q 3 | Q 4 | Q 1 | Q 2 |
| | | | <ul style="list-style-type: none">WB support for executive leadership programmes and work-study toursCBTF limited support to CES, Jonglei and Upper Nile States to strengthen human resource and public service functionsKenya support for public service reform and training of senior civil servants | | | | |
| 15. A system is in place for managing payroll at both GoSS and state level. | <u>GoSS and State Level</u> <ul style="list-style-type: none">Roll out payroll systems in key ministries and across 10 states of Southern Sudan | <ul style="list-style-type: none">Ministry of Labour and Public ServiceMinistry of Finance and Economic Planning | <ul style="list-style-type: none">CBTF support for the development and implementation of the GoSS-wide payroll system | x | x | x | x |
| 16. A system is in place for managing pensions at the GoSS level. | <u>GoSS Level</u> <ul style="list-style-type: none">Develop and approve fiscally viable pension policySet up implementation framework of pension policy | <ul style="list-style-type: none">Ministry of Labour and Public ServiceMinistry of Finance and Economic Planning | <ul style="list-style-type: none">CBTF support to improving GoSS capacity in pension policy, development and operation of the pension fundUSAID technical support for pensions | x | x | x | x |
| | | | | x | x | x | x |
| Priority Area 6: Natural Resource Management | | | | | | | |
| 17. Mechanisms are in place for regulating and monitoring the oil sector at the GoSS level. | <u>GoSS Level</u> <ul style="list-style-type: none">Develop petroleum policy reflecting good governance principlesDevelop licensing policy securing prudent resource managementImplement adequate legal and fiscal frameworkMonitor field production and ensure correct government takeDevelop control of operators plans for field production to secure optimised recoveryMarket and optimize the value of crude oilStrengthen environmental management securing minimum negative environmental and social impact | <ul style="list-style-type: none">Ministry of Energy and Mining (MEM)Ministry of Finance and Economic PlanningMinistry of Environment | <ul style="list-style-type: none">Norway support to MEM for petroleum policy and law and technical assistance and post referendum support to both parties on petroleum issuesNorway support for environmental management in the oil sectorCBTF support to MoEM for transition planning and negotiation issuesPotential USAID economic and legal support to MEM for managing oil resourcesPotential German support for establishing a dialog forum between stakeholders for mitigating environmental risks and addressing issuesNorway planning support for marketing and optimizing the value of crude oil | x | x | x | x |
| | | | | x | x | x | x |
| | | | | x | x | x | x |
| | | | | | x | x | x |
| | | | | | | x | x |

| Priority Core Functions | Indicative Actions ² | GoSS Responsible Parties | Current/Planned Donor Support | Indicative Timeframe ³ | | | |
|--|---|--|--|-----------------------------------|-----|-----|-----|
| | | | | Q 3 | Q 4 | Q 1 | Q 2 |
| 18. Mechanisms are in place for oil revenue collection, stabilization, verification & accounting at the GoSS level. | <u>GoSS Level</u> <ul style="list-style-type: none"> Strengthen oil revenue management and revenue forecasts Manage the PSAs and audit the oil companies' financial statements Establish oil revenue stabilization fund Develop oil accounting function | <ul style="list-style-type: none"> Ministry of Finance and Economic Planning Ministry of Energy and Mining (MEM) | <ul style="list-style-type: none"> CBTF support to oil revenue management through Transition Support to MoFEP project MDTF technical support through PSD project WB technical support for fiscal aspects of oil governance Norway technical support to GoSS MoFEP Petroleum Unit in Khartoum Norway technical support to MoFEP based on the Functional Analysis and Training Needs Assessment Potential UK assistance USAID support to accounting | | x | x | x |
| | | | | x | x | x | x |
| | | | | x | x | x | x |
| | | | | | | x | x |
| 19. Mechanisms are in place to ensure food security at GoSS and state levels | <u>GoSS Level</u> <ul style="list-style-type: none"> Strengthen food security policy, planning and management systems Strengthen food security research <u>GoSS and State Level</u> <ul style="list-style-type: none"> Strengthen GoSS and State capacity to make small scale interventions in food insecure areas | <ul style="list-style-type: none"> Ministry of Agriculture and Forestry Ministry of Animal Resources and Fisheries | <ul style="list-style-type: none"> USAID Farming, Agribusiness and Rural Markets support to food security in the Equatoria States USAID BRIDGE support to Agricultural Business development in Unity, Warrap and Northern Bahr el Gahazal EC Sudan Productive Capacity Reconstruction Programme (SPCRP) income generating activities in agriculture, livestock production and off-farm rural activities EC Food Security for Action (SIFSIA) support to food security policy and planning systems USAID Office of Foreign Disaster Assistance to increased local production of food and/or livestock products, strengthening local market systems, and community training programmes ECHO Global Plan 2010 for food security BMZ project to Enhance Food Security and Agriculture through Supply Chain Development Netherlands through IFAD Southern Sudan Livelihoods Development Project | x | x | x | x |
| | | | | x | x | x | x |
| | | | | x | x | x | x |
| | | | | | | | |
| | | | | x | x | x | x |
| | | | | x | x | x | x |
| | | | | x | x | x | x |