Welcome

EU-TAPP Lessons learned workshop

3 December 2015

Accountability Systems Approach to Capacity Building: Lessons Learned

Don Seufert

3 December 2015

Outline

- Capacity Building using a common standard: LG PFM manual

- Practical experience: Central Equatoria and Western Bahr El Ghazal States

- Planning and budgeting: conflict-affected states vs. non-conflict affected states

- Plenary discussion

At the Start of EU TAPP

- Inadequate skills and knowledge of LG PFM
- No flow of LG information available
- Financial matters known only to SMoF
- County budgets not comprehensive; poorly coded; and weak internal controls
- Counties not compiling and submitting budgets on time
- Chart of Accounts non-existent;
- Quarterly budget performance reports not prepared, not submitted and not discussed by CTMCs
- Only 2 CTMCs functioning
- Use of budget control book and Treasury Single Account lacking
- Expenditures not against approved budgets
- And on and on and on….
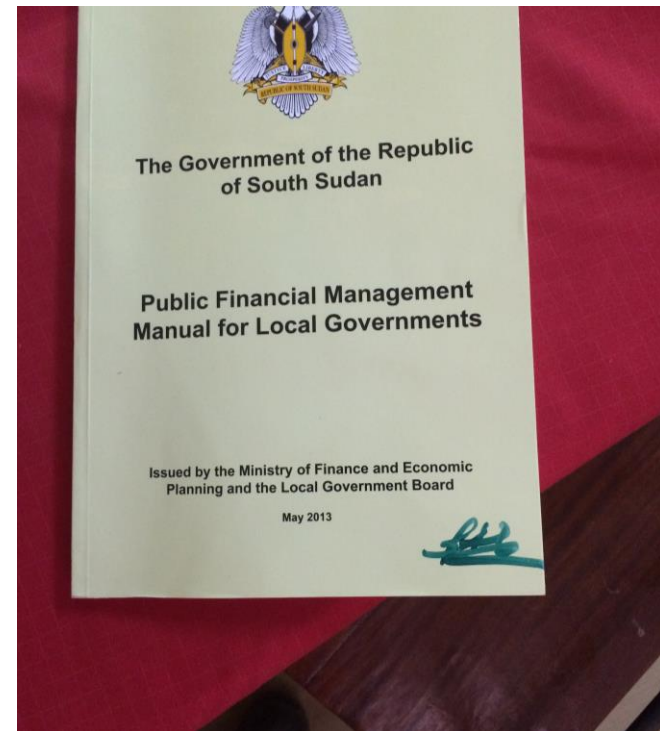
Capacity Building Approaches
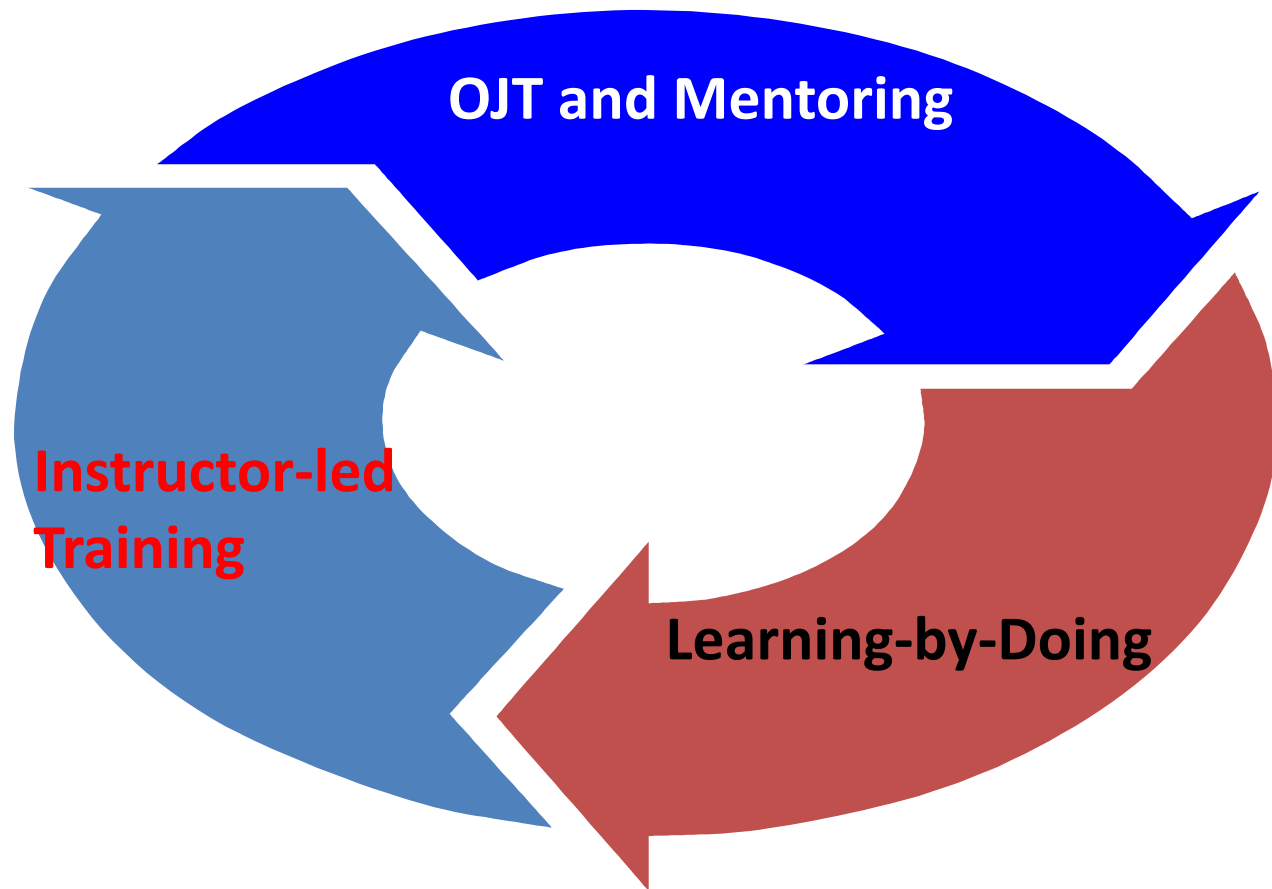
Capacity Building Using a Common Standard: LG PFM Manual

- What do we mean by accountability systems and using them to develop capacity?
  - Accountability works as a system – range of actors and institutions alongside information flows and processes
- 2013 GATC II trained 554 LG officials in PFM
- EU-TAPP used accountability systems and processes in LG PFM Manual to provide instructor led, OJT and mentoring at county-levels

Common Standard: LG PFM Manual

- LG PFM Manual provides basic instructions to finance and accounts staff on processing accounting information for accountability and report

- Covers legal and administrative framework; budgeting, receipts; procurement; cash management and commitments; payments; fixed assets; financial reporting; auditing; and payroll

- **County finance and accounting staff trained to performs processes or parts of processes**

The Government of the Republic of South Sudan

Public Financial Management Manual for Local Governments

Issued by the Ministry of Finance and Economic Planning and the Local Government Board

May 2013

Implementation Challenges: County Staffing and Capacities

- Staff not willing to participate and be trained
- Varying levels of staff capacities
- Learning at a different pace
- Not implementing after receiving training
- Receipt of funds after training received
- Supporting financial reporting
- Tools and equipment

Q & A

Practical experience CES

Building LG Capacity to Perform PFM and Payroll Duties

Presentation by: Central Equatoria State team
*Mutyaba Raymond Michael*

3 December 2015

Introduction

- This presentation, elaborates our experiences and lessons from CES learnt on delivery of capacity building using the PFM Manual as a common standard
- Analyses of LG capacity to implement PFM functions and processes.
- Two sections:
  - The Capacity building process using the PFM manual
  - Assessment of LG capacity to implement PFM processes and functions
    - Staff existence and capacities;
    - Staff performance on key PFM areas;
    - Tools and equipment; and
    - Support systems

The Capacity Building process

- The process for EU-TAPP involved:
  - Distributing copies of the LG PFM manual, sector planning and budgeting guidelines to the State and County staff during initial capacity building visits.
    - 120 copies of the PFM manual weredistributed to State and County staff
  - Providing PFM training to 170+ County staff using the PFM manual as the standard guideline. The training involved
    - On job training, learning by doing and classroom training on implementing the PFM processes and procedures as elaborated in the manual.
    - On each County visit we identified a section/ area within the manual that we addressed depending gaps identified during the baseline survey, baseline validation, and those identified on through our interface with Counties.

Assessment of LG Capacity in terms of implementation of the LG PFM manual

- Levels of capacity assessment
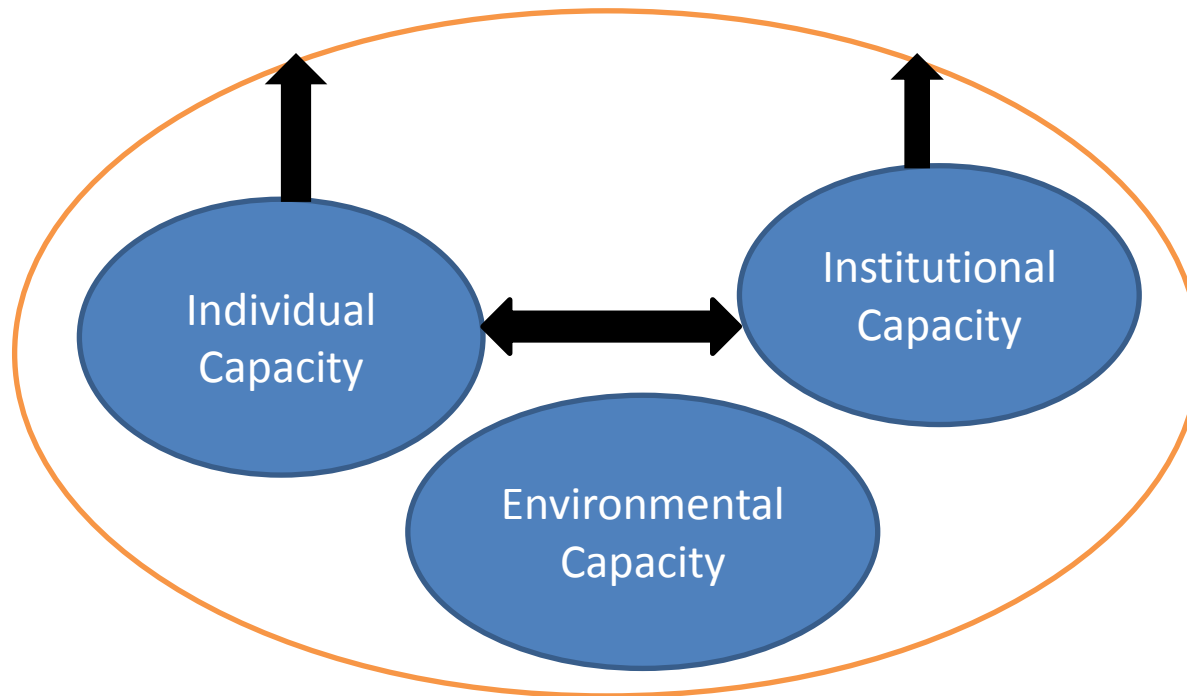
Staff Existence and Capacities

Effectiveness of EU-TAPP OJT is hampered when key county staff are absent, manifested by:

1)   Not having key staff posted in the Counties

Working with the existing staff to fill the void in the interim and they have been able to attain the required outputs.

- ✓ Lesson: training acting staff who are continuously being interchanged may not sustain the benefits in the long run thus a need for counties to have persons substantively appointed.

- ✓ Lesson: Working with senior staff to perform some of the roles of the staff that were absent

2.   Having staff posted but not on station:

- ✓ Lesson Undertaking more frequent and short duration CB support visits to these Counties and always made prior arrangement.

This affects implementation and adoption of what has been learnt

Staff Existence and Capacities Cont'd

3) Having staff on station but not willing to participate in the process

- ✓ Lesson: need to continuously engage the resistant staff, work with State Ministries and through peers during State meetings
- ✓ Lesson: need for establishment of sanctions to compel compliance and strengthening County Administration to properly manage staff

Staff Existence and Capacities Cont'd

Training alone doesn't lead to realization of results

Using the standardised PFM manual ensured that County staff across the state received the same knowledge but they were still producing different results.

✓ Lesson: Training needs to be followed up with a person's deliberate motivation and zeal to learn so there is thus need to
  - undertake more continuous refresher training County staff on the key PFM processes
  - need to build and strengthen inter and intra county learning processes by identifying fast learners to train their peers
  - To sustain this process there is need to introduce incentive high and above the normal remuneration.

Not implementing what has been learnt due to absorption challenges:

✓ Lesson: Sequencing activities in the order of priority to ensure that whatever we trained on was going to be implemented in the shortest time possible;

✓ Lesson: Frequent physical follow up to staff which is very important to ensure that whatever they have learnt is accurately put in practice.

Budgeting

By using standardised budget formats Counties are able to formulate standardised budget which eases work of budget review by CTMC and other stakeholders.

✓ Lesson: Counties however failed to produced budgets on time because; ceilings were disseminated late,

County departments that don't receive direct grants from the Centre are not motivated to participate in the budgeting process as CDG which would finance development priorities is not forth coming.

✓ Lesson: as much as we are supporting Counties to make good budgets there is need to ensure that what is budgeted for is implemented such that departments are motivated to participate in the process

Revenue management (including banking)

We have been able to support Counties in proper recording of revenues and expenditures and this was greatly facilitated by existence of the CTMC that provides an oversight role in utilization of resources;

- ✓ Lesson: individuals always perform well once they know that non conformity attracts penalties thus a more reason for introducing sanctions and rewards.

- ✓ Lesson: Counties also need to be supported in local revenue enhancement to boost their local revenue collections;

Financial reporting and forms

Counties in the past have not been compiling and submitting QBPRs. We have supported Counties in financial reporting and functionality of the CTMC to enforce financial reporting.

✓ Lesson: By supporting financial reporting all other PFM process are tackled for instance we are able to support them on use financial forms during the process this has been very helpful in building the capacity of Counties.

Staff performance on key PFM areas Cont'd

Generally most Counties possess the basic tools to perform their functions though many department lack these tools.

- ✓ Lesson: Absence of tools greatly affected delivery of outputs in the Counties. It is thus important to not only supply Counties with basic tools where they are lacking but also train County staff on use and maintenance of these tools as we noticed that in some Counties these tools were kept un-utilized.

Support systems need to be sustained

- – Ministries are incapacitated to perform their function of mentoring Counties because of lack of resources.
- – We have continued to move with the Ministry staff during the support to the Counties. However in the long run, the State ministries should be supported to undertake this role even after the exit of our project
- – State Ministries should also continue to receive capacity building support from capacity building providers to attain knowledge that they can pass on to the Counties.

Q & A

Practical experience WBG

Building LG Capacity to Perform PFM and Payroll Duties

Presentation by: WBGS Team

3 December 2015

Outline of the points

- Capacity development of county staff on PFM
- Gaps identified
- What worked well in WBGS
- Role of Capacity building platform
- Impact realized
- Lessons learned

Capacity development of county staff on PFM

In WBGS EU-TAPP used three approaches to develop the capacity of the county staff

1. Class room training-

This is 2 -3 days training of 20- 28 participants where presentations of different elements of PFM are made followed with practical sessions

2. On the job training:

This is a follow up practical office training that involve departmental staff. It takes between 2 -3 days per department . OJT and mentoring based on the practical application of class training materials

3. Mentorship:

During the trainings once we identify a committed staff, we then go extra miles with that staff for example –we mentored the planning officers of all the counties, they are now able to effectively compile the county plans and budget including QBPR

Gaps When We Started

1. County staff had little knowledge and exposure to the LG PFM Manual

    –   Application and use of the financial forms and all the necessary accounting documents were not consistently followed

2. The county plans and budget for 2014/2015 were prepared in format that is not consistent to the required format, and were not approved by the county legislative councillors,

3. Quarterly budget performance reports were not prepared for and discussed by the CTMC,

    –   Example: Raga County's report not prepared according to the recommended format.

4. The payroll was not split as the State still had control over the county payroll, the Nominal rolls were not updated

5. There was lack of county awareness about the different fund fund transfers

6. County heads of departments reporting to state line ministries

What has improved in WBGS?

1. County annual plans and budget have been completed for the first time according to schedule and in the recommended format

2. Quarterly budget performance reports now prepared

3. Application and use of financial forms

4. Increased understanding and use of LG PFM Manual by county staff

5. Staff understanding of job roles increased

6. County Heads of Departments now accountable / reporting to the County Executive Directors and not to state line ministries

Role of Capacity Building Platform

- WBGS has mainly two organizations –Health Pooled Fund (HPF) and Girls Education South Sudan (GESS) that carry out work in PFM.
  - HPF is involved in payroll and system strengthening
  - GESS are concerned with capitation grants
- Collaboration in review meetings of the county health annual plans and comparing roles to avoid duplication
- Collaboration in information sharing
- EU-TAPP also worked with the focal point government staff from the key ministries to carry out capacity building in the Counties -3 staff from SMoF, 2 from SMoLG and 1 from SMoPS.

The Impact of the LG PFM Capacity Building

- The Annual Plans and budgets of 2015/2016 for the 3 counties that is Raga, Wau and Jur River have been completed in record time

- Quarterly Budget performance reports for the financial year 2014/2015 were prepared

- The roll out the Local Government PFM Manual was successfully implemented with 115 copies of the manuals distributed to the key county staff and even at state

Lessons Learnt

- Class room training being reinforced by on the job training
- Mentorship reinforces knowledge and skills transfer which laid a foundation for sustaining of PFM.
    - for example we mentored planning officers in budget preparation and quarterly budget performance report preparation in all the counties hence their ability to prepare 2015/2016 budgets in the required format and time scales provided
- Involving government staff in the capacity building also strengthens the element of sustainability of PFM both in the short and long run.
- OJT enhanced critical staff in the county e.g Executive Directors, Planners and Director of Accounts in performing their functions.

Q & A

Planning and budgeting in conflict affected States Vs Non conflict affected States

John Max Bwetunge

3 December 2015

Introduction: Shared Challenges

- At the beginning of the project, Lakes and Jonglei state counties had no properly developed plans and approved budgets for FY 2014/15.

- Planning and budgeting was not linked to other processes like updating of nominal roll to effectively budget for salaries and wages

- Budgets were not linked to strategic plans

- County plans and budgets were not comprehensive

Introduction: Shared Challenges

- County staff lacked of capacity to cost CDG projects
- Projects implemented by development partners were not captured under off budget section
- Budget ceilings are not readily analyzed and released by both SMoF and Cabinet in either situations (conflict & non conflict)

Shared Challenges

- In Jonglei specifically, the planning and budgeting process was and is still desk based due to insecurity

- Key steps in LG budget formulation are not followed/or done haphazardly (e.g. *budget call circular to departments and approval*)

Approaches

In both states we brought counties together in a workshop and supported them to make their budgets for FY 2014-15

- For the budgets of 2015-16 in Lakes we supported the county staff at their work stations
- In Jonglei we used the workshop approach for the counties not accessible

What is peculiar to conflict-affect states?

- Six counties are not accessible due insecurity
- Accurate planning data especially on population and staffing is hard to get
  - Nominal roll hard to update, thus payroll not right
- Technical staff (planners, HoDs) are enthusiastic and readily available for planning and budgeting when needed.
  - *Staff may respond like that probably because they are invited by state level champion- Director Planning and budgeting, there is lunch and DSA. Compared to those we find at their work place in Counties in Lakes.*

Lessons Learned

- Engaging top political leaders and technical staff together, explaining to them the policy, legal requirements and benefits to LG for adherence is more productive
- Flexibility in approach needed!
  - Consideration of operating environment
  - Flexible on time set by law or policy this yields results than rigidity

Lessons Learned

- There is need for a team of champions to lead or push things and create ownership even when we are gone.
- There is need for regular follow up by national level to states and counties.
  - Lakes has been supported several times by LGB, STMC etc. For Jonglei this is different
- Having a State based team in place is very appreciated and sustainable compared to just support missions to Jonglei

Q & A

EU TAPP
Performance monitoring and data analysis

Jan-Willem Knippels

3 December 2015

2 monitoring tools used

- EU-TAPP Monitoring and Evaluation tool
  - Quantitative data
  - Tracking performance over time
  - Programming tool
- County Dashboards
  - Qualitative data on county performance
  - "traffic light" approach + narrative
  - Analysis of underlying causes
  - Informing on activities implemented and planned

M&E tool

- 75 questions answered with "Yes" or "No"
- Organised according to the 4 result areas of EU-TAPP:
  - Meeting the requirements of the LG PFM Manual
  - Management and accounting for State and County payroll and conditional transfers to the Counties
  - County Administration Departments (CAD) properly manage and account for conditional grants and payroll
  - Establishment of County Transfer Monitoring Committees

		Baseline	Validation	Assesment	Assesment		Increade / Decrease April - July			Situation Relative to number of counties	
		Jan-15	Apr-15	Jul-15	Oct-15						
1.	**Support to LGs in meeting requirements of the LG PFM Manual**										
	Positions & separation of duties						*nominal increase*	*relative increase*		*April*	*June*
1.1	Are the key administrative positons of Executive Director, Planning Officer & Controller of Accounts filled?	46	39	41	42		2	5%		83%	87%
1.2	Have the above three officers been substantively appointed or through secondments from the state ministries?	39	40	43	42		3	8%		85%	91%
1.3	Has an officer been assigned and trained in procurement issues?	14	8	16	22		8	100%		17%	34%
1.4	Has an officer been assigned and trained in payroll management issues?	17	26	39	41		13	50%		55%	83%
1.5	Has an officer been assigned and trained on how to report on county financial management performance?	33	19	45	46		26	137%		40%	96%
	Budgeting				0						
1.6	Does the County have an annual budget?	40	44	46	39		2	5%		94%	98%
1.7	Has the annual budget been approved by the legislative council?	34	33	26	29		-7	-21%		70%	55%
1.8	For what reason was the County budget not prepared or approved?	0	0	0	0		0	#DIV/0!		0%	0%
1.9	Was the County annual budget was approved timely (by 1st July)?	9	2	0	0		-2	-100%		4%	0%
1.10	Does the County Executive Director issue a budget preparation call circular, with budget ceilings, to the county heads of departments?	37	27	25	31		-2	-7%		57%	53%
1.11	Are all revenue and expenditure items in the budget coded correctly commensurate to the chart of accounts?	39	21	27	46		6	29%		45%	57%
1.12	Is the County budget format commensurate with format recommended in the LG PFM Manual and budgeting guidelines?	38	33	38	45		5	15%		70%	81%
1.13	Does the County publish extracts of the approved budget	15	5	2	4		-3	-60%		11%	4%

Sheet tabs: WBG / Warrap / Lakes / October TOTALS / TOTAL july 2015 / Validated TOTALs April 2015 / Baseline TOTALs Jan 2015 / **Comparison**

M&E tool

- Quarterly assessment
  - January baseline (self-assessment)
  - April Validation
  - July mid-term assessment
  - October mid-term assessment
  - January final assessment *(to be done)*
- Data used to track performance of counties (against the logframe) and plan activities accordingly
- Analysis of the data provided in EU-TAPP QPR

Meeting the requirements of the LG PFM Manual

- Budgeting
- Revenue management & bank accounts
- Procurement and Contracts Management
- Budget execution
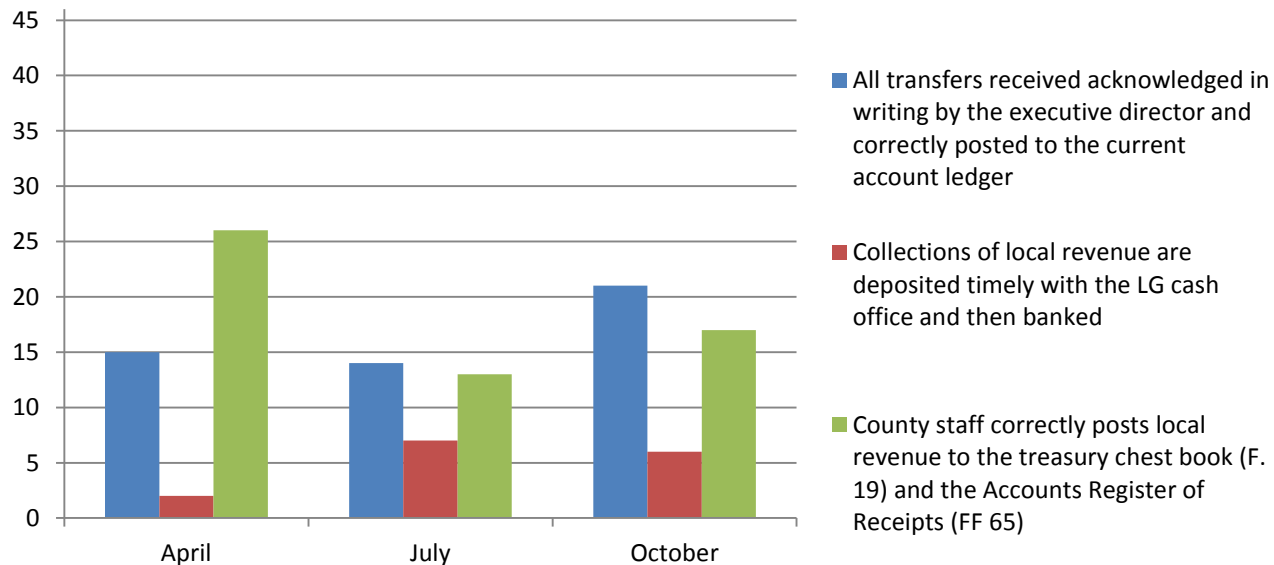- Fixed Assets and Stores Management
- Financial Reporting

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May 2013
(Version 1.1)
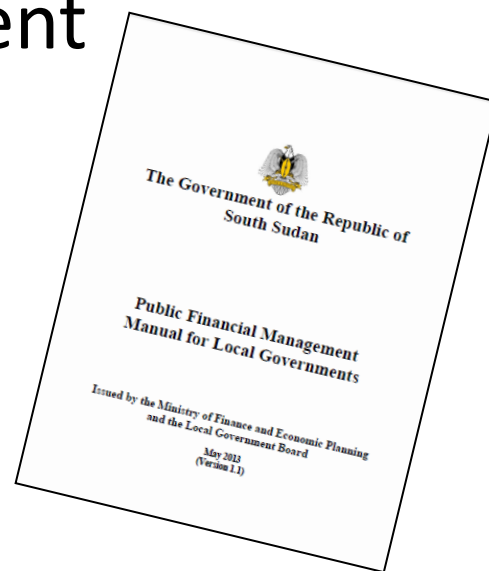
Are the key administrative positions of Executive Director, Planning Officer & Controller of Accounts filled?

July Midterm Assessment

October midterm assessment
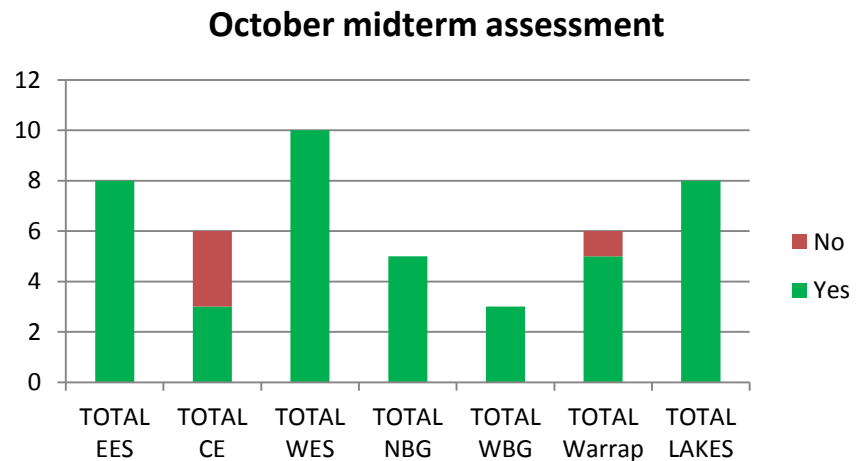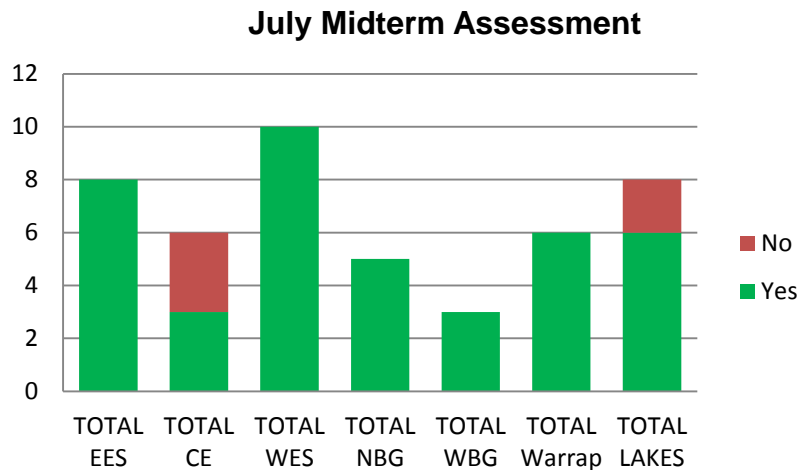
- The graphs in the two panels illustrate key administrative positions filled in the respective States in the July and October assessments.
- Without much more than transfers covering salaries, motivating and retaining county staff especially key administrative positions, remains a challenge for county governments into the medium term.

Questions 1.18, 1.19 and 1.20

Local revenue reporting comparison

Legend:
- All transfers received acknowledged in writing by the executive director and correctly posted to the current account ledger
- Collections of local revenue are deposited timely with the LG cash office and then banked
- County staff correctly posts local revenue to the treasury chest book (F. 19) and the Accounts Register of Receipts (FF 65)

- Collections of local revenue deposited timely with LG cash office and then banked remains a weak area, though it has shown progressive improvement over the period, April to October 2015.
- Transfers are increasingly acknowledged but support is required

Does the County have a procurement unit, procurement committee and nominated evaluation committees in place?

Procurement units established
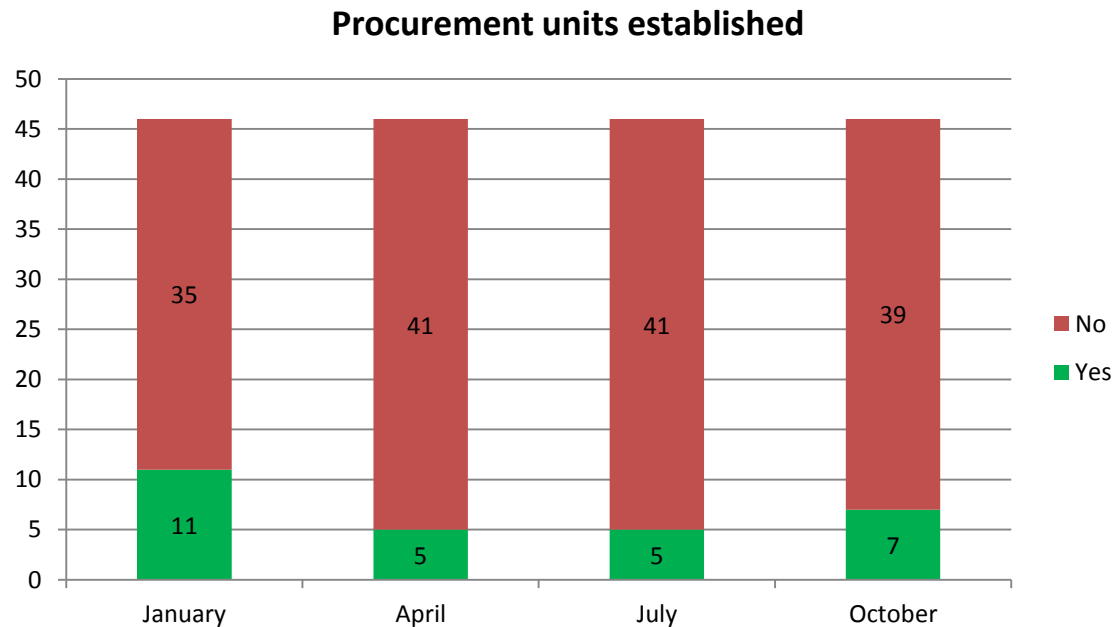
- Procurement is still an underdeveloped area of PFM.
- No targeted support was provided on establishing procurement units / committees because CDGs are not being transferred and procurement therefore remains minimal at the county level.

Does the county use a single treasury account system to make payments?

Single treasury account system


Single treasury account State comparison
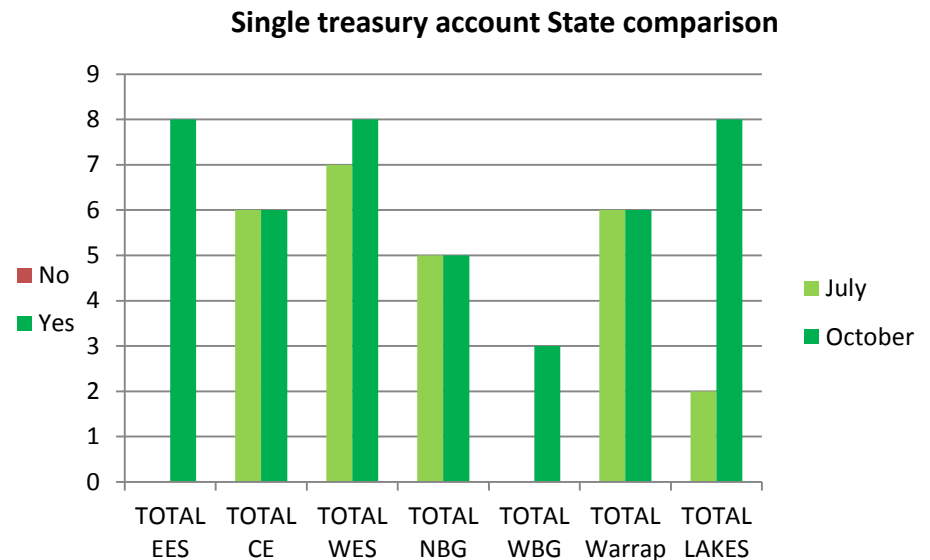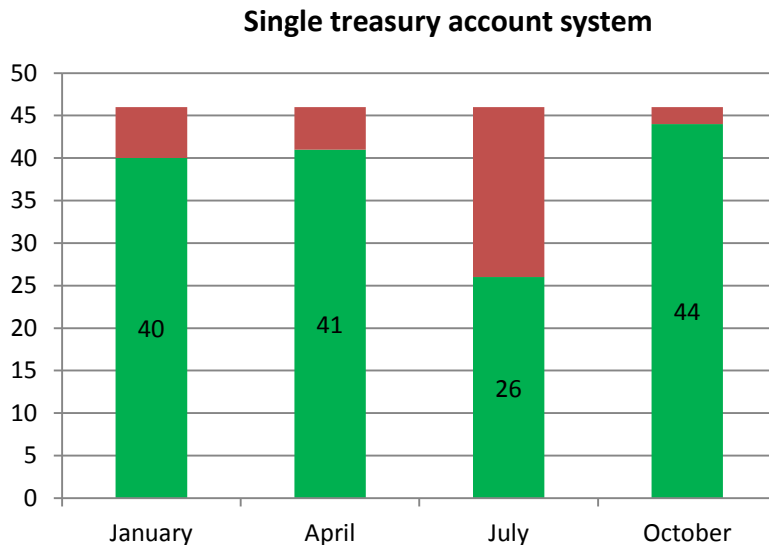
- Compared to the January self-assessment and April assessments, the improvements in the October assessment is slight.
- A limited number of counties such as Jur River in Western Bahr El Ghazal state are transitioning to a treasury single account and are reported within the 44 counties recorded in October 2015.

Are the County expenditure amounts consistent with the budget?
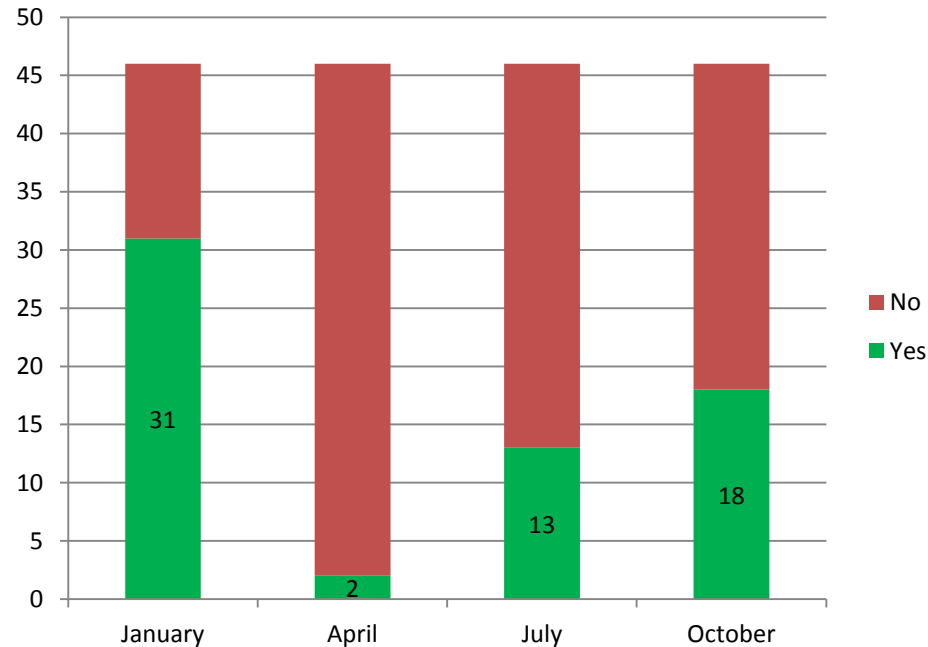
- County expenditure increasingly corresponds to the budget as eighteen counties were recorded to be complying with this PFM requirement coming from only 2 in April.

Does the County produce its quarterly budget performance reports not later than the 30th day after the end of the quarter

County produces QBPR


QBPR production October status
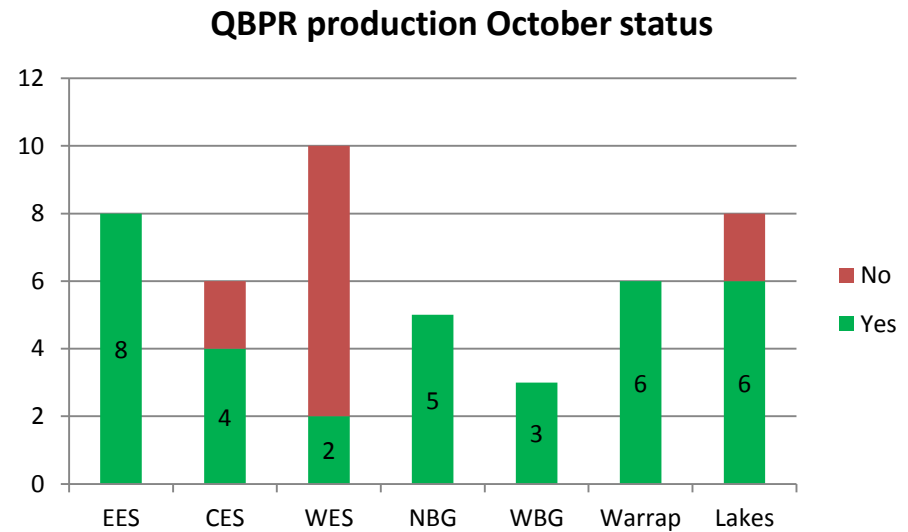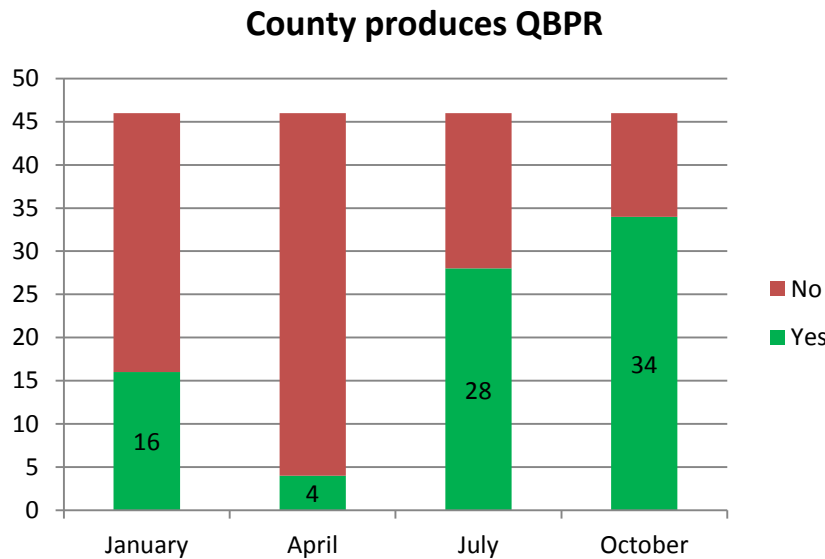
- A comparison between states reveals stronger performance in EES, NBG, WBG and Warrap. These states have all their counties producing QBPR's not later than the 30th day after the end of the quarter.

- On the contrary, WES had only two out of its ten counties complying with this PFM requirement → related to security concerns

Are transfers of revenue from the state coded correctly and recorded accurately by the county?

Coding of transfers comparison
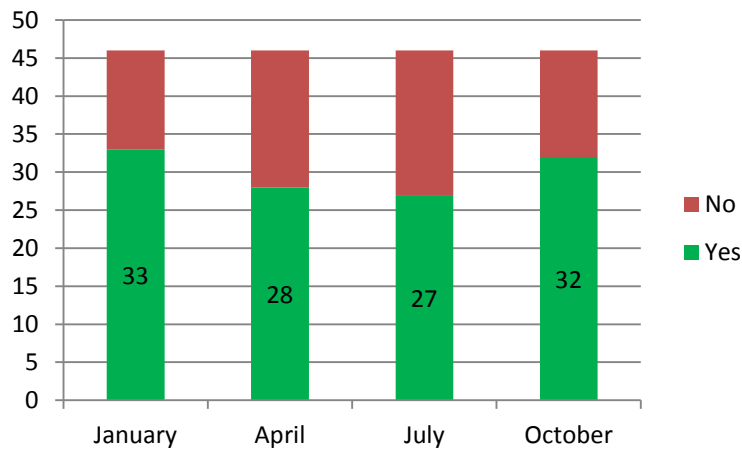

Coding of transfers status October
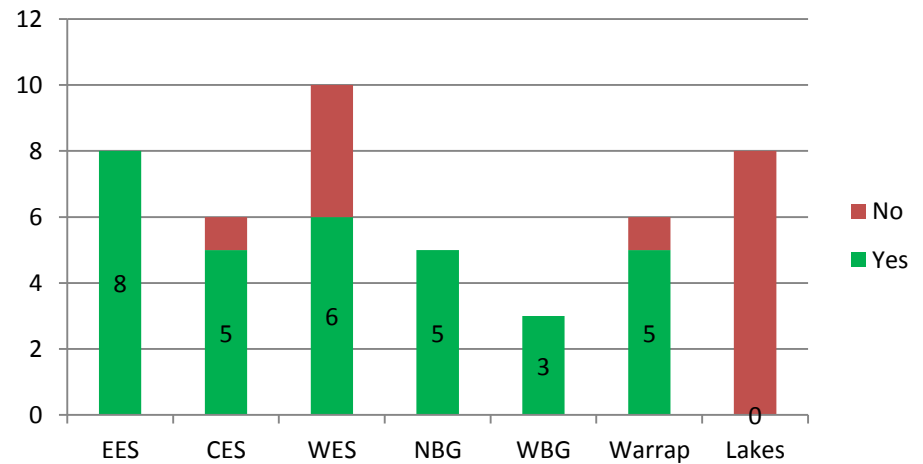
- EES, NBG and WBG recorded all their counties coding correctly and recording accurately the revenue transfers from the state. Lakes and WES still have challenges.

Management and accounting for State and County payroll and conditional transfers to the Counties

	EES	CES	WES	NBG	WBG	Warrap	Lakes
Does the SMoLPS&HRD maintain an up to date nominal roll covering all state ministries, departments and agencies (MDAs)?	✓	✓	✓	✓	✗	✓	✗
Does the SMoLPS&HRD use SSEPS II to generate the payrolls of the state MDAs	✗	✗	✓	✗	✗	✗	✗
Does the SMoLPS&HRD prepare monthly payroll reports?	✓	✗	✗	✗	✓	✓	✓
Are County transfers correctly budgeted and included in the annual budgets of the SMoE, SMoH, SMoF and SMoPI?	✗	✗	✓	✓	✓	✓	✓
Does the SMoF make transfers to Counties in line with the state budget, and with previous decisions of the CTMC?	✗	✓	✓	✓	✗	✗	✗

Payroll indicators analysed

**Payroll comparison**
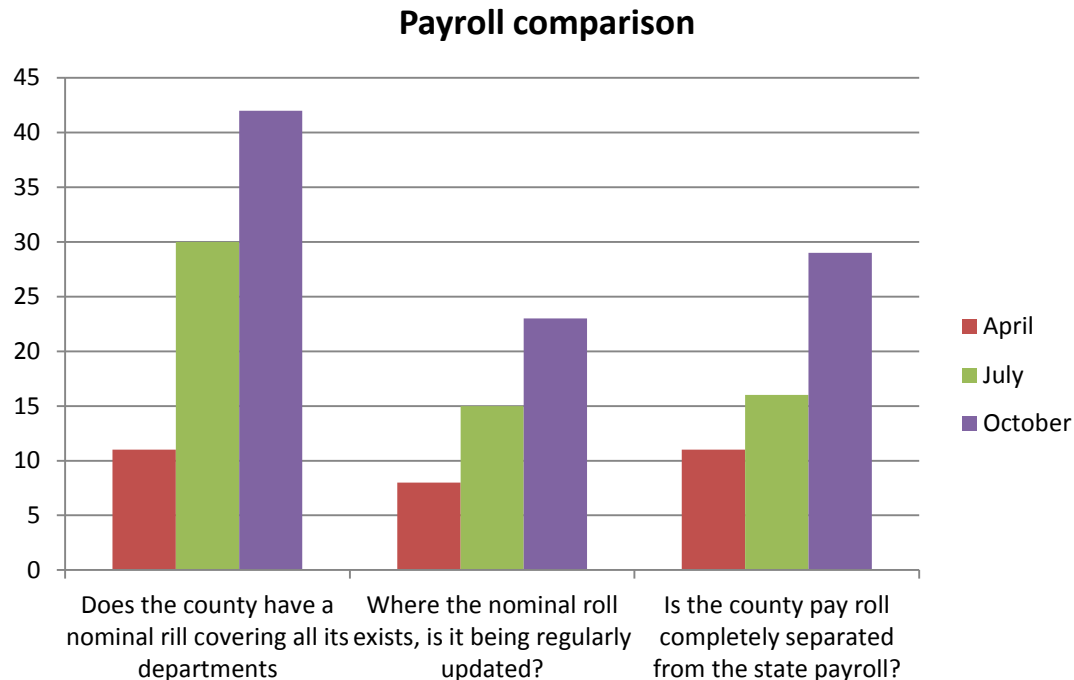
Overall improvement achieved in the field of Payroll → Reform readiness

- The number of Counties with a nominal roll covering all its departments steadily increased
- Regular updating the existing nominal rolls remains an area of weakness…
- Complete payroll separation between counties and state still ongoing….

Does the County submit its quarterly budget performance reports to the SMoLG not later than the 30th day after the end of the quarter?

QBPR submission
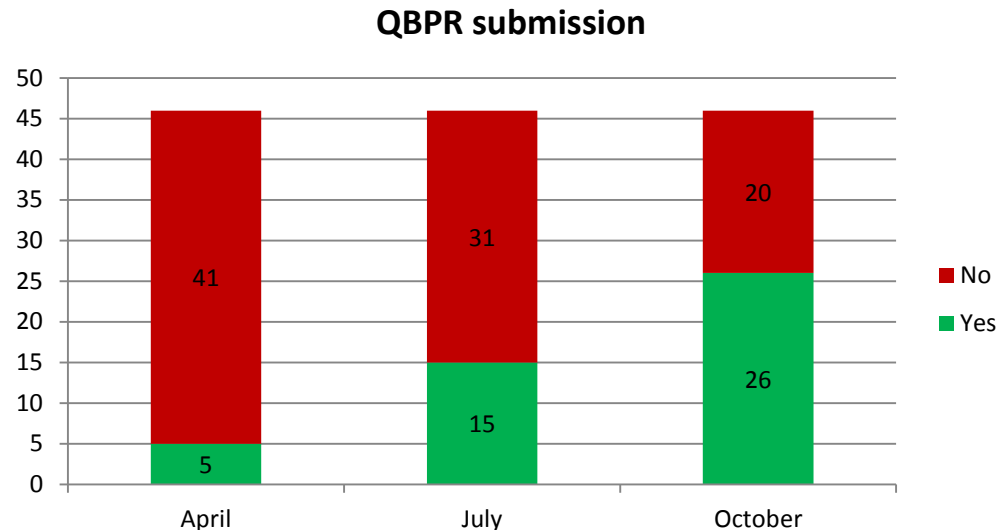
- The EU-TAPP capacity building efforts to facilitate reporting are reflected in the data as there is a considerable improvement shown in submitting the QBPR to the SMOLG not later than the 30th day after the end of the quarter.

- Interesting to note that out of the thirty four county QBPR's produced in October, only twenty six were submitted in the same period → Need for further support

CTMC establishment

- CTMCs are now all established and hold frequent meetings
- Further support needed in capacity building and establishment of secretariat.

- In April we had the following situation:

	EES	CES	WES	NBG	WBG	Warrap	Lakes
Has a CTMC been established in accordance to the TOR/Guidelines?	✓	✓	✓	✗	✓	✗	✓
Does the CMTC hold quarterly meetings to discuss county budget submissions and budget performance and payroll reports?	✓	✗	✗	✗	✓	✗	✓

County Dashboards

47 Dashboards prepared every quarter

- 46 of less conflict affected states
- Bor county (additionally data on 3 counties is gathered)

Quick overview concentrated around 3 themes:

- Staff

- PFM indicators
  - Reporting on planning and execution
  - CTMCs

- Payroll indicators

Traffic light approach

Lainya County							
EU-TAPP support		Number of beneficiaries (people trained / supported)					
Total days in County	15	Total	38	Male	31		
Last visit to County	30ᵗʰ Sept			Female	3		
Staff Available		PFM Indicators		Payroll Indicators			
Executive director	✓	County has an approved annual budget	✓	County has a fully separated payroll from state payroll	→		
Controller of accounts	✗	Country operates a bank account	✓	Nominal roll and single payroll for county staff prepared	→		
Planner	✓	County codes all conditional grants correctly	→	Monthly county payroll reports (by sector) are submitted	✗		
Establishment officer (payroll manager)	✓	County submits quarterly budget performance report to CTMC	✓				

X = NO
√ = Yes
→ = Partially achieved / ongoing

Additional qualitative narrative provided which covers 4 items:
- Capacity gaps
- Activities
- Remaining challenges
- Planned activities

Q & A

WESTERN EQUATORIA STATE Capacity Building in Payroll and PFM project

Innovation Underway: Western Equatoria's Grant Tracking Tool

3 December 2015

ECORYS

VNG International

Background of the Tracking Tool.

- Difficulty to ascertain the Grants that were received by the state or counties and the CTMC could not easily confirm transfers from National Government to Counties

- In May when we made our first report to CTMC and to the State Minister of LG&LE the Minister requested EU-TAPP to develop a simple tool for tracking grants

- Delay in remittance of grants to the Counties and to County Departments is shown

Purpose of the Tool

- Promotes transparency and accountability
- Informs CTMC on details of transfers from National Government to the Counties and then finally to the Departments
- Provides instant information to other stakeholders
- Supports Departments and Counties to follow up on unremitted grants
- After the Quarterly Budget Performance Reports CTMC know where the balances reflected are

EU -TAPP intervention

- Developed the Tool and shared it with HSSP and LOGOSEED. (**Salaries, operations, Block, Payam development grant etc.**)

- Tested the tool in Nagero and Tombura counties in May 2015

- We found out that:
  - CED had not received grants for 5 months,
  - in Tombura CHD was receiving SSP 15,000 and SSP 34,310 instead of SSP 42,288
  - General Administration diverted SSP 65,000

- Distributed copies of grants tracking tool to the SMoF, CTMC, the Counties and County Departments

Results of Introducing Grants Track Tool

- Improvement in timeliness of remitting the grants
- Increased consistency in the amounts being remitted
- Grants withheld have been released
- Overall improvement in reporting and accountability

Questions and Answers

Panel discussion:
QBPR Successes and Challenges

Aloysius Kigongo, EU-TAPP, Warrap
George Byamukama, EU-TAPP, Eastern Equatoria
Martin Maciek, Local Government Board

Facilitator: Francis Nyanzi

Questions and Answers

LUNCH

Please be back at 2 PM!

WESTERN EQUATORIA STATE
Capacity Building in Payroll and PFM project

COUNTY PAYROLL READINESS – *LEADING FROM THE FRONT*

3 December 2015

WES Situation before EU-TAPP intervention:

- No nominal rolls at the Counties except for County Administration Department

- Salary allocations for counties were not exhausted during the FY and spent elsewhere as directed by SMoF

- Payrolls were inflated

- Staff files for all staff in the County Education, Health and WASH departments were at the line ministries.

- County administration could not recruit staff to improve on service delivery

- Staff not promoted, no annual increment in salaries and County Executive Directors had limited management control over Health, Education and WASH staff

Interventions:

- The DG SMoLPS&HRD assigned one staff to EU-TAPP during the OJT in the Counties

- Used payrolls from line ministries and soft copy of the Nominal roll from SMoLPS&HRD to construct draft Nominal rolls

- With the help of the County Heads of Departments & Establishment Officers data from the payrolls were used to construct the Nominal rolls

- Payroll splitting began after preparing draft Nominal Rolls for all the ten Counties

- Establishment Officers and Payroll Managers trained in payroll management

How we managed:

- With letters from the National Ministries directing the splitting of the payrolls, support and commitment from the Hon. State Minister of Local Government, the DGs of SMoLPS&HRD and the line ministries, SMoLG&LE, Chairman CTMC,the Executive Directors and the staff at the Counties

- Availability of The PFM and Human Resources Management manuals for Local Government

- Resolution of the State Council of Ministers helped us to eventually finalize the process

Results of our intervention:

- Counties now have their own nominal rolls and can update them when needed
- Payroll data cleansing is in progress
- Cost savings realized from non-existing staff and using one Cashier
- More staff recruited
- Establishment Officers trained and beginning to take up their responsibilities
- Counties have started promoting staff
- Executive Directors have started controlling staff who abscond from duty by recalling their salaries from the bank to cash
- All records/information of the staff will now be managed at the County as all the staff files are being moved to the Counties and new ones being opened for those who did not have.

Examples of Results Realized

County	Amount saved per month	source	How is the money used
Maridi	7,185	13 non-existing staff from Education & Health	Remitted to County Chase & spent by the 2 departments
Nzara	13,240	Non-existing staff/ staff working with NGOs	Spent by general Administration
Yambio	4,196	Dead staff/non-existing staff	Used to recruit more staff
Tombura	2,995	non-existing staff	To promote staff
Ibba	410	Dead staff	Promote & recruit staff
Ezo	3,433	non-existing staff	Recruit more staff

Maridi County Example:

- **22** staff were discovered to be nonexistent

- The County saved a total of **7,185 SSP** in a month

- Since the separation of the payroll in June, the county recovered a total of **35,925 SSP**

- The unpaid salaries are remitted to the County Chest monthly, where the departments make spending requests

Nagero County Example:

- Before updating Nominal roll and splitting payroll no staff were recruited in the Health department in 2014/15 FY

- Budget allocation of 374,057 SSP for salary budget for County Health Department was not remitted (**spent instead by SMoF**)

- **13** staff recruited after creating the Nominal roll and the separation of the payroll from state

Challenges:

- Continuing the updating of Nominal rolls and Payroll cleaning
- Unpaid salaries recovered are being spent without following procedures in the PFM Manuals.
- Other line ministries are yet to release files for staff working in the Counties.
- Lack of computers and other office equipment for Establishment Officers to support their work
- Only one out of the ten Establishment Officers is computer literate

Knowledge gains/ lesson learned

- Leading from the front made results achieved

- Involving staff from different levels ensured maximum cooperation

- Proximity to state and county brokered trust

Questions and Answers

RSS STATE READINESS FOR SUPPORTING LG PAYROLL REFORM

EU TAPP Lessons Learnt and Knowledge Sharing Workshop
Ann Okotha, State Payroll Support Advisor

3 December 2015

ECORYS

VNG International

Agenda

Scope of Assistance to LS & NBG

Approach and methodology

Payroll Data gaps

Current status – Lakes & NBG

Lessons learnt

Next steps

Scope of Assistance to Lakes and NBG States

- The scope of work is to strengthen SMoLPS so they can support counties in advance of SSEPS II payroll reforms

- The key areas of focus for EU TAPP in this regard are;
  - Integrity of payroll data
  - Data readiness for migration to SSEPS II (Update of nominal rolls, structures and split of payroll)
  - Training (OJT and classroom) to county and state level staff on management of payroll

Approach and methodology

Direction Setting: This straight-forward, critical step establishes the data migration readiness goals, identified stakeholder needs and end-user profiles in consideration of the available and planned reforms i.e SSEPS II.

Champion approach: In each state, we have together with the Director Generals of SMoLPS identified a team of key resource persons from departments. The champion or community of practice approach involves skills transfer to more than one responsible staff at the state Ministry of Labor and Public service as the custodian institution of payroll management.

Approach and methodology cont'd
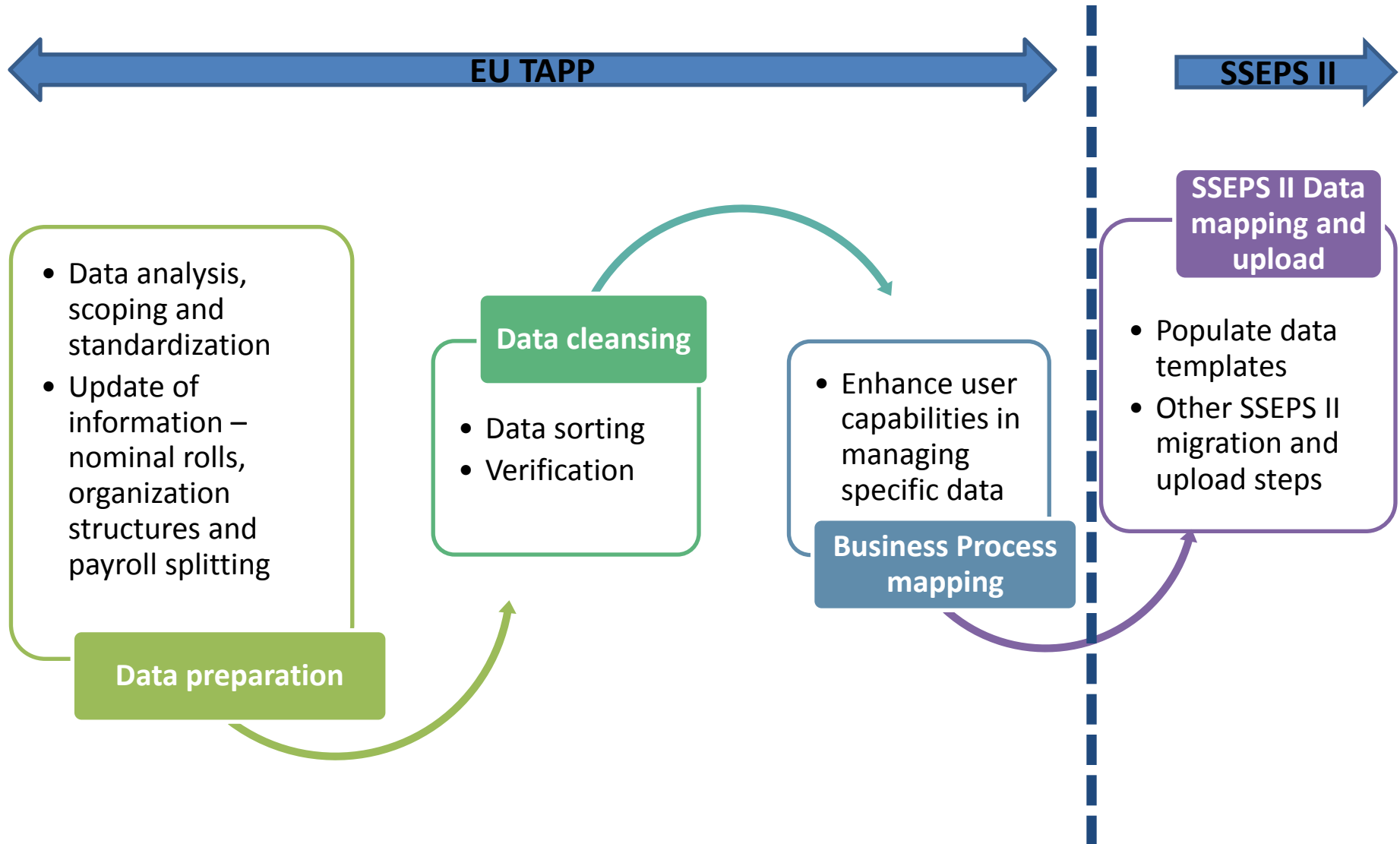
3 critical success steps for data migration readiness:

- **Data preparation:** Understanding and agreeing on which data is relevant for payroll, assessing it's quality, identifying the sources of this information and templates.

- **Data cleansing:** To improve data quality, proficient checking of the data to pick up on data issues at each iteration, verify and complete all gaps including correcting errors, updating information, eliminating data silos to achieve a degree of accuracy of the data

- **Business process mapping:** Mapping the end-to-end process which will in turn provide business rules for mapping the data to user roles and access rights in SSEPS II. To improve core business processes in specific areas that will deliver the greatest benefit to the payroll functions at all levels of Local Government in RSS, including by resolving current gaps in functionality and/or user understanding where necessary.

Current status – Pilot states

Lakes state

- Completed split of payroll in Lakes state.
- Held nominal roll and payroll verification exercise in Lakes state
- All state nominal rolls (16 line MDA's) which were nonexistent before October 2015 have now been completed in Lakes state
- All county nominal rolls updated in Lakes state. Final drafts printed and dissemination to all 24 institutions ongoing.
- Payroll reports for October and November submitted

Northern Bahr El Ghazel

- Population of nominal rolls for counties(5) and state line ministries(16) ongoing

Payroll data gaps

Some of the gaps identified in the nominal rolls and payroll data were:

- Institutions lacking complete data on establishment structures and approved manpower plans especially at county level

- Personnel files lacking key information like promotion, appointment letters, dates of birth with age assessment certificates etc.

- Basic pay and other benefit information missing on nominal rolls and personnel files

- Wrong position matches on nominal roll causing wrong salary scale matches

Payroll data gaps cont'd

- Mix up of staff from staff funded from different sources i.e donor funds, local revenues etc. thus giving wrong vacancy reporting

- Names of people who had exited are still on nominal rolls and in some cases on the payroll too filling positions which are otherwise vacant hence affecting service delivery in the LGs

- Transferred staff in the wrong institution nominal rolls and in some cases also on wrong institution payroll

- Names of people who could not be identified on the nominal roll but exist on the county payroll e.g. one county had 25 unknown on payroll

Lessons learnt

- **Timely and targeted interventions needed:** Lots of support is focused on county level which are not self sustaining as they need support from SMOLPS and therefore the capacity at state level also needs to be revamped. In line with EU-TAPP's component 2
  - State level government to analyze current payrolls, identify County staff, separate state and county payrolls;

- **Use of the champion approach:** to build capacity of the SMOLPS and related institutions in payroll management as opposed to working with individuals in silos. → is more sustainable after exit of programmes.

Way forward – Next steps

WHAT	WHEN	DELIVERABLE
Nominal Roll completion and payroll split – NBG	December,2015	Final State and county nominal rolls
Payroll Process mapping	November-December,2015	Payroll process maps
Payroll quick reference guide and tools	January,2015	Payroll Quick reference guide
Payroll process training	January,2015	Payroll process management and nominal roll management workshop
OJT Monthly payroll processing	February,2015	Monthly payroll processing OJT

Questions and Answers

Implementing and Sustaining CTMCs

Warrap's CTMC Feedback Mechanism

Aloysius Kigongo & Emmanuel Candiga

3 December 2015

Introduction

- The Warrap State CTMC has met 3 times since its inception and reviewed the 3rd and 4th quarter budget performance reports in the previous FY 2014/15, and 1st QBPR in the current FY 2015/16

- The committee has been preparing and submitting its review reports and copies of local government quarterly reports to the LGB as required

Innovation: CMTC Feedback Reports

- To effectively assist the counties to improve the PFM, payroll and reporting performance of the counties, the CTMC prepares **feedback reports**
- Sent to county executive directors highlighting gaps in County quarter budget performance reports and payroll reports

  → Specific action points and timeline to address the gaps.

- Feedback letter is signed by the Chairperson of the CTMC and the Secretary.
- A formal covering letter is written by the DG, SMoLG forwarding the feedback.

Innovation: CTMC Feedback Reports

- Feedback reports are used by EU-TAPP to follow up on the implementation of the action points made by the CTMC and provision of further capacity building support to counties.

- Observed impact:
  - The feedback system has improved on the reporting processes between the different stakeholders and as a result the fourth quarter report was of a better quality than that of the 3rd quarter and similar improvements are expected in the QBPRs for the first quarter of 2015/16.

Lessons learned

- The analytical capacity of CTMC to interpret and analyze the QBP reports and payroll reports is still weak, counties appreciate feedback

- Continued technical support to CTMC needed to analyze the QBP reports and write reports to be sustainable

- Remaining low capacity to address the gaps identified in the CTMC feedback report hence need (and appreciation) for continued on job training to the Counties

Q & A

Milestones for Sustaining CTMCs
Northern Bar el Ghazal's Experience

Moses Obusubiri

3 December 2015

Milestones for Sustaining CTMCs

Key points:

➢ CTMCs are now functioning in eight (8) states

➢ CTMC in NBGs was established by EU-TAPP Project after convincing the State Government establish it in March 2015.

➢ CTMC Terms of Reference adopted and updated as needed

➢ Appointment of Members should be properly constituted

➢ Holding regular meetings including meeting notices and meeting minutes, at least quarterly to review County reports

Activities implemented for Functioning CTMCs

➢ Support appointment of members to ensure proper constitution

➢ Sensitisation of members on the role and functions of CTMC

➢ Technical support on analysing County quarterly budget performance reports and monthly payroll reports

➢ Running the secretarial function of the CTMC

Minimum Requirements for Sustaining CTMCs

➤ Meeting regularly

➤ Institutionalise CTMC in state systems and hence fund its operation

➤ CTMC must send reports to LG Board for review

➤ Feedback on reports from the LG Board and STMC needed

Q & A

Panel discussion

A continuum of PFM Knowledge and Capacity: GATC, EU-TAPP and LOGOSEED

What next?

Dr. Ross Worthington
Shingiraygi Mushamba
Francis Nyanzi

Closing session

Thank you for your participation and collaboration