

# Joint SDG Fund

## Template for the Joint Programme Evidence-based Final Narrative Report

### SDG FINANCING PORTFOLIO – COMPONENT 1

## Cover page

**Date of Report:** 19 /July/2022

<i>Programme title and Country</i>
<p><b>Country:</b> South Sudan</p> <p><b>Joint Programme (JP) title:</b> Strengthened National and Subnational Public Financial Management (PFM) mechanisms in South Sudan for Increased Budget Allocations to Social Service Sector</p> <p><b>MPTF Office Project Reference Number<sup>1</sup>:</b> FCI 2020 South Sudan</p>
<i>Programme Duration</i>
<p><b>Start date<sup>2</sup></b> (day/month/year): <b>1 June 2020</b></p> <p><b>Original End date<sup>3</sup></b> (day/month/year): <b>30 May 2022</b></p> <p><b>Actual End date<sup>4</sup></b> (day/month/year): <b>30 June 2022</b></p> <p><b>Have agencies operationally closed the Programme in its system: No</b></p> <p><b>Expected financial closure date<sup>5</sup>:</b> 31 July 2022</p>
<i>Participating Organizations / Partners</i>
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<sup>1</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as "Project ID" on the project's factsheet page on the [MPTF Office GATEWAY](#).

<sup>2</sup> The start date is the date inserted in the original ProDoc submitted and approved by the Joint SDG Fund.

<sup>3</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

<sup>4</sup> If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

<sup>5</sup> Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

<b>Programme Budget (US\$)</b>				
<b>Total Budget</b> (as per Programme Document, without co-funding): 1,000,000				
<b>Agency/Other Contributions/Co-funding</b> (if applicable): 1,123,051				
<b>Joint SDG Fund Contribution<sup>6</sup> and co-funding breakdown, by recipient organization:</b>				
Agency/others	Joint SDG Fund contribution	Co-funding	Total	
UNICEF	500,000	615,000	1,115,000	
UNDP	500,000	508,051	1,008,051	
PUNO...	-	-	-	
<b>Total</b>	<b>1,000,000</b>	<b>1,123,051</b>	<b>2,123,051</b>	

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<sup>6</sup> Joint SDG Fund Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#).

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## Abbreviations

AfDB	African Development Bank
CoMs	Council of Ministers
CSOs	Civil Society Organizations
CTMCs	County Transfer Monitoring Committees
ESARO	UNICEF Eastern and Southern Africa Regional Office
GRSS	Government of the Republic of South Sudan
HoCs	Head of Cooperation
HRBA	Human-Based Right Approach in programming
INFF	Integrated National Financial Framework
JP	Joint Programme
MDAs	Ministries, Department and Agencies
MoE	Ministry of Education
MoFP	Ministry of Finance and Planning
MoGCSW	Ministry of Gender, Child and Social Welfare
MoH	Ministry of Health
NLA	National Legislative Assembly
NDS	National Development Strategy
OCHR	Office of the United Nations High Commissioner for Human Rights
ODA	Official Development Assistance
PER	Public Expenditure Review
PETS	Public Expenditure Tracking Survey
PFM	Public Financial Management
PFM-OC	PFM Oversight Committee
PUNO	Participating United Nations Organizations
R-ARCSS	Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan
SDGs	Sustainable Development Goals
SDSs	State Development Strategies
SDPCs	State Development Planning Committees
SLAs	State Legislative Assemblies
SRAs	State Revenue Authorities
STMCs	State Transfer Monitoring Committees
TMCs	Transfer Monitoring Committees
ToRs	Terms of Reference
UNCF	UN Cooperation Framework
UNDP	United Nations Development programme
UNICEF	United Nations Child Education Fund
UNSDCF	UN Sustainable Development Cooperation Framework
WASH	Water Sanitation and Hygiene
WB	World Bank
WHO	World Health Organization

## Executive summary

South Sudan formally launched its Joint Programme (JP) on 30 September 2020 through a high-level stakeholders' event. The Steering Committee was also launched with endorsement of the Terms of Reference (ToRs) as well as the workplan for the Joint Programme. The delivery in 2020 was affected by lockdown measures imposed by the global pandemic (COVID-19) and uncertain institutional mandates due to delays in formation of Revitalized Transitional Government of National Unity. Significant progress was made towards realization of JP expected results, both at outcome and outputs level in the period of implementation between 2020 and 2022. Government-led State Transfer Monitoring Committees and Budget Sector Working Groups were re-established and drove the coherence coordination and planning at both national and sub-national levels. In FY 2021, UNICEF provided technical assistance to MoFP partners in drafting State Budget Guidelines, published budget briefs for FY 2019/2020 and FY 2021/2022, developed a draft Citizens' Budget update based on the national budgeting processes, and supported the process of conducting a Public Expenditure Review (PER) and Public Expenditure Tracking Survey (PETS). UNICEF also supported the establishment of an online dashboard for monitoring state financial and operational compliance and the Public Financial Management (PFM) Dashboard for monitoring the execution and accountability of sub-national funds which went online in April 2021 and has grown in significance to the donors and development partners as they re-engage and support the Government of the Republic of South Sudan (GRSS).

The JP through technical expertise of the UNDP, supported the National Ministry of Finance and Planning (MoFP) in providing technical support to the 10 State Governments in preparing their State Development Plans (SDPs), which are aligned to the Revised National Development Strategy (R-NDS), the 2030 Agenda on Sustainable Development, the AU Agenda of 2063, COP series and the NDC framework. Prior to this, UNDP supported in the provision of planning guidelines to the States and facilitated the formation of State Development Planning Committees. UNDP also supported the states to link the budget/budgeting process to the SDPs to ensure that the PFM processes support the implementation of the plans. The JP through UNICEF and in partnership with the State-Ministries of Finance actively participated in the SDP planning processes by providing subject matter inputs (largely basic services) and co-chairing the committees in some respective States. The finalized SDPS are under consideration by the State Legislative Assemblies as development blueprints for the States.

UNDP supported the revision of the National Development Strategy (NDS) through consultative workshops and finalization of the NDS. With UNDP support and leadership, the Development Finance Assessment (DFA) document was finalized and formed the costing chapter for the Revised-National Development Strategy (R-NDS). It also provides financing option/opportunities that are available to the country and measures how much it would take to finance the Sustainable Development Goals (SDGs). The DFA was used to inform the roadmap for the Integrated National Financing Framework (INFF) and is contributing to informing the financing needs and SDG financing strategy for the new generation of the UN Sustainable Development Cooperation Framework (UNSDCF 2023-25).

UNDP has led the charge to support the Government of South Sudan and the relevant three (3) States and the other 7 States to prepare training manual and conducted training of trainers on PFM cycle for national and state stakeholders. This is to ensure that PFM tenets are embedded in daily financial management of the country.

The JP, through UNDP, has strengthened the capacities of the Public Financial Management (PFM) institutions and significant improvement in revenue mobilization and budget allocation to essential social sectors have been realised. Revenue collection grew above target, recording a minimum of 15% in Eastern and Central Equatoria States, and a record high of 116% in Northern Bahr Ghazel State. To further strengthen collection of tax revenue for the provision of social services, UNDP launched tax awareness campaign in the 3 States and facilitated and supported a workshop on tax jurisdiction between the National Revenue Authority and the State Government to overcome challenges of duplicating of and conflict in tax collection. The JP with support from UNICEF has significantly contributed

to the progress and results in achieving an increase in budget allocation to the health, education, and social and humanitarian pillar which rose from 9% (in FY2019/20) to 14% in FY2020/21 and 28% in the FY 2021/22 budget allocations. The other result areas impacted include the drafting of a National Budget Brief and Citizens' Budget for FY2020/21 and FY 2021/22; launch of the 2021 Open Budget Survey; re-establishment of the sector budget preparations working groups; and the launch and implementation of the education sector PER and PETS.

To further strengthen the oversight responsibility of Parliament, UNDP supported the budget for SDGs reform to enhance parliamentary scrutiny of the budget and audit reports, as well as ensuring fiscal decentralization for the implementation of the SDGs at the local levels.

The engagement of citizens in budget transparency activities, mainly through radio talk-shows and workshops; holding of budget preparatory and gender-responsive budget workshops, and the support provided to MoFP to implement both national and sub-national PFM strategies through capacity building workshops. All these collectively, advanced PFM advocacy on budget allocations and execution for social service sectors.

## Context

South Sudan's development indicators had greatly deteriorated due to ongoing conflict since the country's independence. Most of the population live in abject poverty, face hunger and the threat of violence, and lack basic public services. Government funding to social sectors has declined. This Joint Programme (JP) was planned to strengthen the capacity of Revenue Authorities to increase tax revenue by 15% in three target states of Central Equatoria, Western Equatoria and Northern Bahr el Ghazal<sup>7</sup> where UNDP has been providing support since 2016. The support was replicated and scaled to the other seven states during the implementation of the programme, with the support of other development partners like Government of Japan and Africa Development Bank. The JP was expected to primarily contribute to the following Sustainable Development Goals (SDGs):

- **SDG 17, Target 17.1:** Strengthen domestic resource mobilization.
- **SDG 16, Target 16.6:** Develop effective, accountable and transparent institutions at all levels.

The action was also expected to contribute to SDG 5 Gender Equality, and SDG 10 Reduced Inequality through building the capacity of Public Finance Management (PFM) institutions at both national and state levels, especially the Ministry of Finance and Planning (MoFP). The aim was to ensure that public funds are allocated and spent efficiently and effectively, utilizing a human rights-based approach to sustainable development, to deliver essential services to the most deprived and vulnerable populations including children and women.

At national level, the JP was aligned with the South Sudan National Development Strategy (NDS) 2018–2021 and contributed to the development of the 2021-2024 R-NDS and the first Integrated National Financial Framework (INFF) for the period 2022–2024. At the State level, the JP is aligned with State Development Strategies (SDSs) and Sector Plans, especially those of Central Equatoria, Western Equatoria and Northern Bahr el Ghazal. These plans are instrumental in guiding budget allocations to essential social sectors contributing to the achievement of SDG 1 No Poverty; SDG 3 Good Health and Well-being; SDG 4 Quality Education; SDG 5 Gender Equality; SDG 6 Clean Water and Sanitation; and SDG 10 Reduced Inequality.

From the year 2016 there has been significant loss of institutional capacity at sub-national government due to repeated changes in the state demarcation and this resulted in states being financially and administratively dysfunctional. This was further exacerbated by the destruction of infrastructure and unclear lines of financial authority between national and sub-national governments; the loss of institutional capacity; many levels of service delivery stalling due to the lack of funding by the GRSS;

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<sup>7</sup> On 21 February 2020, the Government of South Sudan announced the return to the former 10 states (from 32) plus three administrative areas.

and the non-payment of civil servants. The global decline in the price of crude oil depressed fiscal space due to significant loss of revenue and created a major budget deficit and this resulted in a decline in government spending by 40% in FY 2019/2020. As a result of COVID-19 restrictions and protracted political crisis, FY 2019/2020 economic growth was estimated at -4.3%, and inflation averaged 87% during the first nine months of FY 2019/2020.

In the context of a fragile security, political and economic environment and worsening humanitarian conditions in South Sudan, this Joint Programme (JP) aimed to impact on the severe and continual deterioration of social service delivery. This was to be achieved through strengthening the Public Finance Management (PFM) capacity, improving coordination between the national and sub-national governments, increasing sub-national revenue generation, and developing effective sub-national finance and administration institutions in three target states of Central Equatoria, Western Equatoria and Northern Bahr el Ghazal. The JP was also expected to promote the scaling up to the other seven states and additional administrative areas.

## Joint Programme Results

### 1. Overview of Strategic Final Results

#### 1.1. Overall assessment

- ☐ Above expectations (fully achieved expected JP results and made additional progress)
- ☒ In line with expectations (achieved expected JP results)
- ☐ Satisfactory (majority of expected JP results achieved, but with some limitations/adjustments)
- ☐ Not-satisfactory (majority of expected JP results not achieved due to unforeseen risks/challenges)

The JP achieved all major activities as indicated in the ProDoc (proposal), joint work plan and the results framework. Capacities of the Revenues Authorities both at national and sub-national levels have been built and strengthened, significant improvement in the PFM architecture has been recorded and strong partnerships and collaboration has been promoted through the JP on SDG Financing. The JP achieved the domestic revenue allocation increase to SDG related essential services and achieved an allocation of 27.9% to social sectors against a target of 8%; revenue growth of 15% in West Equatoria and 116% in Northern Bahr El Ghazal; enactment of the States Revenue Authorities Acts in the three target states; development of tax database and tax awareness campaigns in the three target states; and the strengthening of gender responsive PFM institutions in the target states, as well as strengthening the oversight responsibility of parliament.

The JP also contributed to improved transparency and coordination in the preparation of SDGs aligned to national and state development strategies in the target three states and additional seven states and a revised National Development Strategy (NDS).

#### 1.2. Key results achieved

The JP supported and contributed to the development of Revised-National Development Strategy, the formulation of the DFA and Financing Strategy, and the facilitation and development of 10 State development Plans. These are aligned to all SDGs but with specific focus to social services (SDG1, SDG3 and SDG4) and SDGs 16 and 17. The JP contributed to the revival of the Sector Working Groups and this ensured greater stakeholder engagement during the formulation of the National Budget Plans for FY 2020/2021 and FY 2021/2022. The establishment of the State Monitoring Transfer Committee also ensured that the technical support under the JP was institutionalized and clear advocacy and engagement channels developed for future PFM processes.

The combined budget allocations for health, education, and the social and humanitarian pillar rose from 9% (in FY2019/20) to 14% in FY2020/21 and 28% in the FY 2021/2022 budget. The corresponding nominal increments for the health and education sectors are thus 181% and 209% respectively.

However, both proportions are still below international and regional benchmarks. Despite public and donor contributions to the COVID-9 pandemic in FY 2020/21, the budget allocation for the social and humanitarian pillar decreased to 1% in both FY 2020/2021 and FY 2021/2022, down from 2% in FY 2019/20.

Through the support to PFM processes under the JP, the FY 2019-2020 National Budget Briefs provided baseline data for budget allocations for essential services (education, health and social protection) at national level and aggregated baselines of funding sources (government, own revenue, Official Development Assistance (ODA) and private sector). This also resulted in engagement with the National Development Strategy Secretariat and ensured the planning of national consultations for the NDS review and update. The JP and the UNICEF/Government workplan allowed UNICEF to implement flagship activities pertaining to: evidence generation for advocacy and improved budget allocations and expenditures for children; identification and removal of spending bottlenecks in the education sector through the ongoing PER and PETS jointly implemented by the social policy and education sectors. These also resulted in the development of processes and systems that support budget transparency at the national and sub-national level through the development of National and State Budget Guidelines; citizens' engagement in radio talk-shows and workshops; national and subnational PFM capacity building programmes and accountability mechanisms such as the County Transfer Monitoring Committees (CMTC) and the implementation of a PFM Dashboard to facilitate monitoring of the level of financial compliance.

The JP through UNICEF produced key evidence to support the public and stakeholders to understand government financial processes. These include a National Budget Brief and Citizens' Budget for FY2020/21 and FY 2021/2022 and implementation of the 2020 Open Budget Survey (OBS). In 2021 (the latest year available), there were improvements in the Open Budget Index (OBI) score (from 5 to 15) and Public Participation score (from 2 to 11), compared to 2017. These improvements are attributed to the regular release of Citizens' Budgets by the Ministry of Finance and Planning (MoFP), ensuring budget documents are available on the MoFP website, as well as the citizens' engagement processes.

### 1.3. Results achieved on Integrated National Financing Framework/SDG financing building blocks

Implementation Stages	Planned (0%)	Emerging (1-49% progress)	Advancing (50-99% progress)	Complete (100% progress)	Previously completed	Not applicable
<b>1. Inception phase</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. Assessment &amp; diagnostics</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. Financing strategy</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>4. Monitoring &amp; review</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>5. Governance &amp; coordination</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The inception phase resulted in the scoping exercise of mapping out stakeholders, and institution to lead the process and a roadmap for the INFF has been undertaken. As an impetus to the INFF, the DFA process was completed, and costing of the Revised-National Development Strategy was completed. The Inception phase also resulted in the launch of the JP at national and sub-national levels and this enabled the PUNOs to plan for the implementation of their respective activities which were carried out jointly in most cases. The JP is aligned with the South Sudan National Development Strategy (NDS) 2018–2021 and contributed to the development of the 2021-2024 R-NDS and the first Integrated National Financial Framework (INFF) for the period 2022–2024. At State level, the JP is aligned with State Development Strategies (SDSs) and Sector Plans, especially those of Central Equatoria, Western Equatoria and Northern Bahr el Ghazal.



The Development Finance Assessment (DFA) document was finalized and formed the costing chapter for the Revised-National Development Strategy (R-NDS). It also provides financing option/opportunities that are available to the country and measures how much it would take to finance the SDGs. The DFA is being used to inform the roadmap for the INFF and will also contribute to informing the financing needs and SDG financing strategy for the new generation of the UN Sustainable Development Cooperation Framework (UNSDCF 2023-25). UNDP used DFA to develop the financing strategy. In addition, the NDS was costed and this influenced the FY 2021/22 budget and is expected to inform the budget allocations across sectors and between the national and sub-national governments in FY 2022/23. UNICEF also supported the process of conducting PER and PETS for the education sector and the results of this study provided insights to the bottlenecks in the education sector. Further, UNICEF also employed budget briefs and citizens' budgets to generate evidence to support the SDG financing strategy.

The Revised-National Development Strategy has become the main policy tool or plan to ensure the attainment of the SDGs. The plan has informed the FY 2021/22 budget and will inform the FY 2022/23 annual budget. These are costed, aligned and foster acceleration of the SDGs with emphasis on mobilizing domestic revenues (mainly non-oil domestic revenues), aligning budget with SDGs and reinforced processes and institutions for tax revenue mobilization.

The JP through technical expertise of the UNDP, supported the National Ministry of Finance and Planning (MoFP) in providing technical support to the 10 State Governments in preparing their State Development Plans (SDPs), which are aligned to the Revised National Development Strategy (NDS), the 2030 Agenda on Sustainable Development, the AU Agenda of 2063, COP series and the NDC framework. The finalized SDPS are under consideration by the State Legislative Assemblies as development blueprints for the States.

To ensure that PFM tenets are embedded in daily financial management of the country, UNDP has led the charge to support the Government of South Sudan and the relevant three (3) States, including additional 7 States, to prepare training manual and conducted training of trainers on PFM cycle for national and state stakeholders. The outcome is to ensure that resource allocation, and disbursements are done appropriately according to the PFM and Accountability Act.

The JP, through the instrumentality of UNDP, has strengthened the capacities of the PFM institutions and significant improvement in revenue mobilization and budget allocation to essential social sectors have been realised. Tax revenue shot up due to the awareness of tax campaign launched and other capacity building supports provided to the States. Facilitation and support to dialogue between the NRA and State Governments has gone a long way to overcome the tax jurisdiction challenges related to double tax collection from the taxpayer and conflict between the two bodies. To this effect, revenue collection grew above target, recording a minimum of 15% in Eastern and Central Equatoria States, and a record high of 116% in Northern Bahr Ghazel State. The support from UNICEF in the JP noted significant progress and results have been achieved, including; increase in budget allocation to the health, education, and social and humanitarian pillar which rose from 9% (in FY2019/20) to 14.2% in FY2020/21 and to 27.6% in FY2021/2022. The drafting of a National Budget Brief and Citizens' Budget for FY2020/21; launch of the 2021 Open Budget Survey; re-establishment of the sector budget preparations working groups; launch and implementation of the education sector PER and PETS.

The engagement of citizens in budget transparency activities, mainly through radio talk-shows and workshops; holding of budget preparatory and gender-responsive budget workshops, and the support provided to MoFP to implement both national and sub-national PFM through capacity building workshops, all these collectively, advanced PFM advocacy on budget allocations and execution for social service sectors.

UNICEF through the JP supported the State Governments in re-vitalizing the State Transfer Monitoring Committees (STMCs). The STMCs and the County Transfer Monitoring Committees (CTMCs) were firstly established in 2011-2012. After re-establishment, the STMC now holds monthly meetings to inspect transfer instructions before payments are made to the ten states and the three administrative areas. The STMC field visits resulted in the re-establishment of the CTMCs. The CTMCs received capacity building and thus held nine county field visits in the three project states. These monitoring committees

provides a mechanism for tracking transfers, mainly public funds, which are an outturn of the national government and revenue for state and county administrations.

UNICEF contracted a service provider to translate MoFP's offline monitoring mechanism into an online dashboard. UNICEF supported a service provider to build an operational platform to produce reports, which were distributed to stakeholders, with feedback leading to further improvements to the dashboard. The STMC adopted the dashboard as a primary mechanism for monitoring state transfers. The dashboard is now updated monthly by migrating data directly from the national Integrated Financial Management System (IFMIS). UNICEF supported MoFP to initiate development of protocols that would allow open access to the dashboard, primarily to State Directors of Finance. UNICEF conducted a PER and PETS from November 2021 when a zero-draft report was produced and informed the process of data collection which delayed until the last quarter of 2021 and resulted in the field visits being conducted in the first quarter of 2022. The process of analysis of the PETS data has been completed and provides clear information on public expenditure is now available to inform the next steps in strengthening PFM processes and institutionalizing the focus on achieving the SDGs.

UNICEF complemented UNDP's National Development Strategy work by supporting the State Ministries of Finance and the new state Development Planning Committees to analyse their development plans from a policy alignment and affordability perspective. UNICEF provided a results matrix and cost benefit analysis evaluation framework, focusing on the education, health, Water Sanitation and Hygiene (WASH), and social protection sectors.

To further strengthen the oversight responsibility of Parliament, UNDP supported the budget for SDGs reform to enhance parliamentary scrutiny of the budget and audit reports, as well as ensuring fiscal decentralization for the implementation of the SDGs at the local levels. Using the JP fund as a catalytic one, with support from the Government of Japan, and Africa Development Bank, the support to parliamentary oversight responsibility training has been extended to all the 10 States of the country

The INFF Oversight Committee is housed within the PFM Oversight Committee (PFM-OC) and led by the Minister of Finance and Planning. To facilitate technical level coordination, monitoring, and supervision on a regular basis the exercise is overseen by the PFM-Technical Committee which is led by 1<sup>st</sup> Undersecretary of Finance (MOFP) (Chair) and the Undersecretary of Planning (MOFP) (Deputy Chair). Regular meetings between the PFM-Technical Committee and the DFA technical team are convened to orient and quality-control the technical assessment and organization of financing dialogues. The PFM-OC ensures all reports, required information and high-level decisions are convened within the Oversight Committee.

The PFM Oversight Committee comprises the following 16 members:

1. Minister of Finance and Planning – Co- Chair
2. Representative of the Donor community – Co- Chair
3. Minister of Petroleum – Deputy Co- Chair
4. Minister of Labour – Secretary
5. Minister of Public Service and Human Resource Development – Member
6. Governor of Bank of South Sudan- Member
7. Commissioner General- National Revenue Authority- Member
8. Auditor General- Member
9. Chairman, Anti- Corruption Commission – Member
10. Minister of Justice and Constitutional Affairs, member
11. Minister of Gender and Child Welfare, member
12. Minister of Federal Affairs, Member
13. Chairperson of Public Accounts Committee (PAC), RTNLA, member
14. Executive Director, Ebony Centre for Strategic Studies
15. Head, Procurement Authority –Member
16. A representative of the Civil Society Organization – Member

The membership of PFM-TC comprises:

- a) 1<sup>st</sup> Undersecretary of Finance (MOFP) – Chair

- b) Undersecretary of Planning (MOFP)- Deputy Chair
- c) Undersecretary of Ministry of Petroleum- Secretary
- d) Undersecretary of Ministry of Labor- Deputy Secretary
- e) Undersecretary of Public Services and Human Resource Development – Member
- f) Deputy Governor of Bank of South Sudan- Member
- g) Deputy Commissioner General – NRA- Member
- h) Deputy Auditor General – Member
- i) Deputy Chairman- Anti- Corruption Commission- Member
- j) Deputy DG – Procurement Authority –Member
- k) Deputy Chairperson – NBS – Member
- l) A representative of Ebony Centre for Strategy Studies – Member
- m) A representative each from World Bank, IMF, AfDB, UNDP, IGAD, EU, and Troika (members)- Member
- n) Undersecretary, Ministry of Justice and Constitutional Affairs- member
- o) A representative of University of Juba-Member
- p) Civil Society organization – Member
- q) Deputy Chairperson of Fiscal and Financial Allocation and Monitoring –Member

The functions of the Oversight Committee are:

#### INFF Inception Phase/Development Finance Assessment

- Determine the scope and specific objectives of the Development Finance Assessment and the Roadmap for developing an INFF, including linkages with wider planned or ongoing reforms.
- Oversee and feed into the development of a stakeholder map and engagement strategy.
- Provide access to policy documents and data and convene and facilitate outreach to a broad constituency of stakeholders.
- Oversee the work of the technical support team to provide quality assurance and ensure that it stays within the agreed parameters, with the support of development partners.
- Champion financing dialogues that will be rolled out through the Sector Working Groups. This includes determining the format and issues that should be discussed and ensuring that their design allows to take discussions forward beyond the DFA process.
- Provide oversight and feedback on the development of an INFF Roadmap.
- Facilitate discussions at the consultation and validation workshops and launch of the INFF Roadmap, with the support of development partners.

#### INFF Development Phase

- Champion the Roadmap among government actors and wider stakeholders.
- Work with policymakers to design, commit to and implement the reforms needed to operationalise the INFF.
- Build capacity within national ministries to carry out the function of the INFF once operational.

#### 1.4. Contribution to SDG acceleration

The priority indicators the JP has contributed as a result of the SDG Financing Strategy and activities are indicated in the table below.

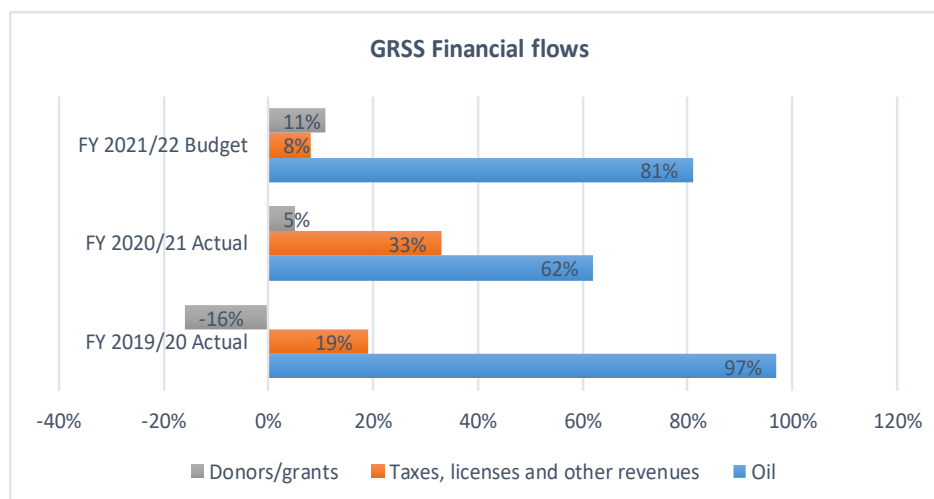
SDGs indicators	Baseline	Expected target	Actual results achieved/to be achieved in the near future	Reasons for deviation from targets, if any
Outcome indicator 1.1: % of allocation to essential services at the national and state levels (disaggregated	<b>National Level Sector</b> 8% (FY2019/2020) Education – 5%; Health – 1%; Social	<b>National Level Sector</b> 15% (Education- 8%; Health-3%; Social and Humanitarian Affairs – 4%)	<b>National Level Sector</b> Actual of 14.2% in FY 2020/21 (Education-11.2%; Health-1.9%; Social and Humanitarian Affairs – 1.2%) and	The budget for FY 2021/22 refocussed on building infrastructure to create a more conducive environment for

SDGs indicators	Baseline	Expected target	Actual results achieved/to be achieved in the near future	Reasons for deviation from targets, if any
by sectors [education, health and social protection] and type of funding flow [Government own resources, ODA, and Private]) – SDG 1.A; SDG 3.C; SDG 4.1; SDG 10.B; and SDG 17.3	and Humanitarian Affairs – 2%  <b>Type of funding flow</b> Govt fund: USD 775 million ODA: USD 1.577 million Private financing: TBC  <b>State Level</b> TBC at inception phase	<b>Type of funding flow</b> To be established with MoFP at inception phase  <b>State Level</b> TBC at inception phase	budgeted allocation to 27.9% in FY 2021/2022 (Education-17.1%; Health-9.6%; Social and Humanitarian Affairs – 1.2%)	investments and promote diversification from oil while at the same time acknowledging high poverty levels and the need to provide social protections to the majority vulnerable population.
Outcome indicator 1.2: Primary government expenditures as a proportion of original approved budget (disaggregated by sector (or by budget codes or similar) and state) – SDG 16.6	1.5% as per 2019/2020 Budget Speech  (FY 2014/2015 to FY 2017/2018)  Aggregate-30% Education: -13% Health: -53% Hum: +42% (under-spent overspent average)	To be established with MoFP at inception phase (5% by 2022 TBC)		
Outcome indicator 1.3: Number of national and subnational development policies, plans, budgets and revenue management systems that are SDG aligned, inclusive and utilize gender disaggregated data – UNCF Indicator 1.3	1	5	13	The JP also contributed to the SDPs for other 7 states in addition to the National development plans and all plans were linked to the budgets and had clear provisions for gender mainstreaming in the State Budget Circular and State Budget and Accounting Guidelines and across the planning and budgeting

SDGs indicators	Baseline	Expected target	Actual results achieved/to be achieved in the near future	Reasons for deviation from targets, if any
				process. Also, develop training manuals for national and state governments for alignments of plans, budgets, revenues, and reporting.
Output indicator 1.1.1: % increase in non-oil revenue mobilization in Central Equatoria, Western Equatoria and Northern Bahr el Ghazal states - SDG 17.1	TBC	3%	Revenue growth in Central and Western Equatoria was 15%, which was the least growth rate of revenue among other States. In Northern Bahr El Ghazal it was 116%.	The achievement was higher than target due to the high potential for revenue in the target states and the unique strategies adopted through the JP.
Output indicator 1.2.1: Number of government institutions trained at national/state level - SDG 16.6	0	22	All 64 institutions in the 3 clusters at national levels on PFM and 19 others on planning, budgeting, and revenue generation, as well as 10 SLAs.	These achieved the objective in terms of numbers as State Ministries of Finance in 6 states, 3 State Ministry of Education, and 10 SLAs were trained on public financial management. 830 staff trained with an average of 30% women representation

### 1.5. Contribution to SDG financing flows

The revised NDS has become the main policy tool or plan to ensure the attainment of the SDGs. The plan has informed the FY 2021/22 budget and will inform the FY 2022/23 annual budget. These are costed and are aligned to the SDGs and foster the acceleration of the SDGs with emphasis on mobilizing domestic revenues (mainly non-oil domestic revenues).



These has also resulted in the alignment of budget to plans and reinforced the drive in tax revenue mobilization. The actual expenditure for FY 2019/2020 had an oil revenue component of 97% of the total revenue envelope. This reduced to 67% in FY 2020/2021 as a result of the PFM reforms brought about by the alignment to the SDGs and impacted by the falling oil prices as a result of the COVID 19 pandemic. The FY 2021/2022 budget which was focussed on recovery and a deliberate investment in infrastructure on the back of growing oil revenues as a result of the rising oil prices. Consequently, the FY 2021/2022 budgeted revenue comprised of 81%, 8% and 11% from Oil, Taxes, licenses and other revenues and donors/grants, respectively (as indicated in figure 1 above). The budget for FY 2021/2022 was also a response to Public Financial Reform Strategy (PFMRS) concept note and strategy which was approved by the Council of Ministers (CoM) in July 2021<sup>8</sup>.

#### 1.6. Results achieved on contributing to UN Development System reform at the Country level

The Joint SDG Fund has practically demonstrated the principle of delivering as one among and between the PUNOs and has promoted and catalysed greater coherence within the UN Agencies on their engagement with the Government on provision of social services geared towards achievement of SDGs.

The JP provided the two agencies with a dedicated space to work together on PFM in the spirit of the UN Delivering as One. More importantly, both UNICEF and UNDP used the JP to build on their respective activities in the three JP locations, and in some cases expanded the coverage of their respective programmes. The outputs of the two agencies are clearly complementary, i.e. the aspects of the 'demand side' and 'supply side' of the JP were clearly captured in the JP's Theory of Change. UNICEF supported the Ministries of Finance at both national and subnational levels in the areas of reporting, accountability, and evidence generation. UNDP supported the national and State-level national revenue authorities and the ministry of finance in planning process.

In 2021, the National Ministry of Finance and Planning (MoFP) with the support from the UN Resident Coordinator and the PUNOs (UNDP and UNICEF), led the review and development of the revised NDS that is aligned to the SDGs. At sub-national level, the State Government through State Development Committees led the process of developing Development Plans for the 10 States that are aligned to the national priorities as stipulated in the R-NDS.

#### 1.7. Results achieved on cross-cutting issues

It is estimated that 20% of the overall disbursed funds was spent on gender equality or women's empowerment.

<sup>8</sup> Draft budget book FY 2021-2022 MoFP

Gender Markers were added to the PFM Dashboard and used to track progress toward addressing key gender inequality issues and causes and included aspects on discrimination, gender equality and consistent sex disaggregation relating to Output 2.22 'Strengthened and Gender-responsive PFM Institutions.' The capacity of the PFM Reform Oversight committee to deliver on their mandate and to report on gender was strengthened by the recruitment of a gender specialist. Training and consultations processes also involved all persons from different government institutions and CSO organizations. These include women, youth, and other vulnerable groups such as people with disabilities. The Human-Based Right Approach in programming (HRBA) was also adopted in the project implementation to ensure that no one is left behind.

The process of preparing the national and state development plans involved consultations with women and youth groups and the participation of women and youth in training and facilitations were ensured to be at least 20%. Further, the MoFP updated the State Budget Circular and State Budget Accounting Guidelines to promote gender and pro-poor activities by earmarking conditional transfers for education, health, child protection and WASH to states. The guidelines were disseminated and backed by policies that include the requirement that states are expected to match these national transfers earmarked for the social sectors with their own resources. In addition, the CTMCs in one of the three pilot states included the MoGSW as a committee member to continue promoting gender and pro-poor aspects. The MoGWR gender-specific modules were incorporated into the budget preparatory workshops and one workshop with concentration on gender-responsive budgeting was conducted.

#### *1.8. Results achieved on COVID-19 recovery*

The JP complemented the COVID-19 context and national recovery response identified in South Sudan's SERP, in line with the dedicated chapter on PFM (where the JP is referenced). Weak PFM mechanisms, an under-resourced health care system, extremely high poverty rates, widespread and high rates of malnourishment, large numbers of internally displaced persons (IDPs) and high levels of out-of-school children were endemic prior to 2020 and worsened as a result of COVID-19.

The JP activities provided opportunities for UNICEF and UNDP to ensure that there was strategic alignment in plans and budgets based on the realities of the post 2020-COVID environment. The Budget Briefs and Citizen's Budgets brought attention to spending on the social sectors as a result of the COVID-19 pandemic as well as the impact of the closure of schools. This resulted in the plans being updated to include the impact and response to the pandemic and heightened responses to other disaster management dimensions. The participation in the National and State-level budget preparation workshops and facilitation of the drafting of the SDPs resulted in open dialogue with Government officials and ensured that the macro-level economic impact of the pandemic was considered in planning and budgeting. Due consideration was also given to the impact of the pandemic on the shrinking of fiscal space due to limited sources of revenue.

#### *1.9. Strategic Partnerships*

Partnerships within the UN as well as with Government at the national and sub-national level were enhanced through this JP. UNICEF initiated and co-hosts the PFM Donor Working Group with UNDP. This structure is an information sharing and communication platform which meets on a monthly basis and includes the major international donor agencies; partner originations and International Financial Institutions, including African Development Bank (AfDB), World Bank (WB), UNICEF, UNDP, UNMISS, DFID, IDI, UN; and the Embassy of Norway. The SDG Programme provides a regular report to the working group so as to co-ordinate implementation efforts. The PFM Donor Working Group is represented on the GRSS PFM Oversight committee where one of the co-chairs is the RCO. UNDP partnered with key PFM reform institutions such as the Economic Crisis Management Committee and the PFM reform Technical Committee. Also, within Government institutions the JP enabled two national government bodies (the Revenue Authority and the Ministries of Finance) at both national and sub-national level to better work together and appreciate the difficulties faced by each of them at national and sub-national level.



Partnerships have made joint visits possible and thus reduced multiple silo trips and engagements with Governments. Collectively, these efforts led to total ownership of the JP by Government. The PFM has become one of the flagship projects of the UN at the State level and has brought all Agencies in the field to rally around the issues of State Development Plans and their implementation through the budget and budgeting process. The PFM process has also brought together CSOs and governments at the state level and enhanced the partnership between and among the UN agencies, State Governments and CSOs. The JP has also leveraged partnerships with Government of Japan and the AfDB, which led to securing complementary funding for PFM related activities.

#### 1.10. Additional financing mobilized (max 300 words)

Source of funding	Yes	No	Type of co-funding/co-financing	Name of organization	Amount (USD)	Comments
Government	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SDG Financing C1 leveraged and catalysed additional funding	Government of Japan	250,000	Financed the re-establishment of State Development Planning Committees and State Development Plans for the remaining seven (7) states in South Sudan.
Donors/IFIs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Grant	the Global Partnership for Education (GPE)	350,000	Provided via UNICEF to the component on strengthening Public Financial Management.
Private sector	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
PUNOs	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Other partners	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Cost sharing	Africa Development Bank	611,000	Through UNDP contributed to the support to the 3 States in capacity building for revenue generation.

## 17. Results by JP Outcome and Output

### 2.1. Results achieved by Fund's global results

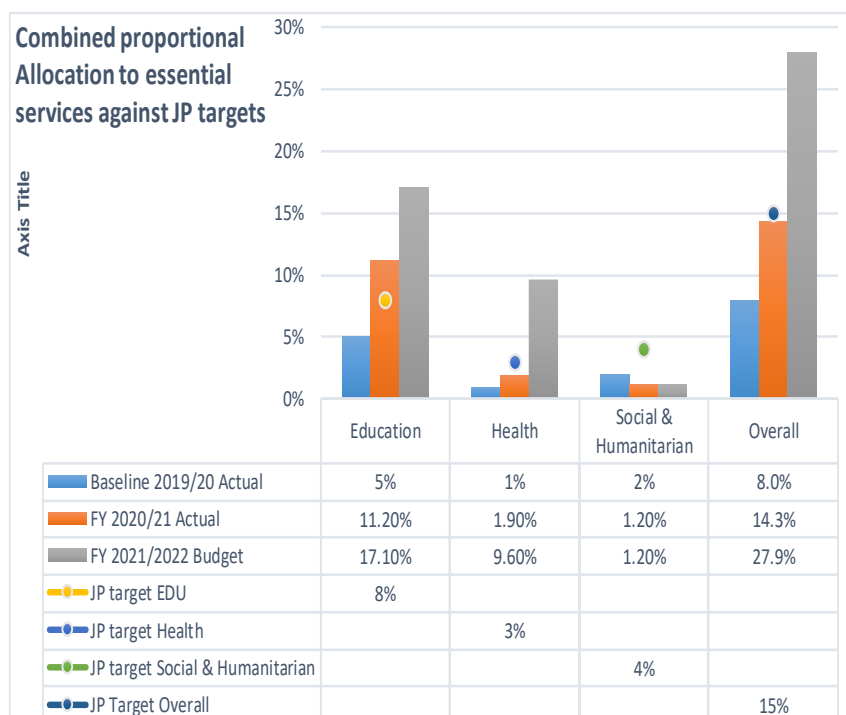
Both government fund has since been used for direct budgeting, whilst ODA and private sector funds are off-budget funds. Over the 2020, private sector commitment to the attainment of the SDGs were secured through consultations and engagements with the private sector. The consultations with the private sector on SDGs would be a continuous agenda to ensure that private sector financing and commitment to the SDGs are fully secured. The DFA/Financing Strategy have been tested to inform the 2021/22 budget and is being used to inform the current 2022/23 budget process. The Revised-National Development Strategy and its costing has attracted more partnership for the government. Development partners, CSOs and the private sector have shown great interest in the implementation in relation to the SDGs. These commitments have been made at Head of Cooperation (HOCs) meetings and they have aligned their programmes to the on-going key national processes.

### 2.2. Results achieved by Joint Programme Outcome

There were significant delays in the start of the FY 2020/2021 national budget preparation process, which affected UNICEF's implementation of its work plan activities. Following the signing of the



Revitalized Peace Agreement in September 2018 and formation of R-TGoNU in February 2020, there were also delays in the formation of government including appointment of state MoFP officials and COVID-19 related delays that affected the national budgeting process for FY2020/2021.



The JP has resulted in a 7% increase in budget allocation to national priorities and social services which work toward the achievement of the SDGs especially SDG 16, 4, 1, 3, 5, 6, 10, and 17 through establishing an efficient and effective PFM mechanism based on the principles of transparency and accountability. Progress toward the achievement of outcomes will be ascertained by conducting a Budget Brief for FY 2020/2021. The combined proportion of budget allocations for health, education, and the social and humanitarian pillar rose to 14.3% and 27.9% in the fiscal year 2020/21 and 2021/2022, respectively. This was up from 9% in 2019/20 which was the base year.

The actual expenditure for FY 2020/2021 indicates that the combined national budget allocations for health, education and social and humanitarian affairs increased by 7.3% from the base year of FY 2019/2020. There was a further increase of 13.6% between the actual allocation FY 2020/2021 (14.3%) and the budget allocation for FY 2021/2022 (27.9%). In the education sector and against a target of 8% allocation, the GRSS had a base year allocation of 5% and achieved actual allocation of 11.2% in FY 2020/2021 and a budgeted allocation of 17.10% in FY 2021/2022. The health sector had a target of 3% allocation against a baseline of 3% in FY 2019/2020. The sector achieved actual allocation of 1.9% in FY 2020/2021 and budgeted allocation of 9.6% in FY 2021/2022. The social and humanitarian sector had a baseline of actual allocation of 2% in FY 2019/2020 and had set a target of 4%. However, the sector did not achieve the sector target and achieved actual allocation and budgeted allocation of 1.2% in FY 2020/2021 and FY 2021/2022, respectively. However, and in response to the COVID-19 pandemic, the budget for FY 2020/2021 dedicated 8.9% to respond to the effects and had specific focus on the social and humanitarian sector. The FY 2021/2022 also refocused on the social sector and especially health and education which rose significantly by 405% and 52%, respectively. The budget for Social and humanitarian remained the same at 1.2%.

Flagship activities were implemented including in: evidence generation for advocacy and improved budget allocations and expenditures for children; identification and removal of spending bottlenecks in the education sector through the analysis and implementation from the just concluded PER and PETS jointly implemented by the social policy and education sections; budget transparency activities through citizens' engagement in radio talk-shows and workshops; national and subnational PFM capacity building programmes and accountability mechanisms such as the County Transfer Monitoring Committees and the PFM Dashboard largely through the JP.

The revised-national develop strategy, state development plans, the DFA, and the budget and budgeting processes are all aligned to the SDGs, are inclusive and make use of gender aggregated data.

### 2.3. Results achieved by Joint Programme Output

The JP heightened the focus on PFM systems and the focus on the social sector. A positive effect of the programme has been the focus on diversification clearly articulated in the FY 2021/2022 budget and the move by the GRSS to reform the non-oil revenue administration by digitizing tax collection and broadening the tax base across the Country. Further, the GRSS in April 2021 begun reforms of the exchange rates and moved to liberalize the foreign exchange market and facilitate convergence of official and market exchange rates in a bid to stem the annual inflation which therefore reduced from 70 percent in January 2021 to 22.8 percent in June 2021. The JP did contribute to this through the various interventions. Another positive is the focus by the government to ensure no accumulation of arrears and the budget for FY 2021/2022 had a clear focus on priority spending for wages and salaries, social spending, critical investments, and peace keeping.

UNICEF contracted a service provider to translate MoFP's offline monitoring mechanism into an online dashboard. UNICEF supported a service provider to build an operational platform to produce reports, which were distributed to stakeholders, with feedback leading to further improvements to the dashboard. The STMC adopted the dashboard as a primary mechanism for monitoring state transfers. The dashboard is now updated monthly by migrating data directly from the national Integrated Financial Management System (IFMIS). UNICEF supported MoFP to initiate development of protocols that would allow open access to the dashboard, primarily to State Directors of Finance. PER and PETS were also used to analyse and disseminate information. Further, support was provided to the State Ministries of Finance and the new state Development Planning Committees to analyse their development plans from a policy alignment and affordability perspective. UNICEF provided a results matrix and cost benefit analysis evaluation framework, focusing on the education, health, WASH, and social protection sectors.

#### **The specific results under output 1 on capacity development are as follows:**

- Revenue growth in Western Equatoria was 15% and varied among other States. In Northern Bahr El Ghazal was 116%.
- A revenue mobilization reporting system has been established in accordance with the Public Financial Management and Accountability Act, 2011.
- IT equipment have been procured and installed at the Central Equatoria, Western Equatoria and Northern Bahr El Ghazal state revenue authority offices. Solar power and VSAT were installed to provide power and internet services to the SRAs respectively, and computers have been installed to ensure storage, retrieval and querying of the system and proper accountability on the revenues collected.
- Coordination among tax collecting agencies at the national and subnational level improved and taxpayer database has been installed.

Target:

**15% revenue mobilization increase in Central Equatoria, Western Equatoria and Northern Bahr el Ghazal states by 2022.**

#### **The specific results under Output 2 Capacity Enhancement are as follows:**

- The Training of Trainers (ToT) were carried out and the SMT familiarized with PFM principles and gender and human rights responsive planning and budgeting.
- State-level trainings in Central Equatoria, Western Equatoria and Northern Bahr El Ghazal states successfully conducted by the SMT and capacity of specific targeted institutions have been strengthened.
- A total of 64 state-level institutions trained, and this included State Ministries of Finance in 6 states, 3 State Ministry of Education, and 10 SLAs were trained on public financial management. A total of 830 staff were trained with an average of 30% women representation.
- Supervision and support effectively provided by the SMT to Central Equatoria, Western Equatoria and Northern Bahr el Ghazal states.
- Planning, budgeting, audit, and reporting guidelines were developed. The Budget Circular and relevant State Budget Guidelines were updated and disseminated to ensure gender responsive national budgets are prepared.

Target:

**Strengthened and gender-responsive PFM institutions at national and subnational levels especially targeting Central Equatoria, Western Equatoria and Northern Bahr el Ghazal states by 2022**

## The specific results under Output 3 on stakeholder Engagement are as follows:

- The NDS and SDG-aligned SDPs and Sector Plans developed by re-established State Development Planning Committees (SDPCs) in Central Equatoria, Western Equatoria and Northern Bahr El Ghazal states.
- State budgets in alignment with SDPs and Sector Plans developed in Central Equatoria, Western Equatoria and Northern Bahr El Ghazal states.
- A national dashboard to monitor state online financial and operational reporting (including on SDG related programmes) has been operationalized and providing information on financial flows.
- Routine spending analyses developed to inform budget decisions and spending processes at national and state levels. These analyses which are gender integrated and mainstreamed are included in budget briefs, Citizen's Budgets, Public Expenditure Reviews (PERs), Public Expenditure Tracking Surveys (PETS) and Open Budget Surveys.
- PFM actors' coordination improved through the monthly Policy development working group meetings.
- Awareness on the PFM cycle raised through citizens' engagement events and participatory radio programme (i.e. Our Voices interactive).

Target:

**Improved transparency and coordination in the preparation of SDG-aligned national and state level development strategies by 2022.**

## 18. Challenges and Changes

### 3.1. Challenges faced by JP

The outbreak of the global pandemic (COVID-19) and series of new waves had serious implications on the implementation of activities as new partial-lockdown was imposed in February 2021. Express clearance had to be obtained to conduct any activity which involved gathering people for meetings, trainings, or workshops and lack of ICT infrastructure at sub-national couldn't allow for remote facilitations. However, the situation has been dealt with and the programme result areas have been largely on track and specific interventions to support the COVID-19 recovery process included in the budgets for FY 2020/2021 and FY 2021/2022.

Reporting on the economic trends for South Sudan is severely challenged by the weak capacity of the National Bureau of Statistics and Macro Economic unit of the MoFP, resulting in a lack of reliable data. In addition, the Ministry of Petroleum does not report publicly on current developments in the oil market, and there are often huge disparities in economic data from government and development stakeholders. Taking these factors into account, indicators are that the economy showed signs of stabilization in FY 2021/2022 due to the granting of the IMF Rapid Credit Facility (RCF) and the reforms in the exchange rates. The reforms in the public sector are also intended to build institutions and ensure reliable data is available for monitoring of progress.

The re-configuration of 32 states into 10 states negatively impacted project implementation since there was considerable delay in re-constitution of the state governments e.g., appointment of State Governors, Ministers, Legislative Assembly Members, and other political functionaries.

Budget preparation processes experienced several bottlenecks and expenditures were authorised through Presidential Decrees. The FY 2020/21 budget did not get presented to the Council of Ministers (CoM) or Parliament and was therefore never formally approved. In FY 2021/22 improvement was noted though there were still delays which were attributed to COVID-19 and the slow implementation of the Revitalised Peace Agreement (R-ARCSS) which led to difficulties in CoM meeting and delayed the establishment of Parliament.

### 3.2. Changes made to JP (if applicable)

No changes were made to the JP.

## 19. Sustainability and Country Ownership

### 4.1. Sustainability and country ownership

In 2020, the JP resulted in the revival of the Sector Working Groups that ensured greater stakeholder engagement during the formulation of the National Budget Plan for FY 2020-2021. The establishment of the State Monitoring Transfer Committee in November 2020 was a major success and UNICEF's advocacy and engagement with MoFP, and technical support directly contributed to the overall governance and coordination going forward. Further, UNDP in collaboration with the National Ministry of Finance and Planning, supported the 10 State Governments in the preparation of SDPs that are aligned to the NDS, regional and international frameworks such as the African Union Agenda of 2063, the 2030 Agenda on Sustainable Development, COP series and the NDC framework. The 10 SDPs are finalized and currently under consideration by the State Legislative Assemblies as the development blueprints for the States. The PFM Dashboard for monitoring the execution and accountability of sub-national funds that went online in April 2021 and has grown in significance to the donors and development partners as the re-engage and invest in South Sudan and this will ensure sustainability of the SDG financing strategy.

Ownership and buy-in for the project were quickly secured in the three States since PFM issues are very critical for the provision of social services of the people and for the peace process. The buy-in has been secured at both governorship and ministerial levels and this provided political leadership and direction for the JP.

The DFA process was led by the National Ministry of Finance and Planning, and this provided costing and impetus to the financing strategy for the R-NDS and for the achievement of the SDGs. Partnership is the most important aspect of the JP, i.e., partnerships within the UN as well as with Government at the national and sub-national level. Also, within Government institutions the JP enabled two national government bodies (the Revenue Authority and the Ministries of Finance) at both national and sub-national level to better work together and appreciate the difficulties faced by each of them at national and sub-national level. Partnerships have made joint visits possible and thus reduced multiple silo trips and engagements with Governments. Collectively, these efforts led to total ownership of the JP by Government.

The JP also conducted capacity building of beneficiaries and built capacity at the national and state levels through the following specific activities:

- UNDP trained participants in Western Equatoria on how to link budget to plans.
- In collaboration with MoFP, UNICEF supported re-establishment and training of the State Mentors (SM) which comprised of seven national mentors from the MoFP. Staff members were trained how to plan and execute all aspects of the annual budget workshops, including budget preparatory and execution workshops at national and state levels. Membership of the SMT was expanded to include Ministry Gender, Child, and Social Welfare.
- UNICEF also identified and built the capacity of three mentors in each of the three project states; these are the heads of accounts, the budget, and the planning staff members from the State Ministries of Finance (SMoF) of the three project states.
- UNICEF conducted informal one-to-one training and mentorships involving 19 ministries. UNICEF conducted three workshops in each of the three project states which was attended by 30 participants, including Director Generals, Planning and Budget Directors and Chief Accountants.

## 20. Communications

### 5.1. Communication products

For all external communication, UNICEF and UNDP used their dedicated communication strategies, networks, expertise and communication staff. The following was agreed in terms of key roles and responsibilities regarding communication about the Joint Programme.

The Ministry of Finance and Planning (MoFP) and the National Revenue Authority (NRA) leading the project and the process: 1) Accountable to the population; 2) The main communicator about public finance management.

UNDP/UNICEF: 1) Supporting the efforts MoFP and NRA are leading; 2) Technical experts; 3) Public advocates for the common good.

External Communication Moments that UNICEF/UNDP Led:

1) Launch of the project

- Purpose: Helps to kick start and position the agencies as technical experts and helpers; and gain national ownership and buy-in among key stakeholders.
- Format: Public relations, opinion editorials, radio interviews and the use of social media
- Key Messaging Themes on: 1) The need for system building/strengthening of PFM institutions, governance systems and processes for sustainable solutions to support the National Development Strategy (NDS), and R-ARCSS and reaching the Sustainable Development Goals (SDGs); 2) The need for sustainable peace in South Sudan; 3) Increased investments in social sector through allocation and spending effectiveness and efficiency; 4) Financing the SDGs in South Sudan requires a concerted effort from the government, the private sector and the donor community.

2) Yearly stocktaking

- Purpose: Highlighting achievements after year 1 and 2
- Format: Public relations, opinion editorials, radio interviews and the use of social media.
- Key Messaging Themes: 1) System building/development agenda/nexus; 2) Inviting other donors/partners to invest in capacity building; 3) Taxation + transparency + accountability = everyone wins; 4) Highlighting the importance of gender balance.

3) Advocacy for budget development process

- Purpose: Increase public and citizen awareness and engagement in the budget-making process; open and transparent budget process
- Format: Public relations, opinion editorials, radio interviews and the use of social media
  - Key Messaging Themes: 1) Advocating for increased allocations to the social sector; 2) Encouraging people to join the process and voice their opinion; 3) Promote civil society groups around budget transparency and engagement national budgetary process.

## 5.2. Events

Type of event	Yes	No	Number of events	Brief description and any highlights
JP launch event (mandatory)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	1	PUNOs supported MoFP in organizing a high-level launch event of the joint PFM programme of UNICEF/UNDP on 30 September 2020; the onsite event gathered the MoFP Minister, the UN Resident Coordinator, Under-Secretaries of MoFP, MoGCSW and MoGEI as well as State Governors; UN, donor and civil society stakeholders were also connected virtually.
Annual donors' event (mandatory)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	12	UNICEF initiated and co-hosts the PFM Donor Working Group with UNDP. This structure is an information sharing and communication platform which meets monthly and includes the major international donor agencies; partner originations and International Financial Institutions, including African Development Bank (AfDB), World Bank (WB), UNICEF, UNDP, UNMISS, DFID, IDI, UN; and the Embassy of Norway.

Partners' event (optional)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<ul style="list-style-type: none"> <li>PUNOs presented the JP to the PFM Donor Working Group in 2020 in virtual format.</li> <li>UNICEF supported re-establishment and training of the State Mentors (SM) which comprised of seven national mentors from the MoFP. Staff members were trained how to plan and execute all aspects of the annual budget workshops, including budget preparatory and execution workshops at national and state levels.</li> </ul>
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## 21. Lessons and Best Practices

### 6.1. Key lessons learned, best practices, and recommendations on SDG financing

The constitution of the INFF Oversight Committee and hosting this in the Ministry of Finance and Planning is key to ensure that SDG financing frameworks are adhered to in the future. The committee is embedded in the existing governance structure with memberships drawn across Government ministries and institutions, representatives from the donors and Civil Society Organizations (CSOs) and this provides an institutional framework for sustainability of the process.

The STMCs and the County Transfer Monitoring Committees (CTMCs) were firstly established in 2011-2012. After re-establishment, the STMC now holds monthly meetings to inspect transfer instructions before payments are made to the ten states and the three administrative areas. The STMC field visits resulted in the re-establishment of the CTMCs. The CTMCs received capacity building and thus held five county field visits in the three project states. These monitoring committees provides a mechanism for tracking transfers, mainly public funds, which are an outturn of the national government and revenue for state and county administrations.

The Revised-National Development Strategy has become the main policy tool or plan to ensure the attainment of the SDGs. The plan has informed the 2021/22 budget and will inform the FY 2022/23 annual budget. These are costed and are aligned to the SDGs and are designed to ensure acceleration of the SDGs with emphasis on mobilizing domestic revenues (mainly non-oil domestic revenues), aligning budget with SDGs and in driving in a sustainable manner the mobilization of non-oil tax revenue.

### 6.2. Key lessons learned and best practices, and recommendations on Joint Programming

The Joint SDG Fund has practically demonstrated the principle of delivering as one among and between the PUNOs and has promoted and catalysed greater coherence within the UN Agencies on their engagement with the Government on provision of social services geared towards achievement of SDGs. The agencies were able to leverage on specific competencies and ensure that there was no duplication of efforts. Further, the activities implemented were complementary and provided opportunity to implement the UN as one approach to programme implementation.

In the FY 2022-2023 mechanisms for funding the PFM processes should be sought to support the nascent institutions which are at a crucial stage for formation and to guarantee sustainability through effective mainstreaming and support of the activities that have been supported. Further, the incentives and programmatic support through new initiatives like the "Tax for Sustainable Development Goals Initiative" and which are intended to support developing countries in increasing domestic resource mobilization (DRM) and achieving the Sustainable Development Goals (SDGs) should be encouraged within the GRSS. Further, this will go a long way in supporting the diversification of revenue outputs envisaged under this JP.



## Annex 1: Consolidated results framework

### 1.1 JP contribution to global programmatic results (full programme duration)

Joint SDG Fund Global Outcome 2: Additional financing leveraged to accelerate SDG achievement (Complete table below)

Indicators	Baseline 2020	Target (end of JP 2022)	Result (end of JP 2022)	Notes
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged disaggregated in terms of scope.	2	3	3	The JP achieved the targets of ensuring ODA, government owned resources and private sector partners.
2.1: %Ratio of financing for integrated multi-sectoral solutions leveraged disaggregated in terms of scale.	77%:33%	75%:35%	No comparative data at the reporting stage.	

Joint SDG Fund Global Output 4: Integrated financing strategies for accelerating SDG progress implemented

Indicators	Baseline 2020	Targets (end of JP)	Results (end of JP)	Notes
4.1: #of integrated financing strategies/instruments that were tested		9	Annual survey will provide qualitative information towards this indicator.	This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners
4.2: #of integrated financing strategies that have been implemented with partners in lead		6	11	Integrated financing strategies developed for the national government and for each of the three target states, as well as other 7 states.
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate SDG progress		4	4	The partnership frameworks were developed for the 3 States and at national level and disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners.

## 1.2 Selected global operational effectiveness indicators (full programme duration)

- *Provide data for aggregation at the global level of the Joint SDG Fund.*
- Level of coherence of UN in implementing programme country<sup>9</sup>
- Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question
- Annual % of financial delivery
- Joint programme operationally closed within original end date
- Joint programme financially closed 18 months after their operational closure
- Joint programme facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)
- Joint programme included addressing inequalities (QCPR) and the principle of “Leaving No One Behind”
- Joint programme featured gender results at the outcome level
- Joint programme undertook or draw upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues
- Joint programme planned for and can demonstrate positive results/effects for youth
- Joint programme considered the needs of persons with disabilities
- Joint programme made use of risk analysis in programme planning
- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change

### 2.1. Did your Joint Programme contribute to the improvement of the overall UNCT coherence?

- ☒ Yes, considerably contributed  
☐ Yes, contributed  
☐ No

Explain briefly: The Joint SDG Fund has practically demonstrated the principle of delivering as one among and between the PUNOs and has promoted and catalysed greater coherence within the UN Agencies on their engagement with the Government on provision of social services

### 2.2. Did your Joint Programme contribute to avoiding duplication of efforts for the participating UN agencies in interaction with national/regional and local authorities and/or public entities?

- ☒ Yes,  
☐ No  
☐ N/A (if there are no other joint programmes in the country)

Explain briefly: The JP provided the two agencies with a dedicated space to work together on PFM in the spirit of the UN Delivering as One. Importantly, both UNICEF and UNDP used the JP to build on their respective activities in the three JP locations.

<sup>9</sup> Annual survey will provide qualitative information towards this indicator.



### 1.3 Results as per JP Results Framework

Result / Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Result (end of JP)	Reasons for variance from original target (if any)
<b>Outcome 1: 7% domestic revenue allocation increase to SDG relating essential services (SDG 1, 3, 4, 5, 6, and 10)</b>					
% of allocation to essential services at the national and state levels (disaggregated by sectors [education, health and social protection] and type of funding flow [Government own resources, ODA, and Private]) - <b>SDG 1.A; SDG 3.C; SDG 4.1; SDG 10.B; and SDG 17.3</b>	<b>National Level Sector</b> 8% (FY2019/2020) Education – 5%; Health – 1%; Social and Humanitarian Affairs – 2%  <b>Type of funding flow</b> Govt fund: USD 775 million ODA: USD 1.577 million Private financing: TBC	<b>National Level Sector</b> 15% (Education-8%; Health-3%; Social and Humanitarian Affairs – 4%)  <b>Type of funding flow</b> To be established with MoFP at inception phase  <b>State Level</b> TBC at inception phase	N/A	11.2%; Health-1.9%; Social and Humanitarian Affairs – 1.2%) and budgeted allocation to 27.9% in FY 2021/2022 (Education-17.1%; Health-9.6%; Social and Humanitarian Affairs – 1.2%).	Improved allocations
Primary government expenditures as a proportion of original approved budget (disaggregated by sector (or by budget codes or similar) and state) - <b>SDG 16.6</b>	1.5% as per 2019/2020 Budget Speech  (FY 2014/2015 to FY2017/2018)  Aggregate-30% Educ: -13% Health: -53% Hum: +42% (under-spent overspent average)	To be established with MoFP at inception phase (5% by 2022 TBC)	N/A	???	Xx
Number of national and subnational development policies, plans, budgets and revenue management systems that are SDG	1	5		13	Target achieved

Result / Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Result (end of JP)	Reasons for variance from original target (if any)
aligned, inclusive and utilize gender disaggregated data - <b>UNCF Indicator 1.3</b>					
<b>Output 1.1:</b> 15% revenue mobilization increase in Central Equatoria, Western Equatoria and Northern Bahr el Ghazal states by 2022					
1.1.1: % increase in non-oil revenue mobilization in Central Equatoria, Western Equatoria and Northern Bahr el Ghazal states - <b>SDG 17.1</b>	TBC	7% by 2020 and 15% by 2022	N/A	Revenue growth in Central and Western Equatoria was 15%, which was the least growth rate of revenue among other States. In Northern Bahr El Ghazal it was 116%.	Achieved
1.1.2: Number of states with State Revenue Authority act revised and enacted	0	3	N/A	3	
1.1.3: Number of taxpayers registered (disaggregated by states and gender)	0	To be established with MoFP/NRA at inception phase		1035 firms 815 CES; 95 WES; and 125 (NBGS) (87 Male; 13 Female)	
1.1.4: % increase in the number of taxpayers submitting tax returns	0	To be established with MoFP/NRA at inception phase		Data not available	
<b>Output 1.2:</b> 22 strengthened and gender-responsive PFM institutions at national and sub-national levels especially targeting Central Equatoria, Western Equatoria and Northern Bahr el Ghazal states by 2022					
1.2.1: Number of government institutions trained at national/state level - <b>SDG 16.6</b>	0	22	N/A	19	
1.2.2: Number of government officials trained (disaggregated by national, states, and gender) - <b>SDG 16.6</b>	0	100 (10 per state, if possible to cover all states)	N/A	State Ministries of Finance in 6 states, 3 State Ministry of Education, and 10 SLAs were trained on public financial management. 830 staff trained with an average of 30% women representation.	Achieved
1.2.3: Gender and pro-poor aspects are included in Budget Call Circular and state budget guidelines - <b>SDG 1.B; and SDG 5.C</b>	No	Yes	N/A	Yes	
1.2.4: Number of state Transfer Monitoring Committees (TMCs) and groups established/re-established	0	3 states with Education, Health STMCs	N/A	3 states with Education, Health STMCs	

Result / Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Result (end of JP)	Reasons for variance from original target (if any)
<b>Output 1.3: Improved transparency and coordination in the preparation of SDGs aligned national and state level development strategies by 2022</b>					
1.3.1: Number of SDGs aligned development strategies developed (disaggregated by national and states)	1 (NDS)	5	N/A	13	1 NDS and 3 SDGs for each state ie NDS and SDG-aligned SDPs and Sector Plans developed by re-established State Development Planning Committees (SDPCs) in each of the Central Equatoria, Western Equatoria and Northern Bahr El Ghazal states, including the 7 other states. Also, develop training manuals for national and state governments for alignments of plans, budgets, revenues and reporting.
1.3.2: Number of budget reports submitted by State MoFP per year	0	3	N/A	2 Budget briefs for FY 2020/2021 and FY 2021/2022 were produced and 2	Budget briefs and citizens budgets were prepared for FY 2020/2021 and FY 2021/2022
1.3.3: Number of knowledge product produced (i.e. 2 Budget Briefs per year, 3 Citizen's Budgets per year, 1 PETS & 1 PER by 2022)	2 Budget Briefs, 3 Citizens Budget (2018-2019)	4 Budget Briefs, 3 Citizens Budget by 2022 (cumulative)	N/A	2 Budget Briefs and Citizens budget for FY 2020/2021 and FY and 1 PETS & 1 PER done in 2022)	The JP covered two financial years and has come to an end prior to the finalization of the budget for FY 2022/2023
1.3.4: A national dashboard to monitor state online financial and operational reporting (including on SDG related programmes)	No	Fully operational	N/A	A national dashboard went live in April 2022	The national dashboard to monitor PFM activities in now operational.

## Annex 2: List of strategic documents

### 2.1 Strategic documents that were produced by the JP

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalizing it
National Budget Brief	December 2020, published	Guidance	A rapid budget analysis based on UNICEF ESAR Guidelines. UNICEF supports MoFP to produce a joint publication.
Education Budget Brief	December 2020; published	Assessment	A rapid budget analysis based on UNICEF ESAR Guidelines. UNICEF supports MoGEI produce a joint publication.
Citizens' Budget Update	Final draft, December 2020	Guidance/communication	The Citizens' Budget includes both an engagement process and production of a simplified, non-technical summary of the national budget. UNICEF supports MoFP to produce a joint publication and uses this for various citizens' engagement as well as share with the national legislative assembly (NLA) for use during the budget reviews.
PFM section of the UNICEF Situation of Children and Women (2018-2021)			
Development Finance Assessment	June 2021	Policy/strategy	Providing costing for the NDS
National Development Strategy	June 2021	Policy/strategy	Providing the development blueprint for the country for 2021-24
State Development Plans	May 2022	Policy/strategy	Providing development blueprint for the states
Fragility Assessment	Jan 2021	Assessment	An assessment on how the country progresses on fragility indicators
PFM training manuals (national and states)	May 2022	Training material	To facilitate the continuous training of staff at national and state level on the tenets of PFM
Citizens Budget Brief FY 2019/2020: <a href="http://www.mofep-grss.org/docs/citizens-draft-budget-fy-2020-2021">http://www.mofep-grss.org/docs/citizens-draft-budget-fy-2020-2021</a> , June 2021 published on MoFP website	June 2021	Evidence Generation	An evidence Generation document which provides an analysis of budget proposal based on the resource envelope and budget ceilings prepared by the Ministry of Finance and Planning

Citizens Budget Brief FY 2020/2021: <a href="http://www.mofep-grss.org/docs/citizens-draft-budget-fy-2020-2021">http://www.mofep-grss.org/docs/citizens-draft-budget-fy-2020-2021</a> , March 2022 published on MoFP website	March 2022	Evidence Generation	An evidence Generation document which provides an analysis of budget proposal based on the resource envelope and budget ceilings prepared by the Ministry of Finance and Planning
Citizens Budget Brief FY 2021/2022: <a href="http://www.mofep-grss.org/docs/citizens-draft-budget-fy-2021-2022">http://www.mofep-grss.org/docs/citizens-draft-budget-fy-2021-2022</a> , April 2022 published on MoFP website	April 2022	Evidence Generation	An evidence Generation document which provides an analysis of budget proposal based on the resource envelope and budget ceilings prepared by the Ministry of Finance and Planning

## 2.2 Strategic documents to which the JP directly contributed to

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalizing it
Summative Evaluation of the Support to Public Financial Management Project	November 2020	Assessment	External evaluation of previous UNDP projects on increasing non-oil revenue mobilization. Recommended actions incorporated in JP.
Socioeconomic Assessment of the Impacts and Implications of COVID-19 in South Sudan	December 2020	Assessment	Document has been finalized, awaiting printing.
COVID-19 Socioeconomic Response Plan, 2020, United Nations South Sudan	October 2020	Policy/Strategy	UN-wide report on the response to COVID. The JP contributed to PFM cutting across the report.
Update of the Situation Analysis of Children and Women in South Sudan 2018–2020. UNICEF South Sudan	Draft- December 2020	Assessment Policy/strategy	An update on the situation of children and women in South Sudan in advance of UNICEF's next planned Country Programme from 2023.
Tackling the threat of COVID-19: A rapid assessment of the economic impact on community livelihoods in South Sudan	April 2020	Assessment	Informal discussion paper produced by UNICEF to open discussion on the possible COVID-19 impact.
Concept Note on State Transfer Monitoring Committee, MoFP	July 2020	Policy/strategy	Informal discussion paper produced by UNICEF to provide TA to MoFP on the re-establishment of the SMTC
Conference resolution – NRA-State Government meeting	May 2021	Guidance	
State Development Plans	May 2022	Policy/strategy	Development blueprint for the states
National Development Strategy	June 2021	Policy/strategy	Development blueprint for the country

## Annex 3. Communications materials

### 3.1 Human interest story

At the launch of the facilitation, training and preparation of SDPs in Aweil, the capital city of Northern Bahr el Ghazal State, the Governor of the State referred to the process as historical and has the following to say. 'I am honoured and privileged to attend this historical workshop today. This workshop will help us in planning to put our house in order in terms of future plans, address our budget and budgetary process, and support the provision of social services to our people.

The piece underscores the need for financial discipline, accountability, and transparency, all of which constitute the foundations of trust-building across levels of Governments and donors. Further, it noted that the critical investment by the JP and PUNOs (UNDP and UNICEF) in social services, with focus on children and women.



A photo of the Governor, Hon. Tong Akeen Ngor, delivery his opening remarks at the launch of the SDP process in Aweil

### 3.2 Communication products

Title of the document	Date when finalized (MM/YY)	Brief description and hyperlink (if it exists)
Citizens draft budget 2021/2022	April 2022	The document provides a breakdown of the economic situation, provide key spending priorities and ensure more transparency with the citizens of South Sudan. <a href="https://mofep-grss.org/">Documents   Ministry of Finance and Planning (mofep-grss.org)</a>
Citizens draft budget 2020/2021	March 2022	Informing the citizens on how the government intends to spend tax money and improve transparency in government. <a href="https://mofep-grss.org/">Documents   Ministry of Finance and Planning (mofep-grss.org)</a>
Making the numbers add up: How proper budgeting will assist South Sudan's SDG journey",	May 2021	<a href="https://www.unicef.org/southsudan/stories/making-numbers-add">https://www.unicef.org/southsudan/stories/making-numbers-add</a> (UNICEF website – story on the subnational PFM capacity building programme, May 2021)
People, Opportunities, Choice: South Sudan's National Development Strategy Looking Forward	March 2021	<a href="#">Hyperlink</a>
UN Joint SDG Programme to Strengthen Public Financial Management and Budget to Critical Social Services in South Sudan - Communication strategy	September 2020	SDG Fund External communications efforts will seek to establish the following dynamics in roles and responsibilities of the Joint SDG Fund Programme
JP PFM Key Messages	September 2020	Background document containing key talking points for the Joint SDG Fund project
JP PFM FAQ	September 2020	Background document containing anticipated questions and answers for inquiries on the Joint SDG Fund project
Radio segment on economics, including JP PFM programme	October 2020	<a href="https://twitter.com/undpsouthsudan/status/1319151545792028672">https://twitter.com/undpsouthsudan/status/1319151545792028672</a> <a href="https://audioboom.com/posts/7710683-undp-economic-management-and-public-administration">https://audioboom.com/posts/7710683-undp-economic-management-and-public-administration</a>
Event Banner	September 2020	<a href="https://twitter.com/undpsouthsudan/status/1311268414019772416/photo/1">https://twitter.com/undpsouthsudan/status/1311268414019772416/photo/1</a>
UNICEF South Sudan	FB Post	<a href="https://www.facebook.com/unicefsouthsudan/posts/un-joint-sdg-programme-launched-to-strengthen-public-financial-management-and-bu/3443190042384345/">https://www.facebook.com/unicefsouthsudan/posts/un-joint-sdg-programme-launched-to-strengthen-public-financial-management-and-bu/3443190042384345/</a>
UNICEF South Sudan	TW post	<a href="https://twitter.com/unicefssudan/status/1311302072902524928">https://twitter.com/unicefssudan/status/1311302072902524928</a>
UNDP South Sudan	TW thread	<a href="https://twitter.com/undpsouthsudan/status/1311268414019772416?lang=en">https://twitter.com/undpsouthsudan/status/1311268414019772416?lang=en</a>
Alain Noudehou	TW post	<a href="https://twitter.com/AlainNoudehou/status/1311366354587574274">https://twitter.com/AlainNoudehou/status/1311366354587574274</a>