NAC Strategic Change Project 2020 – 2025

Project Report 2022

PICTURE 1 *Launch of NAC audit manuals and website August 2022*

Version 1.2023

Version	Description	Date
1.2023	Submitted to NAC SCP Steering Committee	13th March 2023
2.2023	Approved by NAC Steering Committee and submitted to the Norwegian embassy, Juba	
3.2023	Approved by the Norwegian embassy, Juba	

Norwegian Ministry of Foreign Affairs

Contents

List of Abbreviations

AFDB	African Development Bank
AFROSAI-E	African Organisation of English-Speaking Supreme Audit Institutions
CPA	Certified Public Accountant
GOSS	Government of South Sudan
ICT	Information Communication Technology
IDI	INTOSAI Development Initiative
IMF RCF	International Monetary Fund Rapid Credit Facility
INTOSAI	International Organisation of Supreme Audit Institutions
ISSAI	International Standards of Supreme Audit Institutions
MFA	Ministry of Foreign Affairs
MOF	Ministry of Finance
MS 365	Microsoft 365
NAC	National Audit Chamber
OAGK	Office of the Auditor General of Kenya
OAGN	Office of the Auditor General of Norway
PAC	Public Accounts Committee
PEFA	Public Expenditure and Financial Accountability
PESA P	Professional Education for SAI Auditors Pilot
PFM	Public Financial Management
QC	Quality Control
R-ARCSS	Revitalised Agreement on the Resolution of Conflict in the Republic of South Sudan
SAI	Supreme Audit Institution
SCP	Strategic Change Project
WB	World Bank

1 Background

As a young state with a troubled history, South Sudan is faced with several economic, political, security and humanitarian challenges. The Revitalized Peace Agreement (R-ARCSS) of September 2018 provides for several steps to be taken to improve the situation, hereunder how to strengthen public financial management and the National Audit Chamber (NAC).

NAC has a Strategic Plan (SP) for 2019-2024 that includes strategies for how to meet the expectations of the R-ARCSS, deliver more and better audits and in general contribute to better public financial management in South Sudan.

The Government of South Sudan funds the NAC with about 150 staff and is expected to cover main needs of investments and operational costs. However, NAC operates in a highly unpredictable and challenging environment. Both government funds for salaries and audit operations as well as political support for a strong audit office are unpredictable, although starting to stabilize in the 4 last months of 2022. For NAC to successfully implement the strategic plan, both financial and technical support are needed.

The INTOSAI Development Initiative (IDI), the Office of the Auditor General of Kenya (OAGK) and AFROSAI-E have committed to jointly support the NAC in implementing key strategic priorities for 2020-2024. This includes support to core audits, a new legal framework, stronger internal governance, new ICT-systems, HR-management, professional development and training, stakeholder engagement and communication and general coordination with partners. This was formalized in a Cooperation agreement signed in August 2019.

Funding is provided by the Norwegian embassy (MFA Norway) in Juba, through a grant agreement with IDI. This was formalized in a signed agreement in October 2020, providing funding of 15 mill NOK for the period 2020-2023.

The overall objective of the project is *to enable NAC to successfully implement its strategic plan*. The result framework is therefore based on NAC's strategic plan 2019 - 2024. Figure 1 gives an overview of the Strategic plan.

FIGURE 1 OVERVIEW OF NAC'S STRATEGIC PLAN 2019 - 2024

NAC VISION
To be recognized as a Centre of Audit Excellence by our Stakeholders.

MISSION STATEMENT
To Audit and Report to the President and Parliament on the proper accounting and use of public resources to enhance effective accountability.

STRATEGIC OUTCOMES
1. Public Account Committee follow-up on the audit reports.
2. Audit findings are covered in the media enabling interested stakeholders to engage in accountability.
3. Executive follow-up of audit findings.
4. Central government financial statements issued on time.
5. State government financial statements issued on time.
6. Improved compliance with rules and regulations.

STRATEGIC OUTPUTS
1. Annual Financial and Compliance Audit report issued for Central Government including recommendations for compliance with key rules and regulations.
2. Audit reports of the Central Bank and government owned companies issued annually.
3. Audit report covering the States and Local Governments, including recommendations for issuing of financial statements and compliance with key rules and regulations.
4. Performance audit reports issued for the main sectors.
5. Special audit reports of donor funded projects.
6. Investigative audit reports in selected areas.
7. Annual NAC Activity report.
8. Annual seminar for the PAC presenting the main audit findings and status of previous year's recommendations.

FOCUS AREAS
| Strengthen NAC Independence. | Enhance the Quality and Impact of Audit Services. | Strengthen Internal Governance System and Structures. | Human Resources developed and Staff Welfare improved. | Strengthen Advocacy and Stakeholders Engagement. |

VALUES
| Shared vision | Integrity | Team work | Inspirational leadership | Making a difference |

In line with NAC's mission, the **potential impact** of the project is greater compliance with laws and regulations and stronger public financial management in South Sudan, which ultimately leads to better government services and improvements of the living conditions of citizens. The project shall as such contribute to Sustainable Development Goal 16 (Peace, Justice and Strong Institutions) especially, by building a more effective, accountable, and inclusive Supreme Audit Institution in South Sudan.

Figure 2 shows an illustration of the theory of change underlying the project design. Peer-based project deliverables are expected to enable NAC to:

- meet its focus area goal formulations for professional, organizational and institutional capacity,
- produce its strategic outputs (audits), and,
- have an effect on the strategic outcomes defined for NAC's work, and finally,

- contribute to greater public financial management, accountability, transparency and achievement of Sustainable Development Goals in South Sudan
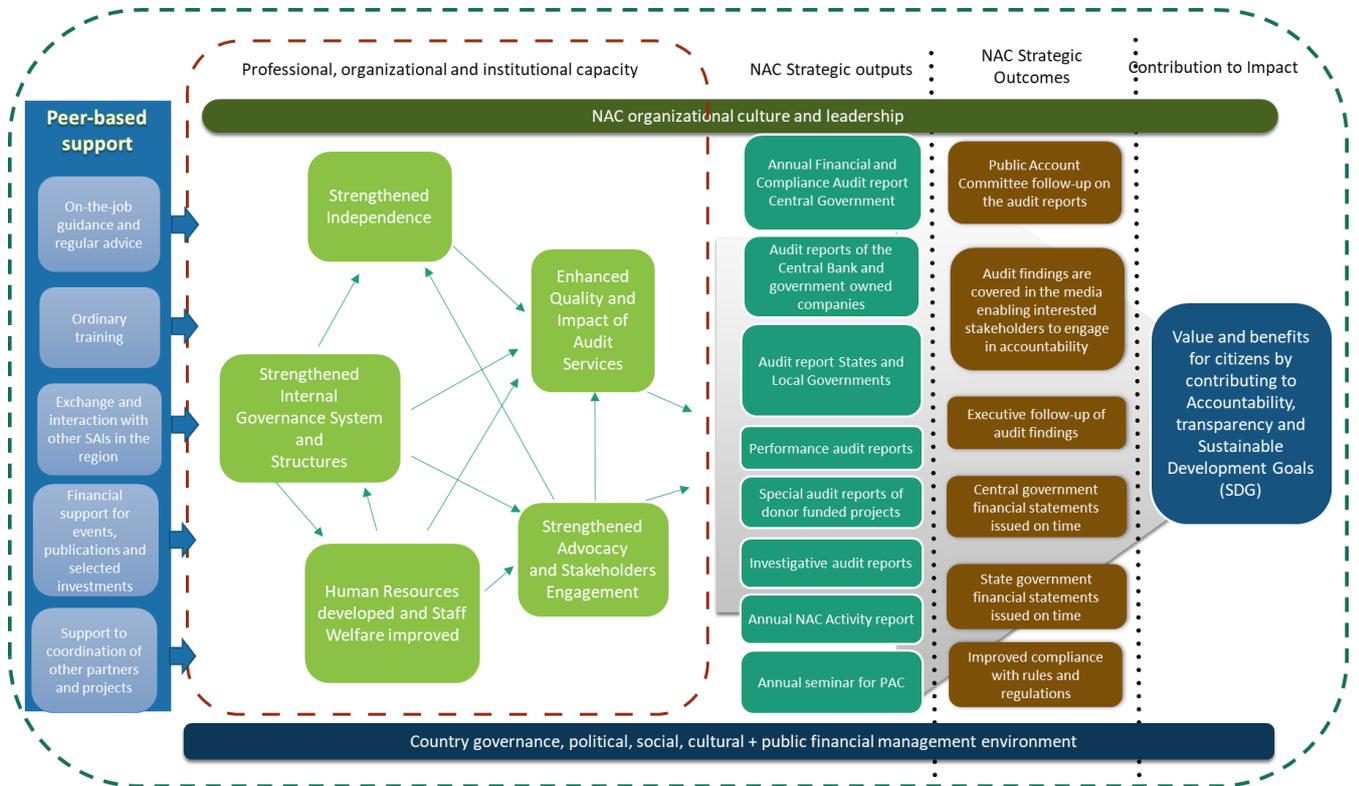

FIGURE 2 THEORY OF CHANGE ILLUSTRATION

2 Summary of results and implementation progress

2.1 NAC performance and project results so far in the strategic planning period

The overall objective of the project is to enable NAC to successfully implement its strategic plan for 2019-2024. Figure 3 gives a graphical overview of the status of NAC's planned objectives and strategic outputs so far in the strategic planning period.[1]

FIGURE 3 STATUS OF NAC STRATEGIC OUTPUTS AND OBJECTIVES AS AT THE END OF 2022. COLOR CODING: GREEN = COMPLETED/ ACHIEVED FOR THE YEAR, LIGHT GREEN = ONGOING/INITIATED, WHITE = NOT STARTED/NOT ACHIEVED

NAC Strategic outcomes: Improved governance, accountability and transparency					
Public Account Committee follow-up on the audit reports	Executive follow-up of audit findings	Central government financial statement issued on time	Central Bank and government owned companies issue their financial statements on time.	States and Local governments financial statements issued on time	
NAC Strategic outputs: Execution of prioritized audits and reporting					
1. Annual Financial and Compliance Audit report issued for Central Government including recommendations for compliance with key rules and regulations	2. Audit reports of the Central Bank and government owned companies issued annually	3. Audit report covering the States and Local Government including recommendations for issuing of financial statements and compliance with key rules and regulations	4. Performance audit reports issued for the main sectors	5. Special audit reports of donor funded projects	6. Investigative audit reports in selected areas	7. Annual NAC Activity (Performance) report	8. Annual seminar for the PAC presenting the main audit findings and status of previous year's recommendations
Focus area 1: Strengthen NAC Independence	**Focus area 2: Enhance the Quality and impact of Audit Services**		**Focus area 3: Strengthening Governance System and Structure**		**Focus area 4: HR Development and Staff Welfare**	**Focus Area 5: Strengthen Advocacy and Stakeholders Engagement**	**Project management Peer-support and Coordination other partners and projects**
1.1 A reviewed Audit Act submitted to the Presidency, Parliament & Constitutional Review Commission and enacted.	2.1 Annual Overall Audit Plan (AAP) developed and are communicated with the auditees.	2.6 NAC participation in the most relevant regional trainings.	3.1 Annual operational planning (AOP), monitoring and reporting system implemented	3.7 ICT archive policy developed and implemented	4.1 Human Resource Policy and Strategy Reviewed and Implemented	5.1 Stakeholder engagement strategy established and in use	Project management NAC SCP
1.2 Support for NAC financial and Administrative Independence among key stakeholders achieved.	2.2 NAC annual overall audit plans (AAP) are implemented	2.7 NAC holds its own Internal Technical update and shares experiences systematically.	3.2 Leadership and Management's skills strengthened	3.8 Internet in place in NAC for all staff	4.2 Annual Training plan for audit and non-audit staff in place and implemented	5.2 Public Relation (PR) and communication function in place	Coordination other partners and projects
1.3 Rules & Regulation for the NAC Act established	2.3 AFROSAI-E Financial and Compliance Audit Manuals and A-SEAT tool customized and implemented, including quality control practices	2.8 Develop NAC database of past and on-going audits.	3.3 Operative Internal Audit unit in NAC	3.9 Organizational Structure reviewed, approved and implemented	4.3 Performance appraisal system developed and implemented.	5.3 NAC Website renewed and regularly updated	Mid-term evaluation
1.4 External audit of NAC operations	2.4 AFROSAI-E Performance Audit Manual (PAM) and A-SEAT tool customized and implemented, including quality control practices	2.9 Enhancing the Quality Control Unit by coaching the staff & External Quality Assurance peer-review annually.	3.4 ICT-strategy reviewed and implemented	3.10 Assets and Financial management system improved	4.4 Establish senior management retention and succession plans.	5.4 National Professional Accountancy Organization (PAO) established	End-term evaluation
1.5 Sufficient NAC annual budgets to enable implementation of the SP sourced.	2.5 Available guidelines for audit of selected areas adopted and in use, including forensic audits, audit of environmental risks, procurements, IFMIS, petroleum, corporate governance.		3.5 ICT-unit established	3.11 Transport services sufficient for audit operations.	4.5 Staff remuneration at a comparable level with SAIs in the region	5.5 PAC is assisted by NAC to be able to monitor implementation of audit findings and recommendations.	
			3.6 All staff have sufficient ICT-hardware and software to do their job efficiently	3.12 NAC premises completed and maintained	4.6 Staff Saving Cooperative Credit Society (SACCO) established.	5.6 Regular dialogue with the Anti-Corruption Commission and the Prosecutor General established	
					4.7 A Professional Development programme established		

Figure 3 shows that NAC has embarked on several of the strategic priorities (marked in light green), and some priorities have been achieved for the period such as developing a training and professional development plan and strategy and participating in relevant trainings. The NAC website has also been renewed and the mid-term evaluation was completed in November 2022.

At the level of strategic outputs, there has been progress during the strategic planning period in that NAC has successfully delivered two compliance audit reports on over USD 180 million of emergency funds from the IMF. The Ministry of Finance has also published financial statements from January 2011 to June 2014, which NAC has received and commenced audit planning with peer support.

There are also very positive developments within the focus areas, where NAC has been able to take key steps forward in strengthening its professional, organizational and institutional capacities. This includes contribution to a revised audit act in line with international standards, establishing updated audit manuals for the three main audit types, training of auditors in financial, compliance audit and performance audit methodology, quality control training for supervisors, implementing an operational and audit planning tool, implementation of a strategy and policy for ICT and digitalization through roll-out of laptops and an organizational ICT platform (Office 365), design of new webpage and initiating dialogue with the Public Accounts Committee. Strides have also been made in professional development through selected staff undertaking professional courses.

THE REPUBLIC OF SOUTH SUDAN
NATIONAL AUDIT CHAMBER

CONSOLIDATED COMPLIANCE AUDIT REPORT
OF THE AUDITOR GENERAL

ON

THE SECOND TRANCHE OF THE RAPID CREDIT FACILITY

FROM THE INTERNATIONAL MONETARY FUND

DISBURSED FOR PAYMENTS OF GOVERNMENT BUDGET SUPPORT'

(SALARIES FOR THE EIGHT MONTHS) AND BALANCE OF PAYMENTS FINANCING

FROM

AUGUST 2020 TO JUNE 2021
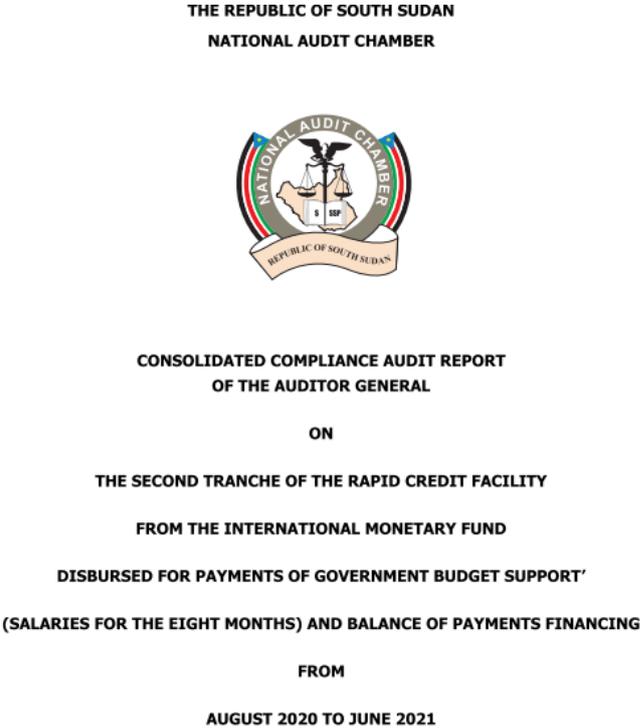
PICTURE **2** *Front page of audit report delivered by NAC in September 2022 and shared in public*

However, after four years of strategic plan implementation and three years of project support, there is a risk that some of NAC's most important planned audit results (NAC's strategic outputs) will not be delivered during the strategic plan period, which again means NAC's contribution to PFM improvement in South Sudan (NAC's strategic outcomes) will be limited. As shown in Figure 3, especially the audits of States and Local government are at risk of not being delivered within the strategic planning period. For an annual audit of the Central government based on compliance audit methodology, there is so far slow progress and a risk of continued lack of coverage, timeliness and public reporting of various compliance risks including larger procurements. Whereas the backlog financial audit has commenced, there are still challenges in

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[1] When NAC is able to issue its own performance report, the progress of the expected results and indicators of the strategic plan is expected to be presented in more detail.

information flow from the Ministry of Finance, which could lead to further delays. The audit of the Petroleum sector as expected by the R-ARCSS is delayed however, NAC is in the planning phase of an audit of petroleum revenues. Whereas NAC has submitted all completed audit reports to Parliament, the Public Accounts Committee is yet to discuss the reports and will require sensitization and training.

The limited progress of conducting and reporting core audits must be understood considering the human and financial resources available for NAC, delayed implementation of the peace agreement and the economic crisis. Securing enhanced salary funds and consistent operational funding for audits is critical for NAC success going forward.

The mid-term project evaluation recommended that project components should be reduced to enable more focus and prioritization and that the project should consider direct financial support to NAC to supplement salary and operational costs.

Despite the challenges, there has been support delivered within all seven components in 2022:

| Component	Progress and results assessment by the end of 2022
C1: SOs Support achievement of key audit related outputs, such as backlog audits, CA, FA, petroleum sector and annual report	• On-the-job support provided for the IMF RCF II audit. Report completed and submitted to the President and published by the Ministry of Finance. • Ministry of Finance submitted financial statements for 3 years from 2011 to 2014. Entry meeting held and audit planning commenced. • On the job support to Roads-sector performance audit on-going • Petroleum audit on 95% revenues commenced in line with the R-ARCSS
C2: FA.1 Advice for revision of audit act and independence efforts	• The Audit bill was approved by the Council of Ministers in December 2022 and submitted to the National Assembly.
C3: FA.2 Strengthen audit processes and systems, finalize compliance audit manual and basic training of audit staff	• Quality control training held for NAC audit supervisors • FAM and CAM refresher general trainings held for all audit staff • Annual audit plan developed and approved by NAC management • IMF RCF II audit and financial audit planning done using electronic working papers through new customized MS Teams audit system • Weekly audit meetings held with audit managers and team members
C4: FA.3 Strengthen strategic management and internal governance, including ICT-tools and internal reporting	• New Management Information System incl rolling Operational Plan developed and updated quarterly • 60 laptops procured from Kenya and distributed to NAC staff installed with MS 365 and new emails. Total of 80 laptops now provided. • MS 365 and basic computer use training provided for all staff by ICT advisor. • ICT advisor for NAC based in Juba recruited in October 2022 to facilitate implementation of ICT strategy • 16 mobile internet modems procured to facilitate field audits • ICT tool user agreements signed by all staff who received equipment. • All ICT equipment tagged and registered in the asset register.
C5: Support HR, training and professional development, including training plan	• NAC Professional development strategy approved • 4 NAC staff undertook IDI PESA P course and sat exams in September 2022 • 6 NAC staff enrolled for CPA Uganda accounting course in September 2022 • Update of NAC HR policy commenced

Component	Progress and results assessment by the end of 2022
C6: Support stakeholder engagement, especially seminar with PAC	• NAC website launched in August 2022 and training for NAC stakeholder staff on website updates conducted. • ICT advisor commenced updates to new NAC website. • South Sudan PAC chairperson invited for the launch of audit manuals and SAI policies. Initial dialogue with PAC commenced. • All completed audit reports submitted to PAC in June 2022.
C7: Project management and partner coordination	• Bi-monthly peer update meetings held, with constant adjustment of activities. • Project mid-term evaluation completed • Audit advisor recruitment completed and will commence in 1st January 2023 • 4 OAGK peers invited to Oslo for training on PDIA problem solving technique • Peer travel to Juba commenced in 2022 and all necessary logistical arrangements in place. • Monthly project coordination team meetings led by NAC held.

Execution of activities in 2022 was possible due to strong commitment from NAC staff and management, increased peer travel to Juba, increased investment in ICT tools and improved communication between NAC top management and the project team.

Unfortunately, some activities planned in 2022 have not started as intended or some have progressed slower than anticipated:

- Whereas the financial statements from 2011 to June 2014 were submitted for audit in June 2022, there have been delays in finalizing audit planning due to challenges within the Ministry of Finance including office space and personnel. This has affected progress of this audit.
- Execution of backlog audits using compliance audit methodology as per plan developed in February 2020 was not fully commenced due to prioritization of the IMF RCF II audit in the first half of 2022.
- Peer teams were ready for support to audit of Parastatals, States and Local government, but new audits in these areas were not initiated in 2022. The respective financial statements have not yet been submitted for audit.
- The draft audit bill was presented to Parliament in January 2023.
- Whereas dialogue was established with the PAC, the planned sensitization and training was not conducted because the PAC was developing their strategic plan and could not prioritise other activities during the period.

Slower progress than planned is due to similar factors as mentioned in chapter 2.1. One key element is inadequate motivation of NAC staff due to the low salaries despite the high cost of living, which affects their consistent presence at work. This however cuts across the civil service in South Sudan. Secondly, several Government agencies and local governments do not yet have a clear understanding of the importance of audit and the role of NAC, which makes the audit process difficult especially with the flow of information. Thirdly, whereas the Public Accounts Committee is in place, they are yet to discuss any audit reports and put the executive to task, which further limits the audit impact.
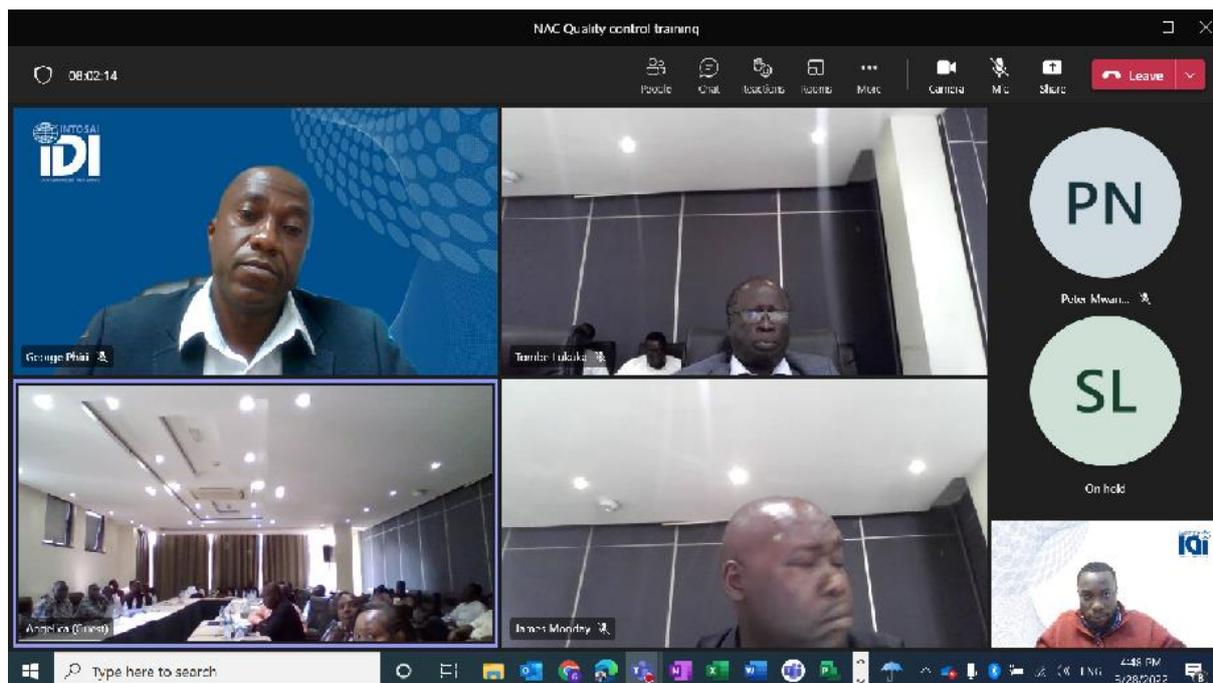
PICTURE 2 *NAC hybrid Quality control training in March 2022*

2.2 Financial performance summary

Project spending in 2022 increased by 83% from 2021 to NOK 4 926 000 (USD 467,970) because of increased project activity due to lifted covid restrictions and commencement of travel to Juba.

A significant portion of delivery expenditure was on audit related workshops within Juba and the purchase of ICT equipment and training to enable NAC cope with the online working environment. Below is a summary of spending per focus area in 2022 **including in-kind support**:

Focus area	IDI	AFROSAI-E	SAI Kenya	SAI Norway	SAI South Sudan	Grand Total
BIS South Sudan - C1 Audits ongoing	$75,789		$60,476	$2,381	$22,945	$161,591
BIS South Sudan - C2 Independence						
BIS South Sudan - C3 General Audit Capacities	$17,364	$280	$2,125		$10,969	$30,738
BIS South Sudan - C4 Internal Governance & Ict	$36,422	$621	$15,090		$125,016	$177,149
BIS South Sudan - C5 HR	$10,905	$5,714	$4,762		$12,284	$33,665
BIS South Sudan - C6 Stakeholder Engagement	$6,975				$2,346	$9,321
BIS South Sudan - C7 Project Mgmt & Coordination	$111,113		$20,351		$4,582	$136,046
Grand Total	**$258,568**	**$6,615**	**$102,804**	**$2,381**	**$178,142**	**548,510**

Total expenditure by partner excluding in-kind costs

Partner	Amount spent	Percentage	Comments
IDI	$258,568	53%	Staff costs, overheads, travel, evaluation
SAI South Sudan	$178,142	36%	Travel, Conferences, ICT equipment
SAI Kenya	$48,086	9.7%	Travel to Juba
AFROSAI-E	$6,615	1.3%	Salary reimbursement
SAI Norway	$0	0	
Grand Total	$491,411	100%	

2.3   Project execution risks update

The situation in South Sudan continues to be highly challenging and the peace agreement is still valid despite the slow implementation. There has since been a 24-month extension to the transition period from August 2022 to September 2024. Whereas the Parliament was constituted and PAC members appointed in 2021, the PAC has not discussed any audit reports so far submitted by the Auditor General to Parliament. Plans for sensitization and capacity building of PAC in 2022 were postponed due to unreadiness of the PAC. This however remains a priority for 2023.

In 2022, the GOSS was able to further clear salary arrears through the IMF RCF 2 funding and non-oil revenue collections by the National Revenue Authority, which have steadily increased. In September 2022, the GOSS unveiled a new salary structure for all civil servants that will significantly improve salaries amid the rising cost of living, if implemented. Over the last 6 months of 2022, there has been consistent monthly release of operational funds to Government agencies including NAC, which has smoothened operations to a great extent.

Corruption remains a high risk given the country context however, there hasn't so far been in any exposure in the project and all funds that have been disbursed to NAC's account mainly for travel and meal allowances have been fully accounted for. The project will still ensure that all controls and guidelines are fully adhered to.

With these positive changes, there is a likelihood that the fundamental project pre-requisite of improved and stable salary payments to NAC staff can be met. Despite the improved release of operational funds, there are still significant funding gaps, which puts the pre-requisite of a reasonable level of funding of NAC operational costs at risk. It is still regarded as possible to achieve some of the main results as per the strategic plan and project, but it may require use of project funds to support NAC operations and prioritizing key activities as recommended by the NAC SCP mid-term evaluation review.

Various planned risk reducing measures have been taken in 2022, such as increasing ICT-support through laptops and internet access, increased peer travel to Juba in addition to online support and discussions for possible supplementation of NAC operational funds through the project. Furthermore, the project has sought to address the lack of NAC resources for operations through engaging with other partners on NAC's work and encouraging other partners to fund NAC in a coordinated way. These risk reducing measures need to be continued in 2023.

2.4   Lessons learned and implications for 2023

I.   Ensuring implementation and utilization of ICT tools is more effective with a full-time experienced ICT advisor or ICT support team on the ground that provides day to day follow up, coordination and advice. Continuous ICT growth and development within NAC especially in digitalization of audit processes is expected in 2023.

II.   Consistent peer in-country visits to Juba have been critical in building relationships between NAC staff and the peer teams and a better understanding of the South Sudan context. This will continue in 2023 depending on peer team schedules and availability.

III.   Timely communication and sharing of TORs for events and workshops is necessary to ensure that NAC staff are well coordinated on the ground, which enables maximum attendance for trainings. Such communication will continue through NAC's MS Teams platform, which most staff have access to.

IV.   Sharing of invitations and nominations for NAC staff to attend trainings and workshops outside of South Sudan should be done in a timely way to ensure proper logistical planning and value from the trainings.

V.   Experienced NAC staff with the necessary audit skills should take a stronger role during trainings and workshops such as facilitating some sessions to supplement the peers. This will strengthen capacity building and ownership.

VI.   Implementation of the overall audit plan and in particular the compliance audits is challenging, and hence continued guidance and training in addition to operational funding for NAC is required to enable it to succeed. It is also important to prepare more flexible audit and operational plans that can be adjusted as and when necessary.

VII.   Continuous sensitization of key stakeholders including accounting officers, PAC, the media and civil society is critical to ensure an understanding of NAC's roles, the audit process and the purpose of audit reports. This will hopefully improve client co-operation during audits.

VIII.   It is important to ensure that NAC top management receive regular updates on progress of implementation of planned activities to enable ownership and more involvement in project activities. NAC top management should also continue to lead by example especially in ICT tools implementation to drive the change within NAC.

IX.   NAC will continue to have challenges with funding operational costs, which may not be covered under the current project framework. It is hence necessary to continue dialogue with other partners such as the World Bank and AfDB to mobilise additional coordinated support to NAC in these unfunded areas.

PICTURE 3 *Financial audit planning working session – October 2022*

3 Status of NAC Strategic outcomes

NAC's Strategic outcomes represents the highest level of results. These were selected to fit the situation in South Sudan and how NAC as a national accountability institution can add value to the national development. Project support to NAC capacities and audit results are expected to lead to the NAC Strategic outcomes and improved Public Financial Management, and ultimately benefit the citizens.

The status of the NAC Strategic outcomes selected for the project are presented in Table 1.

TABLE 1 NAC STRATEGIC OUTCOMES AND RELATED INDICATORS

Expected Results	No	Indicator Definition	Source	Baseline (year)	Target 2020-2024	Comments by end of 2022
Public Account Committee follow-up on the audit reports	24	Whether a Committee of the Legislature examines the Audit Report on the annual budget within six months of its availability, and publish a report with findings and recommendations	International Budget Partnership Open Budget Survey: Question 118 (2017 version)	Not (score D in 2017 Open Budget Survey)	Improved score during the period	All completed audit reports submitted and received by PAC. PAC has not yet discussed the reports. Sensitization and training is required and is planned for Q1 or Q2 2023.
	25	The extent to which legislative scrutiny of the audited financial reports of central government is timely, significant and transparent. It also assesses whether the legislature issues recommendations and follows up on their implementation.	PEFA PI-31. Legislative scrutiny of audit reports	NA	Score D achieved during the period (assuming PEFA conducted in South Sudan during the period)	All completed audit reports submitted and received by PAC. PAC has not yet discussed the reports. Sensitization and training is required and is planned for Q1 or Q2 2023.
Executive follow-up of audit findings	26	Whether a formal, comprehensive, and timely response was made by the executive or the audited entity on audits for which follow-up was expected during the last three completed fiscal years	PEFA-2016 PI-30 dimension (iii)	NA	Score D achieved during the period (assuming PEFA conducted in South Sudan during the period)	Limited response by the Executive to NAC's audit findings and recommendations, and result at risk.

Expected Results	No	Indicator Definition	Source	Baseline (year)	Target 2020-2024	Comments by end of 2022
Central goverment financial statement issued on time	27	Whether GOSS consolidated financial statement (FS) is issued annually.	NAC Annual audit reports	No (2019)	Achieved during the period	Financial statements from 2011 to June 2014 completed and submitted for audit by MOF. Financial statements for remaining years under preparation by MOF.
Central Bank and government owned companies issue their financial statements on time.	28	Percentage of financial statements issued on time for the Central Bank and government owned companies	International Budget Partnership Open Budget Survey: Composite scores on Public Participation in the Budget Process	0 % (2019)	Improvement during the period	Central Bank audited by outsourced auditors
States and Local governments financial statements issued on time	29	Percentage of states having issued financial statements (FS) annually.	Worldwide Governance Indicator (WGI) on Control of Corruption	0 % (2019)	30 % achieved during the period (revised target as compared to NAC Strategic plan)	Financial statements for the states and local governments not yet prepared. Result is at risk.

Table 1 above shows that as per the end of 2022 (see final column), majority of the expected results set for the strategic planning period are at risk of not being achieved. By the end of 2022, no deliberation and follow-up by PAC of audit reports had been done and there was still a backlog in preparation of financial statements to 2014.

This slow PFM improvement is to a great extent outside the control of NAC and the project and linked to the overall political and economic development in South Sudan. The National Assembly and the government are the main partners responsible to ensure these results are achieved for the benefit of South Sudan. The World Bank, African Development Bank and other development partners are supporting these partners to make reform possible despite limited human and financial resources in South Sudan.

However, as a SAI, NAC can play a key role in promoting PFM improvements through producing high-quality audits and follow-up on the implementation of recommendations. NAC can also through its contribution in different forums (as PFM reform work) and stakeholder engagement activities influence on the PFM situation.

As NAC still has the potential to produce and share more audit results as per its planned strategic outputs (see 4.1.2), there is still an opportunity to contribute to stronger PFM development. This means NAC would need to find ways to deliver more audits to have a reasonable chance of meeting its overall strategic

objectives. Furthermore, implementation of the planned sensitization and training of government and parliament representatives can be important to ensure effect of the audit results and stimulate real PFM improvements.

4 Detailed progress and result achievement per NAC strategic outputs and objectives

4.1 NAC Strategic outputs: Execution of prioritized audits and reporting in public (project component 1)

On-the-job support to NAC's work to achieve the strategic outputs has a high priority for project support as these are core operations of NAC and where value and benefits to the society can directly be realized. Support will depend on specific audit assignments prioritized by NAC each year. The audits listed in the R-ARCSS have a high priority for support.

4.1.1 Resources allocated for support and activities in brief

Five peer teams from OAGK and OAGN have been established to provide on-the-job support to enable execution and reporting of high-quality audits. In addition, IDI staff and a full-time Audit Advisor from OAGK is allocated for support. The peers are expected to enable NAC success in delivering audits, but also to contribute to development of NAC staff's competencies in actual use of audit manuals and quality control in the process. There is therefore an important interlinkage of this on-the-job support and the general audit capacities support provided to NAC's Focus area 3. However, because of the slow progress in some audit areas, peer teams have worked jointly to support the on-going compliance and financial audits, based on availability.

The five peer teams are:

- Central Government peer-team (Angelicah Ndungu and Damaris Wambari, OAGK)
- Petroleum sector peer-team (Trygve Christiansen, Anne-Grethe Staib, Ann-Kristin Nymo and Ingvild Guldbrandsen, OAGN)
- Local Government peer-team (Sharon Simon and Wilson Maiyo, OAGK)
- Parastatals peer-team (John Lomuket and Stellah Samperu, OAGK)
- Performance audit peer-team (Lucy Machungo and Peris Gikandu, OAGK)

The person days used for support in 2022 are as follows:

Staff resources	Days	Comments
IDI	85	
SAI Kenya in-kind estimates	73	
SAI Norway in-kind estimates	10	
Totals	168	

The financial resources used for delivery costs within this component in 2022 are as follows (totals in first row):

Component and item	NOK	USD	Comments
Travel and meeting expenses	kr 624 714	$61 847	Peer travel, workshops and trainings
Totals C1 Audits ongoing	kr 624 714	$61 847	

The main activities carried out in 2022 for this component were as follows:

- On the job advice provided for IMF RCF II audit on COVID funds and audit report completed.
- On the job advice provided for on-going roads sector performance audit.
- On the job advice provided for on-going petroleum sector audit on oil revenues.
- On the job advice provided for on-going financial audit

The main deviation from plans were as follows:

- Implementation of compliance audit backlogs halted, amongst others because of IMF RCF II audit
- Audit of States and Local government not initiated
- Audit of Government owned companies with peer support not initiated

4.1.2 NAC performance and assessment of project contribution

The status of the expected results and related indicators for support to NAC's delivery of strategic outputs are presented in Table 2.

TABLE 2 NAC STRATEGIC OUTPUTS RESULTS

Expected strategic output	Indicator	Baseline	T/ A *	2020	2021	2022	2023	2024	Comments
SO.1 Annual Financial and Compliance Audit reports issued for Central Government including recommendations for compliance with key rules and regulations	19. Whether NAC issues to the President and Parliament a) a compiled financial audit report b) a compiled compliance audit report	No (2019)	T	N/A	a) no b) yes	a) no b) yes	a) yes b) yes	a) yes b) yes	Targets based on NAC Strategic plan, revised. Financial audit report to 2014 planned to be issued in 2023.
			A	a) no b) no	a) no b) no	a) no b) no			
SO.2 Audit reports of the Central Bank and government owned companies issued annually.	20. Percentage of Central Bank and government owned companies where audit reports are issued annually, among the entities who have prepared financial statements.	100 % (2018)	T	N/A	100 %	100 %	100 %	100 %	Targets based on NAC Strategic plan.
			A	0	NA[2]	NA			

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[2] This will be reported in the NAC activity report as these audits are currently outsourced.

Expected strategic output	Indicator	Baseline	T/A*	2020	2021	2022	2023	2024	Comments
SO.3 Audit reports of the States Governments, including recommendations for issuing of financial statements and compliance with key rules and regulations	21. Percentage of States where an annual audit report is issued	0 % (2019)	T	N/A	N/A	10 %	20 %	30 %	No audits of States undertaken yet.
			A	0	0	0			
SO.4 Performance audit reports issued for the main sectors	22. Performance audit reports submitted to Parliament annually	0 (2019)	T	3	2	2	2	2	Performance audit report on roads sector to be completed in 2023.
			A	0	0	0			
SO.6 Annual NAC Activity (Performance) report	23. Whether the NAC Activity report is issued annually	No (2019)	T	-	Yes	Yes	Yes	Yes	NAC activity report from 2019 to 2022 to be completed in 2023.
			A	No	No	No			

* Target / Actual

As shown in Table 2, NAC has by the end of 2022 mainly been able to deliver a result in SO.5 Special audits, which is the IMF RCF II audit report. This audit area was originally not included in the project result framework as the main priority of support was expected to be SO.1-4 and SO.6. Support was still prioritized to SO.5 as NAC had a high priority of this audit and it was an extensive audit covering a large share of the salary budget of Central government, armed forces and States. Support was delivered through hybrid workshops and online guidance. According to a report by the Sudd institute[3] in South Sudan, "the RCF report highlighted some areas where corrective actions are needed. In this context, the authorities are taking steps toward these actions, including paying the public servants through bank accounts and strengthening internal controls."

The financial audit from January 2011 to June 2014 and a performance audit on the roads sector are also on-going. Although there are limited results achieved so far at the strategic output level, there has been progress in SO.1 and SO.4 through support. Table 3 presents more in detail the progress, challenges and support per strategic output.

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[3] https://www.suddinstitute.org/assets/Publications/62e4b8efbd187_ItTakesAVillageToRaiseAChild_Full.pdf

TABLE 3 PROGRESS, CHALLENGES AND SUPPORT PER STRATEGIC OUTPUT

NAC Strategic outputs	NAC Progress by end of 2022	NAC challenges[4]	Planned project deliverables	Status of project deliverables by end of 2022
1. Annual Financial and Compliance Audit report issued for Central Government including recommendations for compliance with key rules and regulations	Emphasis on IMF RCF funds audit. Report completed and submitted to the President.	Planned compliance audits not conducted due to emphasis on IMF RCF audit. Financial audit commenced however information flow from MOF is still a challenge.	Planning, data collection and reporting on-the-job advice and review workshops, jointly for all NAC teams or assignments if possible. Extra Juba visits with on-the-job for challenging audits. Guidance on how to audit when there are no financial statements. Guidance to how NAC can advise government on how to produce financial statements.	Ongoing. General Compliance audit training conducted for all auditors. On the job support provided for IMF RCF II audit. On the job support provided for planning financial audit for FY 2011. 4 peer visits to Juba
2. Audit reports of the Central Bank and government owned companies issued annually	Ongoing outsourced audit of Central Bank funded by Norwegian embassy. Other audits of government owned companies to a little extent done (TBC).	Audit reports for outsourced audits not yet submitted	Guidance in managing and Quality assurance of outsourced audits. For audits done by NAC staff, peer team guidance and training online and workshops during the audit cycle. Printing of reports	Dedicated peer-team appointed. Support will commence once NAC is ready to review reports submitted by the auditors.
3. Audit report covering the States and Local Government including recommendations for issuing of financial statements and compliance with key rules and regulations	No ongoing work, but plans for audits captured in annual audit plan 2023, if resources are available	Operational funds for audits. Prioritizing these audits versus other audits. No financial statements prepared	On-the job support throughout the audit cycle for all audit assignments and compiled reports. Financial support for data collection. Guidance on how to audit when there are no financial statements. Guidance to how NAC can advise government on how to produce financial statements.	Dedicated peer-team appointed. Support not started as audits not prioritized by NAC
4. Performance audit reports issued for the main sectors	Peer support provided for on-going	Information delays from the Ministry.	3 Workshops during the audit cycle per audit - planning, data	2 peer visits in 2022 and on the job support provided to the roads

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[4] The challenges listed are the specific ones related to the objective. Underlying challenges such as irregular payments of salaries and lack of operational funding are not listed.

NAC Strategic outputs	NAC Progress by end of 2022	NAC challenges[4]	Planned project deliverables	Status of project deliverables by end of 2022
	roads sector performance audit	Trained and experienced staff in PA are used for compliance and financial audit. Capacity gaps within the PA team – need for more training on PA principles and execution.	collection and reporting - and regular online guidance. Printing of report.	sector audit. Online review of pre-study through MS teams audit files.
5. Special audit reports of donor funded projects	Ongoing, depending on requests. Audit of IMF RCF II done. WB-funded projects audited by firm.	Significant audit resources spent on IMF RCF II audit that made it difficult to prioritise other audits.	No specific support planned except ensuring these audits are included in the NAC Annual overall audit plan, to ensure coordinated and optimal allocation of human resources are allocated optimal and coordinated. Peer-support possible for quality assurance of these audits as well as technical support to implementation.	On-the-job guidance to the IMF RCF II audit.
6. Investigative audit reports in selected areas	Investigations undertaken under Ministry of Petroleum but not supported by the peers	NAC needs to develop staff competencies in forensic audit, and be protected from outside influence.	No specific support planned except advice for inclusion of these in the NAC Annual overall audit plan, to ensure human resources are allocated optimally and coordinated. Peer-support possible for execution of such audits as well as developing organizational capacities in the area.	No particular support done.
7. Annual NAC Activity (Performance) report	Done for 2005-2018 (printed submitted to Parliament)	Prioritizing versus other pressing tasks.	Advice for contents, design, printing and dissemination annually. Done in one dedicated workshop, ideally combined with other planning, monitoring and evaluation support.	Not prioritized in 2022 but high priority in 2023.

NAC Strategic outputs	NAC Progress by end of 2022	NAC challenges[4]	Planned project deliverables	Status of project deliverables by end of 2022
8. Annual seminar for the PAC presenting the main audit findings and status of previous year's recommendations	Dialogue initiated with PAC but no seminars held.	PAC not yet ready.	Advice for programme and presentations, and financial support for seminar on a yearly basis.	Not started. Awaiting PAC availability in 2023.

As shown in Table 3, NAC finalized the RCF II compliance audit, continued the on-going performance audit and commenced financial audit planning for the 2011 financial statements. All previously completed audit reports and activity reports were submitted to Parliament.

In general, it will be critical to scale-up audit work and related support in 2023 especially under the financial audit to close the backlog. This will be achievable with the newly appointed audit advisor and the increased peer travel to Juba. It is also critical to kick-start audits especially in the local Governments (SO.3) and Parastatals (SO.2) depending on the availability of financial statements.

PICTURE 4 *Financial audit entrance meeting with Ministry of Finance October 2022*

Table 4 below presents the status of NAC's delivery of R-ARCSS requirements. As shown in Table 4, NAC still has several outstanding requirements as compared to the R-ARCSS. In 2022 through the project, a dedicated team from OAG Norway worked closely with a team in NAC to start an audit of 95% revenues under the petroleum sector, as outlined by the 2018 Peace Agreement. Progress in the audit has been slow in 2022, due to prioritization of the RCF II audit and other investigative audits, but priority is high in 2023.

TABLE 4 THE STATUS OF R-ARCSS AUDITS REQUIREMENTS FOR NAC.

Chapter and page	Agreement text	NAC performance by the end of 2022	Project support plans
4.14.5, page 58	Audit and report on all public funds and financial dealings to relevant institutions generally, and in particular to the Transitional National Legislative Assembly (TNLA) and the State Assembly	Ongoing in SO.1. Financial audit backlog commenced	Scaled up support to financial audit with the new audit advisor. Integration of selected compliance audits in the audit plan.
4.8.1.14.10	Review and audit all oil revenues since 2011	Audit of 95% petroleum revenues commenced and in planning stage. (combined with 4.8.1.14.5).	Advice by the Petroleum peer team for the full audit cycle

Chapter and page	Agreement text	NAC performance by the end of 2022	Project support plans
4.8.1.3	Identify, check and record all loans and contracts collateralized or guaranteed against oil within six months	Not yet initiated. To be done when an ongoing President - initiated audit of selected contracts is reported.	Advice by the Petroleum peer team for the full audit cycle
4.8.1.14.5	Carry out an urgent audit of the Petroleum Sector	Currently audit of petroleum revenues on-going and in the planning stage. (combined with 4.8.1.14.10)	Advice by the Petroleum peer team for the full audit cycle
4.14.1	Ensure that government finances are managed responsibly, budget execution is enforced in accordance with the law, all government transactions and regularly audited and published	Ongoing process	Integrated in support by Central government audit peer team to SO.1, and guidance to audit overall planning in FA.2.
4.14.6, page 58	The TNLA shall receive pending audit reports within six months of the start of the transition period	All completed audit reports submitted to Parliament	Integrated in FA.5 support by Stakeholder engagement peer team, including financial support for seminar for PAC if required

4.2   NAC Focus area 1: Strengthen NAC Independence (project component 2)

Establish a legal framework granting the independence as per International Standards for Supreme Audit Institutions is critical to ensure the effective execution of NAC's mandate and its long-term stability. A revision of the Audit act is expected as per the R-ARCSS, especially to establish financial and organizational independence of NAC. Furthermore, as for many SAIs there is a need to continuously secure and monitor de-facto independence for NAC, for instance interference from the Executive in the functioning of the institution, obstacles to access to required audit data and unavailability (lack of release) of NAC budgeted funds during the fiscal year.

4.2.1   Resources allocated for support and activities in brief

A peer team of three IDI staff has been established to give advice to drafts of legislation and regulations, as well as stakeholder presentations. This is sought aligned with the work ongoing by NCAC, and in cooperation with UNMISS. The team is:

- Jostein F. Tellnes (IDI) – lead
- Benjamin Fuentes (IDI Independence workstream)
- Freddy Ndjemba (IDI)
- Godwin Matte (IDI)

Few person days were used for this component in 2022 and no delivery costs incurred as there were few developments and requests. The draft bill was approved by the Council of Ministers in December 2022 and submitted to the National Assembly in January 2023.

4.2.2 NAC performance and assessment of project contribution

The expected results and related indicators for support to NAC's Focus area 1 are presented in Table 5. The baseline assessment of NAC's legal framework conducted in 2021 shows the baseline and current scores are relatively good. However, there are clear gaps in the legal framework identified and which is critical to address in the revision of the act. The indicators were assessed the end of 2022 as per the table below.

TABLE 5 EXPECTED RESULTS AND INDICATORS FOR FOCUS AREA 1 INDEPENDENCE (PROJECT COMPONENT 2)

No	Indicator Definition (SAI PMF)	Baseline (year)	Target / Actual	Targets and Actual Results (by calendar year)					Comments
				2020	2021	2022	2023	2024	
1	**SAI-1: Independence of the SAI**	3 (2020)	Target	N/A	N/A	3	N/A	Scoring 1 level higher than baseline	No change in scores
			Actual	3	N/A		N/A	N/A	
2	**SAI-2: Mandate of the SAI**	4 (2020)	Target	N/A	N/A	4	N/A	N/A	No change in scores
			Actual	4	N/A		N/A	N/A	

Details of progress, challenges and support within each strategic objective of Focus area 1 are presented in Table 6 below. There has been advice on the revised Bill, which was submitted to the National Assembly in January 2023. There is limited progress in the other strategic objectives, mainly related to these not being prioritized by NAC.

TABLE 6 PROGRESS, CHALLENGES AND SUPPORT PER STRATEGIC OBJECTIVE IN FOCUS AREA 1

NAC Strategic objective	NAC Progress by end of 2022	Challenges	Planned project deliverables	Status of project deliverables by end of 2022
1.1 A reviewed Audit Act submitted to the Presidency, Parliament & Constitutional Review Commission and enacted.	New bill developed by NCAC and with much input by NAC and partners. Currently with the Council of Ministers.	Slow progress	Advice on how to revise the Constitution and Audit Act in line with ISSAI 1 and 10 in the South Sudan context, through online contact and in one dedicated workshop.	Following previous advice and inputs from NAC, the bill has been approved by the Council of Ministers and submitted to the National Assembly
1.2 Support for NAC financial and Administrative Independence among key stakeholders achieved.	Ongoing in various forums, including audit bill process and annual budget process with government.	National Assembly recently formed, and challenge to find good	Advice on advocacy plan and consultations with key stakeholders, through online contact and in workshops and	Discussions held with the World Bank and AFDB. Other key stakeholders not yet consulted. This is a priority for 2023.

NAC Strategic objective	NAC Progress by end of 2022	Challenges	Planned project deliverables	Status of project deliverables by end of 2022
		forums to work with final decision makers Government budget funds to NAC not sufficient for audit operations, and salaries have been irregularly paid.	seminars with selected stakeholders.	
1.3 Rules & Regulation for the NAC Act established	Not started.	Awaiting audit bill enacted.	Advice on how to revise rules and regulations, through online contact and in dedicated workshops.	Not started. To be started when revised audit bill is enacted.
1.4 External audit of NAC operations	Not started.	Potentially NAC may need to wait for a new Audit Act.	Advice on financial statements and audit engagement. Financial support for audit fee.	Not started.
1.5 Sufficient NAC annual budgets to enable implementation of the SP sourced.	NAC submits its budget needs to GOSS as other MDAs. Improved receipts of operational costs and salaries from the MOF	Actual allocation to NAC far less than budgeted.	Advice on the resource mobilization strategy and consultations with key stakeholders, through online contact and in workshops and seminars with selected stakeholders.	Discussions on possible project support to operational costs. Discussions with other partners to supplement funding for NAC.

4.3   NAC Focus area 2: Enhance the Quality and Impact of Audit services (project component 3)

The key objective in this area is to enable overall audit management and capacities in NAC. This means having an annual audit plan in place that is implemented and general training of staff in compliance, financial and performance audit methodology. Furthermore, quality control and quality assurance routines and skills are supported.

4.3.1   Resources allocated for support and activities in brief

A dedicated team has been established to have the overall coordination of audit related support and enable the successful strengthening of general audit capacities. The *Audit general capacities peer team* are:

- Audit Advisor (SAI Kenya) – lead
- Godwin Matte (IDI)
- George Phiri (IDI) – support when required

- Nonhlanhla Ndaba (AFROSAI-E) – support when required

The person days used for support in 2022 are as follows:

Staff resources	Days	Comments
IDI	16	
AFROSAI-E for cost recovery	0	Afrosai-E not involved in 2022
SAI Kenya in-kind estimates	15	Time spent on general audit trainings in Juba
Totals	31	

The financial resources used for delivery costs within this component in 2022 are as follows (totals in first row):

Component and item	NOK	USD	Comments
Meeting and travel expenses	kr 186 387	$18 452	Meeting expenses in Juba and travel costs for peers
Totals C3 General Audit Capacities	kr 186 387	$18 452	

The main activities carried out in 2022 for this component were as follows:

- Compliance audit general training in June 2022
- Financial audit general training in August 2022
- Quality control training held for NAC managers and supervisors in March 2022
- Annual audit plan updated through new management information system
- Audit working papers customized within NAC MS Teams audit file system
- AFROSAI-E quality review undertaken in September 2022

The main deviation from plans were as follows:

- Less general trainings were conducted than planned. More focus was on-the-job support.

4.3.2   NAC performance and assessment of project contribution

The expected results and targets for support to NAC's delivery of focus area 2 is presented in Table 7.

TABLE 7 EXPECTED RESULTS AND INDICATORS FOR FOCUS AREA 2 AUDIT CAPACITIES (PROJECT COMPONENT 3)

C	Indicator Definition (SAI PMF)	Baseline (year)	Target / Actual	Targets and Actual Results (by calendar year)					Comments
				2020	2021	2022	2023	2024	
1	**SAI-7: Overall Audit Planning**	3 (2020)	Target	N/A	N/A	Scoring 1 level higher than baseline maintained		Scoring 1 level higher than baseline maintained	No change in scores
			Actual	3	N/A	3			

C	Indicator Definition (SAI PMF)	Baseline (year)	Target / Actual	Targets and Actual Results (by calendar year)					Comments
				2020	2021	2022	2023	2024	
2	SAI-16: Compliance Audit Process	0 (2020)	Target	N/A	N/A	Scoring 1 level higher than baseline maintained		Scoring 1 level higher than baseline maintained	Significant improvement in compliance audit methodology
			Actual	0	N/A	3			
3	SAI-13: Performance Audit Process	1 (2020)	Target	N/A	N/A	Scoring 1 level higher than baseline		Scoring 1 level higher than baseline maintained	Improved result expected in next assessment
			Actual	1	N/A	1			

Details of progress, challenges and support within each strategic objective of Focus area 2 are presented in Table 8. An audit plan was developed to cover the period up to June 2023 and general financial, compliance and performance audit trainings were held. This has enabled NAC staff to understand the methodology in line with the NAC manuals and prepare them to undertake planned audits. More refresher trainings will be held going forward and adjustments made to the audit plan as and when necessary.

TABLE 8 PROGRESS, CHALLENGES AND SUPPORT PER STRATEGIC OBJECTIVE IN FOCUS AREA 2

NAC Strategic objective	NAC Progress by end of 2022	Challenges	Planned project deliverables	Status of project deliverables by end of 2022
2.1 Annual Overall Audit Plan (AAP) developed and are communicated with the auditees.	Annual overall audit plan developed with key NAC staff through new MIS.	Implementation of the plan remains a challenge due to inadequate funding, and other priority special audits.	Annual advice for planning structure, process and contents. Workshop for managers and auditors annually.	Ongoing. Advice for plan done. Audit plan for 2022-2023 developed.
2.2 NAC annual overall audit plans (AAP) are implemented	Most compliance audits delayed in 2022 due to RCF audit that consumed significant time and resources. Financial audit planning commenced for 2011.	Lack of regular monitoring and discussion of progress to the plan. This is related to general challenges of having available human resources and operational funding for audits.	Advice for quarterly status report of audits and way forward	Amendment of audit plan and prioritizing of audits for 2023 on-going.
2.3 AFROSAI-E Financial and Compliance Audit Manuals and A-SEAT tool customized and implemented,	Manuals launched.

A-Seat implementation halted due to simpler | Low ICT skills to transition to online audit tools and WPs. | Intensive training in FAM and CAM for all auditors. | MS Teams file system implemented. FAM and CAM trainings held. |

NAC Strategic objective	NAC Progress by end of 2022	Challenges	Planned project deliverables	Status of project deliverables by end of 2022
including quality control practices	audit file system on MS Teams.			
2.4 AFROSAI-E Performance Audit Manual (PAM) and A-SEAT tool customized and implemented, including quality control practices	Performance audit manual launched. A-SEAT implementation halted	Low ICT skills to transition to online audit tools and WPs	Advice to adoption of the PAM procedures regularly online, and 1 workshop to assess how it works and adjust. AFROSAI-E e-learning on Performance Audit methodology offered for new PA staff.	Performance audit manual implemented in on-going Road sector audit.
2.5 Available guidelines for audit of selected areas adopted and in use, including forensic audits, audit of environmental risks, procurements, IFMIS, petroleum, corporate governance.	NAC IFMIS audit guideline v1 done. Various guidelines available by AFROSAI-E and IDI, as well as other INTOSAI websites.	Prioritize which guidelines are most relevant, need customization to NAC and making them available to all auditors.	1 workshop with a customized programme, in combination with regular online advice.	Not started.
2.6 NAC participation in the most relevant regional trainings.	NAC participated in audit trainings by AFROSAI-E including technical update		Financial and logistical support to participation in trainings organized by AFROSAI-E and others. Advice on how the training can be integrated with ongoing activities and discussion on who is relevant for the training.	Financial support provided for trainings.
2.7 NAC holds its own Internal Technical update and shares experiences systematically.	Experiences shared during lessons learnt sessions after completion of audit report	Planning the event and prioritizing it.	Advice for programme and contents. Financial support for event.	No specific support provided
2.8 Develop NAC database of past and on-going audits.	Not started.	Completion of ongoing audits and reporting them to Parliament.	Advice for making an overview of all past audits and a plan for how to make those easily available in new	Not started. To be started in 2023 with support of ICT advisor

NAC Strategic objective	NAC Progress by end of 2022	Challenges	Planned project deliverables	Status of project deliverables by end of 2022
			audits. To be clarified in relation to filing and use of electronic systems in general.	
2.9 Enhancing the Quality Control Unit by coaching the staff & External Quality Assurance peer-review annually.	QC training undertaken. AFROSAI-E quality review undertaken including audits completed.	Ensure line management and QC unit work well together. Clear roles and responsibilities for QC. Use of checklists for QC as set in the manuals.	Annual quality control seminar for managers in NAC, with a customized programme linked to ongoing audits and emerging challenges. Quality assurance facilitated either by the standard AFROSAI-E QA-review bi-annually, or through a regional mechanism intended as a collaboration between SAI Kenya, Rwanda, Uganda.	QC training held.

AFROSAI-E quality review undertaken. |

4.4 NAC Focus area 3: Strengthen Internal Governance System and Structures (project component 4)

The area of strategic management and internal governance is assumed to be fundamental for NAC to succeed in implementing the strategic plan. Strategic Management for SAIs involves policies, strategies and techniques intended to direct SAI top management and staff's attention and behavior towards the continuous and holistic improvement of SAI performance in line with strategic outcomes and outputs. It does so by also explicitly factoring in the broader governance and political economy environment in which the SAI operates and the expectations of the key SAI stakeholders.

Support in this area includes a training programme and professional advice for the SAI leadership team to establish systems and practices for implementation of the strategic and operational plans, and good coordination with partners.

ICT is regarded by NAC as an integrated part of internal governance. Support to revise ICT-strategies and assist in proper management of ICT-projects, including prioritizing needs, procurements, training and implementation is prioritized. ICT-investments require proper ICT-management.

As NAC wants to strengthen its own financial management, support to external audit of NAC and strengthening the financial management system and routines is also included.

4.4.1 Resources allocated for support and activities in brief

Two peer teams have been established for this focus area. To support internal governance and strategic management in general, the *Strategic management peer team* is responsible:

- Godwin Matte (IDI) – Lead
- Elizabeth Muthoni Odede
- Gorden Kandoro (AFROSAI-E)

For support to ICT-systems and tools, the *ICT-peer team* is responsible:

- NAC ICT advisor - Lead
- Domenic Mutiria Kamenyi (OAGK)
- Godwin Matte (IDI)
- Fredrick Bobo (AFROSAI-E) – especially related to electronic audit tool A-SEAT when required

The persondays used for support in 2022 are as follows:

Staff resources	Days	Comments
IDI	40	Time spent on ICT an operational planning activities
AFROSAI-E for cost recovery	0	
SAI Kenya in-kind estimates	20	
Totals	**60**	

The financial resources used for delivery costs within this component in 2022 are as follows (totals in first row):

Component and item	NOK	USD	Comments
IT equipment and software	kr 888 228	$87 935	
Telecommunication costs	kr 301 717	$29 870	
Meeting expenses	kr 76 261	$7 550	
Professional support fees	kr 79 554	$7 876	
Totals C4 Internal Governance & ICT	**kr 1 345 760**	**$133 231**	

The main activities carried out in 2022 for this component were as follows:

- Regular updates to operational plan through NAC's excel based MIS system
- Procurement of key ICT-related investments: internet, laptops, Office 365, videoconference tool
- Recruitment of ICT advisor
- Training of staff in Office 365

The main deviation from plans were as follows:

- NAC Strategic management seminar not conducted
- Planned workshops with support to NAC overall strategic management systems and activity report not conducted – not prioritized
- Management Development training not done
- Installation of selected videoconference tool in NAC not done – awaiting new office
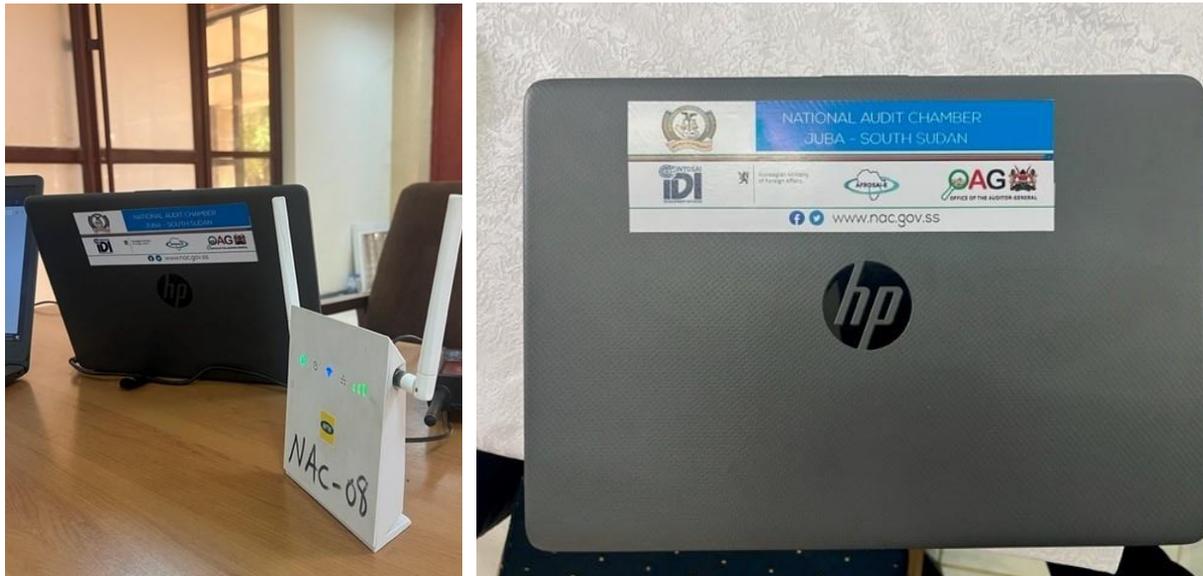
Picture 5 *NAC laptops and internet modems*

4.4.2   NAC performance and assessment of project contribution

The expected results and related indicators for support to NAC's Focus area 3 are presented in Table 9 below.

TABLE 9 EXPECTED RESULTS AND INDICATORS FOR FOCUS AREA 3 INTERNAL GOVERNANCE (PROJECT COMPONENT 4)

No	Indicator Definition (SAI PMF)	Baseline (year)	Target / Actual	Targets and Actual Results (by calendar year)					Comments
				2020	2021	2022	2023	2024	
1	**Whether NAC annually a) sets an operational plan, b) conducts quarterly reporting and c) issues a SAI Performance report**	2019: a) Yes b) No c) No	Target	N/A	a) Yes b) Partly c) Yes	a-c) Yes	a-c) Yes	a-c) Yes	
			Actual	N/A	a) Yes b) No c) No	a) Yes b) Yes c) No			
2	**SAI-3: Strategic Planning Cycle**	2 (2020)	Target	N/A	N/A	Scoring 1 level higher than baseline	Scoring 1 level higher than baseline maintained		Awaiting new Strategic planning cycle
			Actual	2	N/A	**2**			
3	**SAI-6: Leadership and Internal Communication**	1 (2020)	Target	N/A	N/A	Scoring 1 level higher than baseline	Scoring 1 level higher than baseline maintained		Improved score in 2022 due to digital communication platforms
			Actual	1	N/A	**2**			

No	Indicator Definition (SAI PMF)	Baseline (year)	Target / Actual	2020	2021	2022	2023	2024	Comments
4	SAI-21: Financial Management, Assets and Support Services	0 (2020)	Target	N/A	N/A	Scoring 1 level higher than baseline		Scoring 1 level higher than 2022	Improved asset management and ICT with ICT advisor support
			Actual	0	N/A	**2**			

Table 9 shows that the targets for strategic management in NAC are not fully met. Throughout 2022, the project provided online support to improve these systems and NAC was able to update its operational plan on a quarterly basis. However, NAC was not able to embark on the performance report for 2019 to 2022. This means there is not yet established strong capacity for strategic management in NAC, and this needs to be prioritized in 2023 if it is to be successfully established in the strategic planning period.

Details of progress, challenges and support within each strategic objective of Focus area 3 are presented in Table 10. In terms of ICT, a second round of 60 laptops and MS 365 was rolled out including the recruitment of a full-time ICT advisor.

TABLE 10 PROGRESS, CHALLENGES AND SUPPORT PER STRATEGIC OBJECTIVE IN FOCUS AREA 3

NAC Strategic objective	NAC Progress by end of 2022	NAC Challenges	Planned project deliverables	Status of project deliverables by end of 2022
3.1 Annual operational planning (AOP), monitoring and reporting system implemented	New improved Operational plan and management information system developed and updated. Quarterly internal reporting not yet conducted. Activity report 2005-2018 done and submitted To Parliament. Activity report 2019- not started.	Priority and time available to develop plans, reports, systems and routines. NAC OP needed to be revised to a simpler and more flexible tool.	Advice regularly for planning, monitoring and reporting, both online and through regular country visits. Advice and contribution for an annual planning and budgeting seminar for all managers	Advice for updated OP and MIS provided. Annual planning and budgeting seminar not held because of other priorities.
3.2 Leadership and Management's skills strengthened	Not started	prioritizing it vs other important activities.	a) Advice for training needs assessment and plan FA.4 support. b) Advice for annual management development programme, incl leadership seminars.	Not started. Priority for 2023.
3.3 Operative Internal Audit unit in NAC	Not started.		No particular. May consider sharing regional experiences in	No particular support planned.

NAC Strategic objective	NAC Progress by end of 2022	NAC Challenges	Planned project deliverables	Status of project deliverables by end of 2022
			setting up internal audit unit.	
3.4 ICT-strategy reviewed and implemented	Implementation on-going.	Low IT skills amongst staff	Advice for ICT-strategy and plans, such as for selecting robust systems in line with ICT-management capacity and needs. Procurement of consultant if needed to consider local needs and compare with other government entities.	ICT advisor recruited Weekly meetings with ICT team
3.5 ICT-unit established	ICT team appointed within NAC. Weekly meetings held with ICT peer team	No skilled ICT personnel within NAC apart from the ICT advisor	Provide trainings and advice for NAC ICT-staff. Advice for hiring of 1-3 ICT-managers. Financial support to salary compensation if impossible to recruit with ordinary salaries.	ICT advisor recruited ICT training provided to all NAC staff and admins
3.6 All staff have sufficient ICT-hardware and software to do their job efficiently	Second round of 60 laptops and internet routers completed 365 training conducted for 60 NAC staff.	Internet reliability and cost is still high	Advice for procurement and updating of key office-wide ICT-equipment. Financial support for actual procurement of 1st priority basic ICT-equipment such as video-conference, cloud system, etc.	ICT procurement completed.
3.7 ICT archive policy developed and implemented	ICT-policy developed and approved, but archive system not clarified in policy.	Prioritizing it versus other pressing issues.	Advice for the policy and developing a training for all staff in archiving.	Ongoing. Partly started as part of setting up new organizational settings for ICT-system. To be addressed fully in 2022.
3.8 Internet in place in NAC for all staff	16 internet routers purchased	Unreliable high-cost internet	Advice for procurement. Financial support for procurement if not covered by	Financial support to internet access

NAC Strategic objective	NAC Progress by end of 2022	NAC Challenges	Planned project deliverables	Status of project deliverables by end of 2022
			government operational funds.	
3.9 Organizational Structure reviewed, approved and implemented	New structure drafted in Strategic plan 2019-2024. Implementation awaiting new audit act and recruitments.	Delay of new Audit Act and NAC organizational independence.	Advice for planning, initiation and sequencing of the implementation of new organizational structure.	Not started. Awaiting new Audit Act approved
3.10 Assets and Financial management system improved	Tagging of project assets completed. Asset use contracts signed by all staff		Advice for a workable financial and asset management system	Asset tagging and monitoring system set.
3.11 Transport services sufficient for audit operations.	Vehicles not operational.	Procurement of transport provider halted by NAC. NAC prefers operational funds to repair existing fleet, which is not currently possible with project funds.	Advice for procurements and system. Continued dialogue with other development partners on possible operational support.	Continued dialogue with NAC and other partners on long term transport solutions.
3.12 NAC premises completed and maintained	New HQ in process of completion.	Energy system needed, such as solar that is not relying on diesel or the general grid supply.	Advice for project management and sourcing of funds, if requested.	No particular support planned.

4.5 NAC Focus area 4: Human resources developed and staff welfare improved (project component 5)

Strengthening NAC human resources is fundamental for successful implementation of the strategic plan. There is a general need for staff professional development in areas such as ICT and specialized audits. The planned support to HR includes:

- Use and customization of regional resources for HR-management, such as a competency framework, HR-policies and recruitment practices developed by AFROSAI-E.
- Develop and implement a professional development programme, which may be linked to the African professionalization initiative in AFROSAI-E and the IDI professionalization programme (PESA-P).
- Coordinated, systematic and selective training of staff. This will be delivered by replicating some of SAI Kenya's ongoing trainings in Juba.

Included in NAC's HR-strategy are actions to raise gender, diversity and inclusion awareness and support to this will be done as a part of support to focus area 4. Gender and equal rights will also be integrated in both audits and internal governance support.

4.5.1   Resources allocated for support and activities in brief

The *HR peer team* is responsible for support in this area:

- Marianna van Niekerk (AFROSAI-E) – lead
- Ben Muok (OAG Kenya)

In 2022, IDI has also supplemented the support of the HR peer team in the enrollment of NAC staff to PESA-P, CPA Uganda course and development of the NAC Training and professional development plan.

The persondays used for support in 2022 are as follows:

Staff resources	Days	Comments
IDI	13	
AFROSAI-E for cost recovery	12	
SAI Kenya in-kind estimates	10	
Totals	35	

The financial resources used for delivery costs within this component in 2022 are as follows:

Component and item	NOK	USD	Comments
Meeting expenses	kr 12 334	$1,221	
Staff education and training	Kr 118 492	$11,731	Course, exams, travel and accommodation costs
Totals C5 HR	kr 130 826	$12,952	

The main activities carried out in 2022 for this component were as follows:

- Finalisation of training and professional development strategy
- NAC participation in regional HR-workshop including gender issues and professional development planning
- Enrollment of NAC staff to IDI PESA-P audit course
- Enrollment of selected NAC staff to CPA Uganda programme

The main deviation from plans were as follows:

- NAC HR policy not yet completed – awaiting new audit act
- Performance appraisal system not yet developed
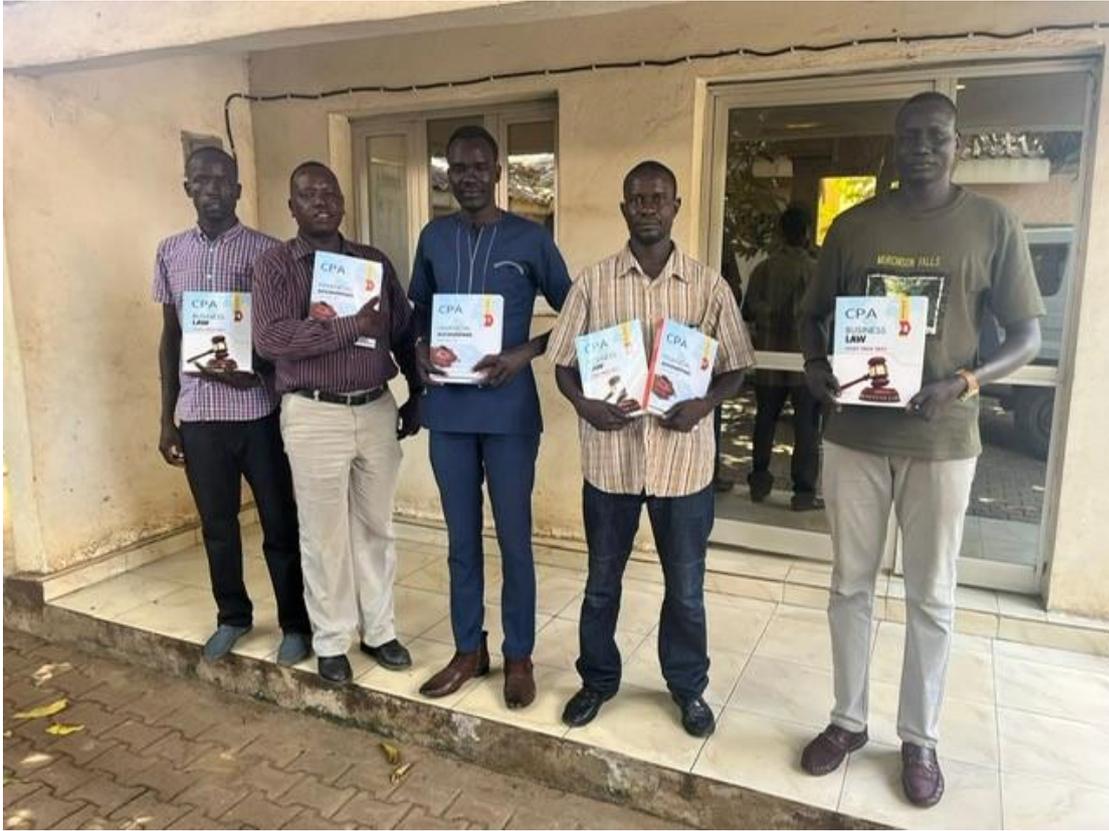
PICTURE 6 *NAC CPA Uganda students*

4.5.2 NAC performance and assessment of project contribution

The expected results and related indicators for support to NAC's Focus area 4 are presented in Table 11.

TABLE 11 EXPECTED RESULTS AND INDICATORS FOR FOCUS AREA 4 HUMAN RESOURCES (PROJECT COMPONENT 4)

No	Indicator Definition (SAI PMF)	Baseline (year)	Target / Actual	Targets and Actual Results (by calendar year)					Comments
				2020	2021	2022	2023	2024	
15	SAI-22: Human Resource Management	2 (2020)	Target	N/A	N/A	Scoring 1 level higher than baseline		Scoring 1 level higher than baseline maintained	No changes as NAC awaits new Act
			Actual	2	N/A	**2**			
16	SAI-23: Professional Development and Training	1 (2020)	Target	N/A	N/A	Scoring 1 level higher than baseline		Scoring 1 level higher than baseline maintained	Training and professional development plan under implementation
			Actual	1	N/A	**3**			

Details of progress, challenges and support within each strategic objective of Focus area 4 are presented in Table 12. In 2022, advice was provided in developing and implementing the training and professional

development plan. Several staff participated in IDI's PESA P programme and 5 staff registered to undertake the CPA Uganda course. Support to finalizing the HR policy was halted as NAC awaits the finalization of the new Audit Act.

TABLE 12 PROGRESS, CHALLENGES AND SUPPORT PER STRATEGIC OBJECTIVE IN FOCUS AREA 4

NAC Strategic objective	NAC Progress by end of 2022	Challenges	Planned project deliverables	Status of project deliverables by end of 2022
4.1 Human Resource Policy and Strategy Reviewed and Implemented	HR policy in process.	Audit bill not yet passed. Inadequate HR staff	Advice for revision of HR-strategy and policy, and for developing approaches to implement it, including related to gender and diversity.	HR support limited in 2022 due to lack of prioritization
4.2 Annual Training plan for audit and non-audit staff in place and implemented	Training plan in place.	Prioritizing it and including key professional development needs.	Advice for training needs assessment and planning of trainings, utilizing AFROSAI-E resources in particular.	Ongoing. Advice on training plan provided by HR peer team.
4.3 Performance appraisal system developed and implemented.	Not started	Prioritizing it.	Advice and training for performance appraisal system, utilizing AFROSAI resources as well as national standards.	Not started. To be started in 2023.
4.4 Establish senior management retention and succession plans.	Not started	Prioritizing it.	Advice for the retention policy and plan, as well as succession. Financial support for event.	Not started. May be merged with process of HR-policy
4.5 Staff remuneration at a comparable level with SAIs in the region	Not started. Basis for this ongoing through Audit Act revision.	Financial and Administrative independence	Advice for comparison and preparing government request for enhanced remuneration. Linked to implementation of Audit Act.	Not started. To be done when new Audit Act is in place.
4.6 Staff Saving Cooperative Credit Society (SACCO) established.	Not started.	Prioritizing it. Funding.	None	No particular support planned.

NAC Strategic objective	NAC Progress by end of 2022	Challenges	Planned project deliverables	Status of project deliverables by end of 2022
4.7 A Professional Development programme established	Training and Professional development strategy completed. 4 staff took PESA P exams and 5 staff registered for CPA.	Prioritizing it.	Advice for a professional development programme, liaise with regional initiatives and national opportunities.	Support to implementation of professional development strategy.

4.6   NAC Focus area 5: Strengthen Advocacy and Stakeholders Engagement (project component 6)

NAC has developed a stakeholder engagement strategy, which forms the core for the support in this area. Peer-support will use the existing resources for stakeholder engagement, customized to the national context. Financial support will be provided to assist NAC in actively engaging stakeholders for a specific purpose. Advice for press conferences and release of audit reports will also be done.

4.6.1   Resources allocated for support and activities in brief

The *Stakeholder engagement peer team* is responsible for support in this area:

- Godwin Matte (IDI)
- OAG Kenya peer (to be appointed)
- 1 more peer (to be appointed)

In 2022, much of support to this area was done in collaboration with the ICT peer team, given the work on website design. Dialogue was also initiated with the PAC, who graced the launch of NAC's audit manuals and policies. The persondays used for support in 2022 are as follows:

Staff resources	Days	Comments
IDI	14	
AFROSAI-E for cost recovery	0	No peers engaged
SAI Kenya in-kind estimates	0	No peers engaged
Totals	**14**	

The financial resources used for delivery costs within this component in 2022 are as follows (totals in first row):

Component and item	NOK	USD	Comments
Meeting expenses	kr 5 587	$553	
Website costs	Kr 11 442	$1 133	
Equipment (camera)	Kr 5 156	$510	
Totals C6 Stakeholder Engagement	**kr 22 185**	**$2 196**	

The main activities carried out in 2022 for this component were as follows:

- Website developed, launched and regularly updated
- Launch of NAC manual and policies in the presence of PAC chairperson and the media

The main deviation from plans were as follows:

- Stakeholder engagement workshops and sensitization of Parliament and Executive not carried out

PICTURE 8 *NAC meeting with Public Accounts Committee Chairperson*

4.6.2 NAC performance and assessment of project contribution

The expected results and related indicators for support to NAC's Focus area 5 are presented in Table 13.

TABLE **13** EXPECTED RESULTS AND INDICATORS FOR FOCUS AREA **5** STAKEHOLDER ENGAGEMENT (PROJECT COMPONENT **6**)

No	Indicator Definition (SAI PMF)	Baseline (year)	Target / Actual	Targets and Actual Results (by calendar year)					Comments
				2020	2021	2022	2023	2024	
17	SAI-24: Communication with the Legislature, Executive and Judiciary	1	Target	N/A	N/A	Scoring 1 level higher than baseline		Scoring 1 level higher than 2022	No change in scores. PAC not yet ready.
			Actual	3	N/A	1			
18	SAI-25: Communication with the Media, Citizens and Civil Society Organizations	0	Target	N/A	N/A	Scoring 1 level higher than baseline		Scoring 1 level higher than 2022	NAC website and launch of manuals initiated contact with media and citizens
			Actual	0	N/A	1			

Details of progress, challenges and support within each strategic objective of Focus area 5 are presented in Table 14. As shown in Table 14a major achievement in 2022 was the launch of the NAC website and manuals in the presence of the PAC Chairperson and media representatives. This helped to emphasise the role of NAC to the various stakeholders.

There weren't any workshops between NAC and external stakeholders arranged in 2022 majorly because the PAC was not yet ready. This is however prioritized for 2023.

TABLE 14 PROGRESS, CHALLENGES AND SUPPORT PER STRATEGIC OBJECTIVE IN FOCUS AREA 5

NAC Strategic objective	NAC Progress by end of 2021	Challenges	Planned project deliverables	Status of project deliverables by end of 2022
5.1 Stakeholder engagement strategy established and in use	Stakeholder engagement strategy and action plan developed.	Priority for implementation. Need to revise action plan.	Advice for revision of strategy and adjustment of plans. Ensure monitoring and follow-up of strategy is captured and addressed well in NAC's general system for operational management.	Strategy revision to be done at a later date. Planned activities incorporated in NAC's MIS.
5.2 Public Relation (PR) and communication function in place	NAC staff allocated to stakeholder engagement team.	Staffing resources in NAC for PR. Appointing peer team delayed	Advice for programme and content of the workshop.	On-going. OAGK stakeholder peer not yet on board.
5.3 NAC Website renewed and regularly updated	New NAC website developed and launched	Timely information for updates	Advice for contents and financial support for fee. New address and shift to more user-friendly programme for managing website.	Hosting fees paid and updates managed by ICT advisor
5.4 National Professional Accountancy Organization (PAO) established	Draft Accounting and Audit bill 2020 has been peer reviewed and is pending delivery to MOF to table it to the new Parliament. Once passed, the Professional Accounting Organisation will be established.	Prioritizing it.	Advice for how to promote this and share regional examples, especially through the Africa Professionalization initiative	No particular support planned. Financial support to events or similar can be considered.
5.5 PAC is assisted by NAC to be able to monitor implementation of audit findings	Dialogue initiated	PAC not yet ready – still developing a strategic plan	Advice for annual PAC training. Financial support for event. May be combined with SO.8.	Not started. Priority for 2023.

NAC Strategic objective	NAC Progress by end of 2021	Challenges	Planned project deliverables	Status of project deliverables by end of 2022
and recommendations.				
5.6 Regular dialogue with the Anti-Corruption Commission and the Prosecutor General established	Not started		Advice for annual experience sharing and update. Financial support for event. Consider support for MoU.	Not started.

4.7 Project management and coordination of other partners and projects (project component 7)

Project management involves:

- regular planning, monitoring and reporting of project activities
- establishing, informing, coordinating, building knowledge and inspiring all peer teams, and ensure quality and interlinkages and synergies between supported areas are handled
- handle logistical issues, such as travels and procurements
- make the project visible, such as through website articles

Coordination with other partners and projects involves:

- dialogue with NAC on outstanding support needs, and assist NAC in presenting these to potential partners
- be represented in PFM coordination group for development partners in South Sudan

For coordination between projects and partners of NAC, the following mechanisms are planned:

- NAC Strategic plan and implementation matrix guides scope and timing of external support
- NAC Operational plan set every year guides scope, budget and timing of all external support
- Joint Annual meeting for all main partners to review achievements and set main plans
- Quarterly meetings for all main partners to adjust plans and coordinate
- Annual NAC Activity report can be used as a basis for project reports

4.7.1 Resources allocated and activities in brief

A project coordination team consisting of representatives of the four partners have met regularly (planned every second week) to:

- oversee and ensure good timing and progress of support
- monitor and follow-up on quality of support provided
- ensure synergies across areas of peer support

The persondays used for support in 2022 are as follows:

Staff resources	Days	Comments
IDI	82	General project management and coordination
AFROSAI-E in-kind	0	

SAI Kenya in-kind estimates	15	Project coordination and SC meetings
Totals	**82**	

The financial resources used for delivery costs within this component in 2022 are as follows (totals in first row):

| Component and item	NOK	USD	Comments
Project Mid-term evaluation costs	kr 262 623	$26 000	
Moving costs to Oslo	kr 49 496	$4 900	
Professional fees (PAP APP workshop) NAC SCP share	kr 36 926	$3 656	
Meeting costs (PAP APP workshop) NAC SCP share	kr 362 828	$35 920	
C7 Project Mgmt & Coordination	**kr 711 873**	**$70 476**	

Key project management activities executed in 2022:

- Monthly project coordination meetings
- 4 working visits to Juba to follow up project implementation
- Project baseline indicators were set through a SAI PMF assessment with NAC and support from IDI.
- Use of MS Project for the NAC SCP to monitor and track project activities, milestones, resource usage and budgets.
- Annual meetings held with project partners and the donors respectively
- Continuous communication of events and good developments to all partners
- Monitoring and update of tasks in the project Teams area.
- Logistical support to procurements and events
- Taking part in PFM coordination meetings regularly
- Giving feedback to WB plans for support to NAC

PICTURE 9 *Project mid-term evaluation team meeting with NAC management in Juba March 2022*

PICTURE 10 *Project manager meeting with NAC SCP peers in Nairobi February 2022*

4.7.2 Project implementation and cross-cutting results

Table 15 presents the status of expected results and indicators for cross-cutting project implementation results.

TABLE 15 PROJECT CROSS-CUTTING RESULTS

Expected Results	No	Indicator Definition	Baseline (year)	Target / Actual	Targets and Actual Results (by calendar year)					Comments
					2020	2021	2022	2023	2024	
Agreed upon support is implemented	1	Percentage of agreed project deliverables in the annual plan completed during the year	N/A	T	N/A	70 %	75 %	80 %	85 %	
				A	73 %	48%	65%			
Wide participation of SAI staff	2	a) Annual number of SAI staff taking part in project funded trainings b) Female participation rate	a) 39 b) 12 % (2019)	T	N/A	a) 60 b) 15 %	a) 70 b) 20 %	a) 70 b) 25 %	a) 80 b) 25 %	Lower overall staff turn up for events in 2022
				A	a) 60 b) 20%	a) 89 b) 23%	a) 57 b) 20%			
Quality and relevant support	3	Average SAI staff satisfaction and perceived project quality, on a 1-5 scale	N/A	T	N/A	3	3,5	4	4	45 annual survey respondents
				A	N/A	4,3[5]	3,93			
Active coordination with donors and partners	4	Number of joint NAC-partner meetings covering e.g. policy dialogue and coordination taking place annually	1 (2019)	T	1	2	2	2	2	Meetings requested, but not prioritized by NAC
				A	1	0	0			
Effective delivery of the project	5	Overall conclusion of the evaluation of the project (Scale: programme objectives fully / mostly / partly / not met)	N/A	T	N/A	N/A	Partly	N/A	Mostly	Mid-term evaluation in 2022. Final evaluation in 2024.
				A	N/A	N/A	Partly			

Table 15 shows a good level of execution of project deliverables and good overall satisfaction with project implementation. However, there are weak results in terms of NAC coordination of partners and conducting joint meetings. A joint meeting was however held between the development partners (IDI, WB and AFDB) In terms of implementation, there are specific reasons within each component on why activities were not executed as planned (see details in chapter 3.1-3.6).

Finding appropriate and efficient approaches to logistically organizing events, conducting procurements and enabling payments is a critical part for success in the project. This has been possible through online methods to a great extent but requires good communication and collaboration with NAC. There has however been greater involvement of NAC management in all procurements in 2022.

NAC has unmet needs of support, especially for infrastructure needs. Both ongoing and planned projects are listed in the table in appendix I. The appendix also shows a list of outstanding needs of support per strategic objective. The WB has proposed new support to NAC as part of a new PFM programme, and there seems a potential to have several outstanding needs of support met. This and the ongoing AfDB support to NAC makes coordination critical to avoid overlaps and delays as there are too many competing priorities. Two meetings for all partners are planned as part of the project, but as Table 15 shows, these were not held in 2022. Joint meetings for all partners under the leadership of NAC was requested by the IDI and other partners in, but not prioritized by NAC. The risk is that new support is not secured for gaps where needed, and not established and implemented effectively. Synergies are also often lost when providers of support are not brought together for collaboration and sharing of information.

5 Status of prerequisites and risk assessment

The project has a high risk-profile due to the unstable situation and complex environment in South Sudan. There prerequisites for succeeding in this project are similar as the presumptions identified for NAC set in its strategic plan:

1. A stable and peaceful South Sudan that enjoys a vibrant and sustainable economy with a governance structure that fosters transparency and accountability.
2. Total political 'will' to implement the policy of zero tolerance to corruption and other malpractice.
3. Continued support and commitment to an independent Auditor General free from political interference.
4. Reasonable level of financial support from the Government of South Sudan to salaries of NAC staff and operations.
5. Continued financial and program assistance from Development Partners to aid in implementation of the Strategic Plan.
6. NAC continues to participate in international bodies, such as INTOSAI and AFROSAI-E.
7. An effective Public Accounts Committee in the South Sudan Legislature.
8. A culture of trust and co-operation amongst all nation-building institutions.

A fundamental pre-requisite of the project is also security in South Sudan for advisors, and a relatively stable South Sudan which allows collection of audit evidence in key central government Ministries in Juba, states and local governments and regular presence in the audit office by NAC staff .

5.1 Status end of 2022

The situation in South Sudan continues to be highly challenging. In 2022, the economic situation remained bad due to high dependence on oil revenue and inadequate domestic tax collections. Global inflation from the war in Ukraine has also caused negative impacts.

The Peace Agreement is still regarded as valid although the implementation is slow. Despite constitution of the PAC and submission of audit reports by the AG, no reports have been discussed to date. This means that NAC's enhanced independence not ensured (refer to the pre-requisites in chapter 4) and NAC's resources will continue to be a challenge. This puts the overall expected results of NAC and the project at risk.

The pre-requisite of reasonable level of funding of NAC operational costs is partly met because of the releases NAC has received over the last 6 months albeit limited. It is still regarded as possible to achieve some of the main results as per the strategic plan and project, but it will require use of project funds for some audit related travels and priority by NAC of limited resources towards audit work.

For risk management, the table below shows the most important risks and related control measures, updated by the end of 2022. The Project management team is responsible to ensure the measures are executed.

Risk factor	Risk sub-factors	Control measures planned	Control measures taken	Risk status end of 2022	Control measures planned
NAC's general capacity very reduced	Lack of salaries hinders job attendance, derail motivation or lead to turnover of NAC staff Lack of operational funds makes audits not possible to execute COVID-19 restrictions and measures	Support to NAC and presenting its funding needs to government in the annual budget process Mobilize additional donor funds for audit operations and critical investments Support NAC in developing projects and coordination of partners Adjust support enabling NAC to cope with COVID-19, such as prioritize support to use ICT-tools for online communication	Dialogue with DPs on new support to NAC, including for PFM reform	High	As originally planned
Delays in implementation of planned activities	Audit data not available as expected Staff not available as assumed Ambitions of activities not adapted to the competency levels of staff involved Lack of funds or cars for fieldwork NAC ability to follow-up and implement project activities Electricity break-down and unstable internet	Strong project management routines, including regular meetings Joint process for setting and agreeing on project activities and ambition levels Flexibility and annual adjustment of plans Regular communication on phone and e-mail	All planned measures carried out to some extent.	High	As originally planned
COVID-19 limiting travels, workshops and meetings	Limited ability to travel for both NAC and advisors, due to health risk and restrictions Lockdown of NAC office, reducing ability to operate	Expedite support to ICT-systems and electronic communication Organize hybrid workshops, where peers take part online and NAC champions lead in Juba	All planned measures carried out. Round 1 of ICT-procurement completed. Round 2 to commence in 2022.	Low	As originally planned

Risk factor	Risk sub-factors	Control measures planned	Control measures taken	Risk status end of 2022	Control measures planned
Relevance and quality of advice	The complex South Sudan situation Communication challenges between advisors and NAC staff	Emphasizing personal qualifications of resource persons Training resource persons in sensitivity as well as the country specific PFM-system, such as through project kick-off seminar Seek to adapt the guidance material to the context Annual survey to NAC staff and regular dialogue with NAC on how to ensure relevance and quality of advices	Emphasized personal qualifications of resource persons. Other measures not yet taken.	Low	As originally planned. Full time audit advisor
Activities not coordinated both within the project and with other supporters of NAC	Several providers of peers involved Lack of information sharing systems in the SAI Lack of information sharing between DPs	Active use of mechanisms for internal coordination: Joint steering committee, annual meeting, regular phone meetings Invite other providers to NAC for the annual meeting	Measures taken	Medium	As originally planned.
No impact	Audit results not followed-up by Parliament or the Executive Strengthening of the SAI meet significant resistance among influential elites Independence of the SAI compromised	Sensitization of key stakeholders as a part of the project Prioritize support to enabling audits to be completed and published	Sensitization ensured in design, but not yet carried out by NAC.	High	As originally planned.
Little sustainability of the support	Renewed war Unexpected change of AG or managers of the SAI	Sustainability risks related to the overall national situation in South Sudan cannot be addressed, but sustainability is enhanced by: Involvement of a great number of NAC staff Holistic approach in terms of both support to auditing, management quality control, reporting	All measures taken, such as involving a great number of staff and holistic design of project.	Medium	As originally planned

Risk factor	Risk sub-factors	Control measures planned	Control measures taken	Risk status end of 2022	Control measures planned
		and dissemination – interlinked processes and systems		Medium	
Credibility of the SAI undermined	Political conflict in South Sudan where the SAI is discredited as linked to the current government Staff of the SAI involved in corruption	Assessment of the risk in the annual meeting Support to active use of the code of ethics as a part of the audit process Creating awareness of the risk among the resource persons	Measures not taken	Medium	As originally planned
Security for resource persons	Insecurity in Juba especially, but also some risk at other venues	Regular assessment of which location is safe for meetings – plan for out-of-country if COVID-19 prevails or security in South Sudan worsen Creating awareness of the risk among the resource persons Use of the IDI and AFROSAI-E routines for crisis management	Measures taken, and assessment in relation to COVID-19 done	Medium	As originally planned.

6 Cross-cutting issues: Gender equality, diversity, inclusion, conflict sensitivity, environment and climate change

6.1 Gender, Diversity, Inclusion

A Gender, Diversity, Inclusion assessment was carried out in 2020 with the involvement of a team in NAC and facilitation by an international and South Sudanese consultant as well as peers from OAGK. The work was stimulating and created a lot of engagement. The progress of recommendations by the GDI analysis are shown in Table 16.

TABLE 16 ASSESSMENT OF IMPLEMENTATION OF GDI ANALYSIS RECOMMENDATIONS

Focus area and recommendations	GDI implementation status as per end of 2022
Strategic outputs and Audit capacities • Training auditors on conducting GDI related audits • More equal representation of females in audit teams/workshops • Support for females to be appointed as team leaders	More females have taken part in general audit trainings and are part of the audit teams. 1 female leads the quality assurance unit and led 1 audit team in 2022. However, more females need to be appointed as team leaders in 2023.
FA.3 Internal Governance and ICT • Sensitization workshops for staff and leadership on relevance of GDI • Collect GDI disaggregated data annually • Develop GDI policy • Conduct midterm GDI assessment • Allocate budget to address GDI issues • Integrate GDI in NAC code of ethics • Use existing gender focal points	Staff sensitization on GDI not yet conducted. GDI data to be collected through NAC OP and MIS that has been developed in 2022. GDI included in work to update NAC HR-policy (FA.4)
FA.4 Human Resources • Recruitment of more diverse staff • Female staff participation in trainings • Quotas for women in promotion • Focal point position established	Female staff participated in trainings such as PESA P. GDI focal point not yet appointed. Quotas for women in managerial positions not yet set.
FA.5 Communication and Stakeholder engagement • Identify opportunities to showcase NAC's work on gender • Identify partners in Government and Civil society to support NAC on GDI	Synergies and identification of partners to showcase NAC's work on GDI not yet started.

A GDI indicator was developed in 2021, and a baseline assessment undertaken. The scoring of the baseline assessment is shown in Table 17. The low score reflects gaps in terms of policies and actions in relation to gender equality and diversity in NAC. A new assessment of performance is planned end of 2022.

No	Indicator Definition (SAI PMF)	Baseline (year)	Target / Actual	Targets and Actual Results (by calendar year)					Comments
				2020	2021	2022	2023	2024	
17	SAI-GDI Indicator	0 (2020)	T	N/A	N/A	Scoring 1 level higher than baseline		Scoring 1 level higher than baseline maintained	Difficult to implement most measures without full independence.
			A	0	N/A	0			

Table 18 shows the ratio of male to female participation in NAC events. On average the female participation rate is 13 %. This is lower than the total NAC female rate of about 33 %.

TABLE 18 PARTICIPANTS IN EVENTS PER GENDER (2022)

	IMF RCF 2 Planning workshop Feb 2022	Quality control training March 2022	Extractive industries workshop Pretoria June 2022	Website training July 2022	FAM workshop August 2022	FAM planning workshop October 2022	Teams training workshop December 2022
Males	43	32	6	7	50	23	44
Females	11	3	0	2	9	3	7
Total participants	54	35	6	9	59	26	51
Female %ge	20%	9%	0%	22%	15%	12%	14%

6.2 Environment and climate change

With the increased travel to Juba in 2022, there has been increased CO_2-emissions. Whereas there is a need to balance both in person and online support, the South Sudan context requires significant on the ground presence to enable implementation of project activities.

6.3 Conflict sensitivity

The underlying political situation still requires a high degree of conflict sensitivity in South Sudan. Whereas progress has been made in army unification, the scheduled elections in 2024 call for even greater sensitivity in 2023.

7 Financial report

Appendix II shows the financial report with detailed costs per partner and cost type, as well as revenues. The total costs in 2022 was 4 926 000 NOK (USD 467,970), which is an 82% increase from 2021 and 9% above the approved 2022 budget.

For NAC, there was increased spending in conference costs, travel for trainings and professional development and significant investment in ICT infrastructure including laptops and internet connectivity.

For OAGK, there was increased spending on travel to Juba including flights, hotels and per diems.

In addition to the project financial costs, a significant contribution to the project has been in-kind, provided by resource persons from SAI Kenya and SAI Norway. While the direct costs of flights, accommodation and per diem will be covered by the project, the salary costs for these resource persons are covered by their own budgets. The estimated value of the in-kind contribution was 625 300 NOK reflecting **140** persondays of contribution.

Below is a summary of budget and actual costs in USD.

Budget and financial report - Norwegian embassy format

All amounts in NOK
Name of the project: NAC Strategic Change Project
Rate   0.095
Project period funding: 2020 - 2023

Summary

Budget item	Approved total budget	Total charged as expenses	2021 Actuals	2022 Budget	2022 Actuals	2023 Budget	Total Expected 2020-2023	Percentages	Notes
Project expenses – grant recipient. Costs directly related to the implementation of the project.	$532,760	$380,665	$131,765	$166,915	$204,915	$167,010	$547,770	43%	
Project expenses – cooperating partner(s). Costs directly related to the implementation of the project. Costs for NAC, OAGK, AFROSAI-E and peer-SAI resource persons.	$746,225	$338,770	$80,370	$221,255	$219,830	$217,740	$556,510	44%	
Overheads and Adm staff costs	$156,085	$97,660	$44,175	$39,710	$43,225	$74,575	$172,235	13%	
Total expenses	**$1,435,070**	**$817,095**	**$256,310**	**$427,880**	**$467,970**	**$459,325**	**$1,276,515**	**100%**	
Total expenses adjusted for inflation	**$1,518,575**	**$817,190**	**$256,215**	**$427,880**	**$467,970**	**$470,820**	**$1,287,915**	**101%**	
Grant receipient's own financial contribution and contributions from other sources (minus)	$72,295	$48,640	$28,785	$14,060	$15,105	$47,025	$95,665	7%	
Grant from MFA	**$1,446,280**	**$768,550**	**$227,430**	**$413,915**	**$452,865**	**$423,795**	**$1,153,395**	**90%**	

Appendix I: Support projects and outstanding needs for support

NAC has identified several projects that seem necessary for the successful implementation of the Strategic plan for 2019-2024. Both ongoing and planned projects are listed below. The World Bank has also launched a PFM project in South Sudan through which NAC is a beneficiary and will receive support in audits, ICT, Stakeholder engagement etc.

Project title	Scope and expected results	Period	Budget	Financial donor	Implementing Partners
NAC Peer-support project	- Regularity audit systems, process and reports - Performance audit systems, processes and reports - Management systems - Stakeholder engagement - Regional training	2017-2020	1,3 mill NOK per year	RNE and IDI	IDI, AFROSAI-E, SAI Kenya, SAI Norway
Non-oil revenue mobilization and accountability (NORMA)	- Regional events and training - Local trainings	2018-2021		ADB	UNDP
NAC Strategic change project	- Technical guidance for all focus areas and selected strategic outputs where peer support is preferable - Strategic change management - Coordination of support projects - Audit capacity and related strategic outputs - Independence and legal framework	2020-2024	15 mill NOK for 2020-23	Norwegian embassy Open for others to pool in; some potential ADB, WB, JAICA, DFID, EU	IDI, AFROSAI-E, SAI Kenya, SAI Norway
NAC Audit results project	- Performance for results approach - Operational costs of increased audit coverage and quality - Audit of donor-funded projects - Quality assurance	2019-2024		WB? AdB?	Peers? WB? Private firm or consultants?
NAC Investments project	- NAC headquarter building and fittings - Electricity supply - Vehicles - Larger procurements, incl ICT-investments	2019-2024		Mainly government funds DP partial funding: Asian or Arab DPs?	Peers? Private firm or consultants?

Project title	Scope and expected results	Period	Budget	Financial donor	Implementing Partners
NAC Staff Welfare project	• Start funding for Staff Saving Cooperative Credit Society establishment • Medical insurance • Staff remuneration package	2019-2024		Mainly government funds DP partial funding	

7.1 NAC Strategic outputs: Execution of prioritized audits and reporting

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
1. Annual Financial and Compliance Audit report issued for Central Government including recommendations for compliance with key rules and regulations	Financial support for audit activities, including travel costs, communication costs, stationary and per diem as a salary top-up. Financial support for printing, dissemination and sensitization of stakeholders about audit findings. On-the-job training for selected audits, in particular technically challenging topics.	Planning, data collection and reporting on-the-job advice and review workshops, jointly for all NAC teams or assignments if possible. Extra Juba visits with on-the-job for challenging audits. Guidance on how to audit when there are no financial statement. Guidance to how NAC can advice government on how to produce financial statements.		Partly	Technical support on-site in Juba to work on a daily basis with the audit teams throughout the audit cycle for audit to enhance quality and progress, and possibly number of entities audited. Critical that additional support is done integrated or in close collaboration with ongoing technical support by peers. Financial support for audit operational costs. Financial support for outsourced audits, to be managed by NAC in coordination with other peer technical support and included in the overall annual audit plan.

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
2. Audit reports of the Central Bank and government owned companies issued annually	Financial support for audit activities, including travel costs, communication costs, stationary and per diem as a salary top-up. Financial support for printing, dissemination and sensitization of stakeholders about audit findings. On-the-job training for selected audits, in particular technically challenging topics.	Dedicated peer team providing guidance and training in 2 workshops during the audit cycle per year - planning, data collection and reporting - and regular online guidance. Printing of report.		Partly	Technical support on-site in Juba to work on a daily basis with the audit teams throughout the audit cycle for audit to enhance quality and progress, and possibly number of entities audited. Critical that additional support is done integrated or in close collaboration with ongoing technical support by peers. Financial support for audit operational costs. Financial support for outsourced audits, to be managed by NAC in coordination with other peer technical support and included in the overall annual audit plan.
3. Audit report covering the States and Local Government including recommendations for issuing of financial statements and compliance with key rules and regulations	Financial support for audit activities, including travel costs, communication costs, stationary and per diem as a salary top-up. Financial support for printing, dissemination and sensitization of stakeholders about audit findings.	Planning, data collection and reporting on-the-job advice and review workshops, jointly for all NAC teams or assignments if possible. Extra Juba visits with on-the-job for challenging audits. Guidance on how to audit when there are no financial statement. Guidance to how NAC can advice government on how		Partly	Technical support on-site in Juba to work on a daily basis with the audit teams throughout the audit cycle for audit to enhance quality and progress, and possibly number of entities audited. Critical that additional support is done integrated or in close collaboration with ongoing technical support by peers. Financial support for audit operational costs. Financial support for outsourced audits, to be managed by NAC in coordination

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
	On-the-job training for selected audits, in particular technically challenging topics.	to produce financial statements.			with other peer technical support and included in the overall annual audit plan.
4. Performance audit reports issued for the main sectors	Financial support for audit activities, including travel costs, communication costs, stationary and per diem as a salary top-up. Financial support for printing, dissemination and sensitization of stakeholders about audit findings. On-the-job training for selected audits, in particular technically challenging topics.	3 workshops during the audit cycle per audit - planning, data collection and reporting - and regular online guidance. Printing of report.		Fully	
5. Special audit reports of donor funded projects	Financial support for audit activities, including travel costs, communication costs, stationary and per diem as a salary top-up. Financial support for printing, dissemination and	No specific support planned except ensuring these audits are included in the NAC Annual overall audit plan, to ensure human resources are allocated optimal and coordinated. Peer-support possible for		No	Financial support for audits, either as outsourced or by NAC staff, in line with NAC overall annual audit plan. An approach could be to include it in the SO.1 audit process (engagement and reporting). Key to enable NAC to use require any contractor to also operate using NAC's audit standards.

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
	sensitization of stakeholders about audit findings. On-the-job training for selected audits, in particular technically challenging topics.	quality assurance of these audits as well as technical support to implementation.			
6. Investigative audit reports in selected areas	Financial support for audit activities, including travel costs, communication costs, stationary and per diem as a salary top-up. Financial support for printing, dissemination and sensitization of stakeholders about audit findings. On-the-job training for selected audits, in particular, technically challenging topics.	No specific support planned except ensuring these audits are included in the NAC Annual overall audit plan, to ensure human resources are allocated optimal and coordinated. Peer-support possible for execution of such audits as well as developing organizational capacities in the area (manuals, certification programmes, trainings, etc.		No	Support needs depend on NAC's priorities for such audits. Ideally several forensic audits could be initiated, for instance of larger procurements.
7. Annual NAC Activity (Performance) report	Financial support for printing, dissemination and sensitization of stakeholders about audit	Advice for contents, design, printing and dissemination annually. Done in one dedicated workshop, ideally		Fully	

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
	findings. Technical advice for the contents and structure.	combined with other planning, monitoring and evaluation support.			
8. Annual seminar for the PAC presenting the main audit findings and status of previous year's recommendations	Financial support for organizing the event and printing of some material. Technical advice for the messaging and presentations to the PAC. Financial support for inviting an external resource person as presenter for the seminar.	Advice for programme and presentations, and financial support for seminar at a yearly basis.		Fully	Would be good to partner or coordinate with partner supporting Parliament and PAC in particular for this activity as well as other similar ones. .

7.2 Focus area 1: Strengthen NAC Independence

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
1.1 A reviewed Audit Act submitted to the Presidency, Parliament & Constitutional Review Commission and enacted.	Technical advice, especially related to the ISSAI and regional experiences of SAI legislation.	Advice on how to revise the Constitution and audit act in line with ISSAI 1 and 10 in the South Sudan context, through online contact and in one dedicated workshop.	UNMISS technical advice and stakeholder workshop event	Partly	No need for more direct support to NAC, but need for more support to enable MoJ and Parliament to handle the bill. Always a big risk that parts of the bill is changed and amended if not proper

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
					technical support for the whole process.
1.2 Support for NAC financial and Administrative Independence among key stakeholders achieved.	Fianancial support for organizing stakeholder engagement events.	Advice on advocacy plan and consultations with key stakeholders, through online contact and in workshops and seminars with selected stakeholders.	UNMISS technical advice and stakeholder workshop event	Partly	General coordinated work among partners to ensure support for new audit bill and support by stakeholders. Indirect support by engaging various stakeholders in appropriate forums important.
1.3 Rules & Regulation for the NAC Act established	Technical advice and support for communication and learning of experiences of regional SAIs. Financial support for printing and sensitization.	Advice on how to revise rules and regulations, through online contact and in dedicated workshops.		Partly	Need for more technical support in addition to peer resources mobilized to develop routines and regulations in close collaboration with NAC and other national stakeholders.
1.4 External audit of NAC operative	Financial support for the audit engagement. Collect regional templates for the process.	Advice on financial statements and audit engagement. Financial support for audit fee.		Fully	
1.5 Sufficient NAC annual budgets to enable implementation of the SP sourced.	Technical support for operational planning process, including resource mobilization strategy. Financial support for the fees. Advocacy support. Financial and technical	Advice on the resource mobilization strategy and consultations with key stakeholders, through online contact and in workshops and seminars with selected stakeholders.		Partly	Potentially a need to support NAC and peers in the resource mobilization strategy and link it to general PFM work and R-ARCSS implementation. Consider utilizing technical support providers to other PFM institutions for this?

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
	support for regular consultations with donors.				

7.3   Focus area 2: Enhance the Quality and impact of Audit Services

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
2.1 Annual Overall Audit Plan (AAP) developed and are communicated with the auditees.	Technical advice and training. Seek a training programme considering replicate trainings in SAI Kenya, using regional resource persons, take into account when staff are in Juba, trainings when needed. Financial support for events and printing. Facilitate e-learning and learning through peer consultations. Relies on ICT and internet.	Annual advice for planning structure, process and contents. Workshop for managers and auditors annually.		Partly	Need to ensure all audit support to NAC is captured in the audit plan. Not a need for direct support to develop the plan, but a need to ensure the plan is used and referred to.
2.2 NAC annual overall audit plans (AAP) are implemented	Technical advice and training. Seek a training programme considering replicate trainings in SAI Kenya, using regional resource persons, take into account when staff are in	Advice for quarterly status report of audits and way forward		Partly	Need to ensure all audit support to NAC is captured in the audit plan. Not a need for direct support to monitor the plan, but a need to ensure the plan is used and referred to.

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
	Juba, trainings when needed. Financial support for events and printing. Facilitate e-learning and learning through peer consultations. Relies on ICT and internet.				
2.3 AFROSAI-E Financial and Compliance Audit Manuals and A-SEAT tool customized and implemented, including quality control practices	Technical advice and training. Seek a training programme considering replicate trainings in SAI Kenya, using regional resource persons, take into account when staff are in Juba, trainings when needed. Financial support for events and printing. Facilitate e-learning and learning through peer consultations. Relies on ICT and internet.	Intensive training in FAM and CAM for all auditors. One physical workshop in February, and one hybrid in November.		Partly	No need for more direct support to NAC on this, but need to ensure all audit related support use these audit manuals, working papers and audit tools.
2.4 AFROSAI-E Performance Audit Manual (PAM) and A-SEAT tool customized and implemented, including quality control practices	Technical advice and training. Seek a training programme considering replicate trainings in SAI Kenya, using regional resource persons, take into account when staff are in Juba, trainings when needed.	Advice to adoption of the PAM procedures regularly online, and 1 workshop to assess how it works and adjust. AFROSAI-E e-learning on Performance Audit methodology offered for new PA staff.		Partly	No need for more direct support to NAC on this, but need to ensure all audit related support use these audit manuals, working papers and audit tools.

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
	Financial support for events and printing. Facilitate e-learning and learning through peer consultations. Relies on ICT and internet.				
2.5 Available guidelines for audit of selected areas adopted and in use, including forensic audits, audit of environmental risks, procurements, IFMIS, petroleum, corporate governance.	Technical advice and training. Seek a training programme considering replicate trainings in SAI Kenya, using regional resource persons, take into account when staff are in Juba, trainings when needed. Financial support for events and printing. Facilitate e-learning and learning through peer consultations. Relies on ICT and internet.	1 workshop with a customized programme, in combination with regular online advice.		Partly	No need for more direct support to NAC on this, but need to ensure all audit related support use or consider NAC's own guidelines for specific areas.
2.6 NAC participation in the most relevant regional trainings.	Financial support	Financial and logistical support to participation in trainings organized by AFROSAI-E and others. Advice on how the training can be integrated with ongoing activities and discussion on who is relevant for the training.		Fully	NAC SCP may reduce its funding for this purpose if other partners want to support (as AfDB did in 2019-2020).

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
2.7 NAC holds its own Internal Technical update and shares experiences systematically.	Financial support for the events.	Advice for programme and contents. Financial support for event.		Partly	No need for more direct support to NAC, but could be good to use these NAC forums to integrate planned trainings or sessions on other PFM topics relevant for NAC staff. For instance general IFMIS update.
2.8 Develop NAC database of past and on-going audits.	Technical advice and training, linked to audit processes and ICT-systems introduced.	Advice for making an overview of all past audits and a plan for how to make those easily available in new audits. To be clarified in relation to filing and use of electronic systems in general.		Fully	
2.9 Enhancing the Quality Control Unit by coaching the staff & External Quality Assurance peer-review annually.	Technical advice and financial support for regional events. Fianancial support for a regional peer-review as annual QA.	Annual quality control seminar for managers in NAC, with a customized programme linked to ongoing audits and emerging challenges as well as a training plan. Quality assurance facilitated either by the standard AFROSAI-E QA-review bi-annually, or through a regional mechanism intended as a collaboration		Partly	No need for more direct technical support to NAC on this, but key to ensure all audit support is linked to the NAC QC and QA system (for instance that ToR for consultants or firms include requirement of QC and QA in line with NAC processes)

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
		between SAI Kenya, Rwanda, Uganda.			

7.4   Focus area 3: Strengthening Governance System and Structure

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
3.1 Annual operational planning (AOP), monitoring and reporting system implemented	Regular advice on the structure and contents of the OP. Training linked to SO 3.2	Advice regularly for planning, monitoring and reporting, both online and through regular country visits. Advice and contribution for an annual planning and budgeting seminar for all managers		Partly	No need for more direct technical support to NAC on this, but key to ensure all support to NAC is captured in the OP. A joint annual meeting for all partners could be there to ensure it, as well as a requirement of all partners.
3.2 Leadership and Management's skills strengthened	a) Advice on the process, structure and content of the assessment through Linked to FA 4.2 b) Design and delivery of management development programme, including trainings, mentoring, coaching, etc.. Change management as a key component. Possible partners and	a) Advice for training needs assessment and plan - done as part of FA.4 support. b) Advice for annual management development programme. Delivery of components for a customized programme, most likely in partnership with SAIs in the region. Two leadership seminars per year as a minimum.		Fully	

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
	mechanisms: AFROSAI-E modules, GATC training centre in Juba				
3.3 Operative Internal Audit unit in NAC	No external support required	No particular		No need	No request for support as per NAC's plan set in 2019.
3.4 ICT-strategy reviewed and implemented	Advice for the contents. Linked to 2.3 and 2.4, 5.3, 3.10 especially.	Advice for ICT-strategy and plans, such as for selecting robust systems in line with ICT capacity and needs. Procurement of consultant if needed to consider local needs and compare with other governement entitites.		Partly	Additional financial support for ICT-tools could be useful, especially for roll-out to all staff. Technical support to daily ICT-management and developing capacity for a new ICT-directorate is also needed.
3.5 ICT-unit established	Plan A: Financial support for recruitment and salary top-up of ICT-manager, on condition of required work period. Training and mentoring. Ensure a NAC employed is trained in parallell. Plan B: Recruit a person on government salary and offer a good training package, including mentoring.	0		Partly	Technical support to daily ICT-management and developing capacity for a new ICT-directorate supplementing peer-support could be useful.
3.6 All staff have sufficient ICT-hardware and software to do their job efficiently	Financial support	Advice for procurement and updating of key office-wide ICT-equipment. Financial		Partly	Additional financial support for ICT-tools could be useful,

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
		support for actual procurement of 1st priority basic ICT-equipment such as video-conference, cloud system, etc.			especially for roll-out to all staff.
3.7 ICT archive policy developed and implemented	Technical support	Advice for the policy and developing a training for all staff in archiving.			
3.8 Internet in place in NAC for all staff	Financial support	Advice for procurement. Financial support for procurement if not covered by government operational funds.		Partly	Additional financial support for internet needed to roll-out to all staff, including for field work.
3.9 Organizational Structure reviewed, approved and implemented	Technical support	Advice for planning, initation and sequencing of the implementation of new organizational structure.		Fully	
3.10 Assets and Financial management system improved	Technical support	Advice for a workable financial and asset management system		Partly	Technical and financial support to work on-site in Juba for a longer period to enable system to be well developed and implemented. Link this to similar support to other PFM units or MDAs?
3.11 Transport services sufficient for audit operations.	Financial support	Advice for procurements and system		No	Acute need to ensure mobility of auditors, both within Juba as well as to states and districts. Link this

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
					to a result based support program?
3.12 NAC premises completed and maintained	Financial support	Advice for project management and sourcing of funds, if requested.		No	Financial support to finalize new HQ, including solar panel or similar enabling robust electricity supply.

7.5   Focus area 4: Human Resources Development and Staff Welfare

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
4.1 Human Resource Policy and Strategy Reviewed and Implemented	Financial support and Technical Advice	Advice for revision of HR-strategy and policy, and for developing approaches to implement it, including related to gender and diversity.		Fully	
4.2 Annual Training plan for audit and non-audit staff in place and implemented	Technical advice, training and Financial support for events	Advice for training needs assessment and planning of trainings, utilizing AFROSAI-E resources in particular.		Fully	No need for more direct technical support, but key to align with this plan if new trainings or so are to be offered by other partners.
4.3 Performance appraisal system developed and implemented.	Technical advice and Financial support for events	Advice and training for performance appraisal system, utilizing AFROSAI resources as well as national standards.		Partly	May be a need for management coaching on-site for how to do this.

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
4.4 Establish senior management retention and succession plans.	Technical advice and Financial support for events	Advice for the retention policy and plan, as well as succession. Financial support for event.		No	May be a need for technical support on how to do this in a South Sudan context.
4.5 Staff remuneration at a comparable level with SAIs in the region	Technical advice and Financial support for events	Advice for comparison and preparing government request for enhanced remuneration. Linked to implementation of audit act.		Partly	Technical advice taking into account South Sudan context and ways of establishing this. Link to support to NAC resourcing strategy.
4.6 Staff Saving Cooperative Credit Society (SACCO) established.	Technical advice and Financial support for events	No particular		No	Technical advice taking into account South Sudan context and ways of establishing this.
4.7 A Professional Development programme established	Technical advice and Financial support for events, consider AFROSAI-E or IDI Professional program Links to SO 4.2	Advice for a professional development programme, liaise with regional initiatives and national opportunities.		Partly	Additional financial support for professional development courses and certification as per the plan.

7.6   Focus Area 5: Strengthen Advocacy and Stakeholders Engagement

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
5.1 Stakeholder engagement strategy established and in use	Financial support for the event	Advice for revision of strategy and adjustment of plans. Ensure monitoring and follow-up of strategy is captured and addressed		Fully	

NAC Strategic outputs and strategic objectives	Planned external support mechanisms	NAC SCP Deliverables planned	Ongoing support by other partners	Are external support established meeting NAC needs?	Outstanding needs for external support
		well in NAC's general system for operational management.			
5.2 Public Relation (PR) and communication function in place	Technical advice and Financial support for events	Advice for programme and content of the workshop.		Fully	
5.3 NAC Website renewed and regularly updated	Technical advice and Financial support for events	Advice for contents and financial support New website and shift to a more user-friendly programme for managing website.		Fully	
5.4 National Professional Accountancy Organization (PAO) established	Technical advice and Financial support for events	Advise for how to promote this and share regional examples		No	Technical advice and financial support for events
5.5 PAC is assisted by NAC to be able to monitor implementation of audit findings and recommendations.	Technical advice and Financial support for events	Advice for annual PAC training. Financial support for event. May be combined with SO.8.		Partly	No need for direct technical support to NAC, but a need for a partnership with partner supporting PAC or Parliament.
5.6 Regular dialogue with the Anti-Corruption Commission and the Prosecutor General established	Technical advice.	Advice for annual experience sharing and update. Financial support for event.		Partly	

Appendix II: Financial report

See separate file.