

Management response template

UNDP management response template

[SUMMATIVE EVALUATION OF THE UNDP PUBLIC FINANCIAL MANAGEMENT PROJECT IN THE STATES OF SOUTH SUDAN] Date: APRIL 4, 2020

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Input into and update in ERC:

Position:

Unit/Bureau:

Evaluation recommendation 1. The design of the project should be expanded to include taxpayers with a focus on taxpayer education, ministries of finance as the central policy arm and driver of the tax system and address fiduciary risks in the Public Financial Management (PFM) system. Revenue Authority enterprise risks; taxpayer compliance risks, and fiduciary risks in budget execution to enthrone transparency, accountability and probity in PFM should be addressed.

Management response: UNDP has taken note of this recommendation and as PFM reform is a process, the project (Support to PFM in SS) seeks to further employ frameworks to ensure that risks in revenue collection and budget appropriation are reduced. Tax education is already part of the first phase of the project and the States would be supported to put in place further robust systems.

Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status (initiated, completed or no due date)
1.1 Design and employ framework that reduce risk in revenue collection and budget appropriation	December 2022	PFM Manager		
1.2 Expand taxpayer's education	December 2022	PFM Manager		

Evaluation recommendation 2. In a post-conflict country like South Sudan with weak institutions and depressed work environments, for optimal impact, capacity ought to take a wider view by refocusing from capacity building restricted to training alone, but extended to human and institutional productivity which involves support to enhance the work environment through addressing - energy, furniture and equipment needs; strengthening processes through business process model and digitalization; elaborating strategic plan and administering staff appraisal frameworks; supporting wellness – staff health insurance plans; and, of course, training to upscale knowledge and skills.

Management response: The PFM project accepted the recommendation and will seeks to build both human and institutional capacities as well as influence both policy and legal environment for accountability, transparency and collaboration between national and states.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed)

				or no due date)
2.1 Capacity building for State Revenue Authority (SRA) staff/management and State Legislative Authority (SLA) members	June 2021	PFM Manager		
2.2 Provision of equipment and renovation of office space to SRA	June 2021	PFM Manager		
2.3 Review laws, legislations and policies to support the revenue mobilization in the states and ensure accountability, transparency and collaboration between national and states	December 2022	Senior Economist Advisor		

Evaluation recommendation 3. The Project management unit should provide a one-stop-shop for data and information management in accordance with M&E tracking results requirement recording the project's activities and results, reports, outcomes, outputs, main stakeholders, principal beneficiaries, budgets and expenses.

Management response: The SPACE team take note of this recommendation and will work to further strengthen the M&E and data management system to truck results.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
3.1 Provide training on taxpayers' data collection system for SRA staffs	December 2022	PFM Manager		
3.2 Strengthen and expanded ICT component of the project to aid quality tax collection, management and reporting system of SRA	December 2022	PFM ICT Specialist		
3.3. Conduct routine and periodic monitoring to truck the project progress and store all the data in UNDP South Sudan Share point	December 2022	PFM Manager		

Evaluation recommendation 4. Given the quantum of social services delivered at the local government levels, counties and payams, there is need to start a development planning process to drive the budgeting process in the states from the payam level. All efforts must be mustered to elaborate integrated development plans at every level which would lead to the fiscal budgets at the state level.

Management response: the project will build capacities at all levels – national and states – to enhance the preparation and execution of development plans and broadening the budget process. This is one of the key focus of the SDG Fund PFM projects where resources have been secured to

support three states in revenue mobilization with a focus on expenditure on service delivery and state level development planning.				
Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
4.1 build capacity of State MOF staff in budget preparation and appropriation processes	June 2021	PFM Manager		
Evaluation recommendation 5. Gender mainstreaming and women empowerment should be enhanced by appropriately designed training programmes to sharpen the competences of CSOs and women's groups to represent and advocate for the interests of children and women as well as human rights in the budget process.				
Management response: The PFM team fully accept this recommendation and will work to strengthen gender mainstreaming and women empowerment in the project execution, especially on enhancing gender budgeting.				
Key action(s)	Completion date	Responsible unit(s)	Tracking	
5.1 Mainstream gender and human rights in the budget process at the state level through gender budgeting.	December 2022	PFM Manager		
5.2 Collect and report gender disaggregated data during UNDP and donor reporting	December 2022	PFM Manager		

* Status of implementation is tracked electronically in the ERC database.