



EIF-TIER1-SSD-001



AGREEMENT BETWEEN
THE UNITED NATIONS OFFICE FOR PROJECT SERVICES
AND THE
UNITED NATIONS DEVELOPMENT PROGRAMME
FOR THE
SOUTH SUDAN TIER 1
ENHANCING INSTITUTIONAL CAPACITIES FOR TRADE INTEGRATION
AND ECONOMIC DIVERSIFICATION (EIC-TIED)

ANNEX I: Project Proposal - Project Document [as approved by the EIF Board]

XX pages (including cover sheet)

ENHANCED INTEGRATED FRAMEWORK TIER 1 PROJECT PROPOSAL, SOUTH SUDAN

SECTION 1: Summary Page

1.1	Project Title	Enhancing Institutional Capacities for Trade Integration and Economic Diversification (EIC-TIED Project)
1.2	Project Category	EIF Tier 1
1.3	Grant Recipient Entity	UNDP South Sudan (International Organization/EIF Partner Agency)
1.4	Implementing Entity	Main Implementing Entity (MIE): UNDP South Sudan Country Office National Implementing Entity (NIE): Ministry of Trade and Industry (UNDP will use DIM modality for project implementation).
1.5	Project Duration	36 Months (3 Years)
1.6	Total Project Costs	US\$1,053,000
1.7	EIF Funding Sought	US\$900,000
1.8	Other Sources of Funding	GRSS: US\$153,000 (In-Kind)
1.9	Result Statement	<p>The main objective of the project is to strengthen the institutional capacities of South Sudan to formulate and implement trade related policies targeting the process of trade integration (regional and global) and trade diversification (products and destinations). This project will ultimately contribute in accomplishment of National Development Plan objectives related to inclusive and sustainable economic growth. The specific project results are:</p> <ol style="list-style-type: none"> i. <i>Enhanced National Trade Related Institutional Capacities:</i> Strengthening of National Implementation Arrangements (NSC, FP and NIU) and other national key stakeholders in trade policy formulation, implementation, and monitoring & evaluation. ii. <i>Trade Mainstreaming:</i> Mainstreaming of trade in national and sector plans/policies/strategies/budgets. iii. <i>Stakeholder coordination:</i> Enhanced dialogue and coordination among stakeholders, including private sector and development partners on trade issues. iv. <i>Resource mobilization:</i> Mobilization of additional resources (public, private and donors) for trade policy/DTIS formulation/update and implementation.
1.10	Approved by:	<p>EIF FP  Chair EIF NSC </p> <p>EIF Donor Facilitator _____ ED, EIF ES _____</p> <div style="text-align: right; border: 1px solid blue; padding: 5px; width: fit-content; margin-left: auto;"> <p style="font-size: small; margin: 0;">MINISTRY OF TRADE, INDUSTRY & EAST AFRICA COMMUNITY AFFAIRS</p> <p style="font-size: x-large; font-weight: bold; color: red; margin: 0;">07 DEC 2017</p> <p style="font-size: small; margin: 0;">★ UNDERSECRETARY FOR TRADE & INDUSTRY ★</p> </div>
1.11	Submission Date	

List of acronyms

AfT	Aid for Trade
AIMS	Aid Information Management System
BSWGs	Budget Sector Working Groups
CDP	Country Programme Document
COMESA	Common Market for East and Central Africa
CPA	Comprehensive Peace Agreement
DF	EIF Donor Facilitator
DIM	Direct Implementation
DTIS	Diagnostic Trade Integration Study
EAC	East African Community
EIF	Enhanced Integrated Framework
EIF ES	Executive Secretariat of Enhanced Integrated Framework
EIF FP	Enhanced Integrated Framework Focal Point
EU	European Union
GRSS	Government of Republic of South Sudan
HDIGU	Human Development and Inclusive Growth Unit, UNDP South Sudan
HLPF	High Level Partnership Forum
ICT	Information Communication Technology
IGAD	Inter-Governmental Action on Development
IFC	International Finance Corporation
IMAC	Inter-Ministerial Appraisal Committee
ITA	International Trade Advisor
MoFP	Ministry of Finance and Planning
MIE	Main Implementing Entity
MoFEP	Ministry of Finance and Economic Planning
MTI	Ministry of Trade and Industry
NBS	National Bureau of Statistics
NDS	National Development Strategy
NIE	National Implementation Entity
NIM	National Implementation Modality
NIU	National Implementing Unit
NSC	National Steering Committee
NTDB	National Trade Development Board
PPD	Public Private Dialogue
QDF	Quarterly Donor Forum
RSS	Republic of South Sudan
SSNCC	South Sudan National Chamber of Commerce
SSNBS	South Sudan National Bureau of Standards
SSBC	South Sudan Business Council
TAC1	Tier 1 Appraisal Committee
TAC2	Tier 2 Appraisal Committee
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
UoJ	University of Juba
WCO	World Customs Organisation
WTO	World Trade Organisation

SECTION II: Situation Analysis

II.1: Aid for Trade (Aft) Overview

South Sudan, the newest nation in the world, gained its independence on July 9, 2011. The country is landlocked and bordered by Central African Republic, Democratic Republic of Congo, Uganda, Kenya, Ethiopia and Sudan. Extreme poverty rate has increased to 65.9 percent¹ of the total projected population estimated at 12.23 million in 2016². Earlier analysis shows a skewed spatial prevalence of poverty, with 76% of the poor living in the former Northern Bahr el Ghazal state and around 24% in the former Upper Nile state. UNDP's first South Sudan Human Development Report shows the value of South Sudan's HDI for 2015 at 0.418 which puts the country in the low development category positioning it at 181 out of 188 countries and territories³.

The December 2013 outbreak of conflict in South Sudan has had wide ranging economic, social and political consequences. The conflict has further depleted an already fragile productive infrastructural base in the country particularly in the conflict affected states, displaced over 4 million people out of which 2 million comprise refugees spilling over in neighbouring countries, devastated local markets, rural economies, worsened service delivery and food shortages, employment and livelihoods at scale. The continued sporadic unrest even after the signing of peace agreement in August 2015 has led to the persistence of severe economic crisis resulting from a combination of a sharp dip in economic activities and private investment, oil production losses and oil revenue losses due to a steep decline in international oil prices. The Transitional Government of National Unity in South Sudan has sought to stabilize the situation by rolling out a process of National Dialogue, undertaking economic reforms and develop a National Development Strategy. An IGAD led High-Level Revitalization Forum (HLRF) has initiated an inclusive process of consultations with the government and opposition formations to firmly put the peace agreement back on track. The HLRF is expected to meet in the middle of December 2017 to further advice on the modalities.

The economy is characterized by a narrow productive capacity with a near complete dependence on oil⁴ revenues, with a poorly developed infrastructure, narrow production base of weak agriculture and negligible manufacturing and a nascent services sector. The agriculture sector including forestry, livestock and fisheries is estimated to comprise about 15% of the GDP of South Sudan in 2013 with nearly 80% of the population being dependent upon it with women contributing over 50 % of the workforce.⁵ More than 85 percent of the population lives in rural areas and depends largely on subsistence farming and pastoralism for livelihoods. Given the sharp reductions in oil based revenues due to a combination of production and oil price shocks and the deep macroeconomic crisis, it is timely and opportune to strategically position the country towards a concrete pathway for economic and trade diversification. As the South Sudanese currency has steeply declined following the exchange rate unification, the terms of trade towards diversification of non-oil sectors are favourable and has

¹ <http://www.worldbank.org/en/country/southsudan/overview>

² <http://www.worldbank.org/en/country/southsudan>

³ http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/SSD.pdf

⁴ In the past year, oil production accounted for 99% of exports, 95% of government revenue and about one-half of GDP. For details, please see, <http://www.africaneconomicoutlook.org/en/country-notes/east-africa/south-sudan/>

⁵ The situation analysis has been enriched by the data derived from the South Sudan Diagnostic Trade Integration Study, Ministry of Trade and Industry with the technical support of UNDP et al, 2015

created a space to undertake bold economic and trade diversification measures. The Transitional Government of National Unity in South Sudan has sought to stabilize the situation by rolling out a process of National Dialogue, undertaking economic reforms and develop a National Development Strategy. The forthcoming National Development Strategy (NDS), which is the first comprehensive development plan since the South Sudan Development Plan was discontinued in a major national policy developments in South Sudan and is expected to be operationalized in mid-2018.

South Sudan has acceded to the East African Community (EAC) on a fast-track basis as the sixth partner at the EAC Heads of State Summit held in Arusha, Tanzania on March 9, 2016. Comprising Kenya, Uganda, Tanzania, Burundi, Rwanda and now as its newest member, South Sudan, the size of the EAC common market is estimated at 162 million people with a GDP (at current prices) of US\$159 billion (including South Sudan). The EAC region has displayed impressive economic dynamism, clocking an annual average growth rate of 6.2 percent over the 2004-13 period and weathered the global economic and financial crisis of 2007 in a remarkably resilient way. A report by the IMF had noted that the EAC's high growth performance brings it to the top one-fifth of the distribution of 10-year growth rate episodes by all countries worldwide since 1960.

South Sudan's EAC membership has been seen by some analysts as a concrete peace dividend for the country following the signing of the Agreement on the Resolution of the Conflict in South Sudan (ARCISS). Global experience tells us that trade integration policy with the right mix of pro-poor safeguards can play a major role in stimulating economic growth, diversifying production and exports and generating new employment opportunities for the majority of women and youth in South Sudan.

In terms of the trade policy stance in South Sudan, the project offers timely support to key institutional trade policy formulation and integration processes. The tariff regime in place is unclear and did not follow any international classification system such as the Harmonized System (HS). The DTIS mission earlier had estimated the simple arithmetic average of all applied tariffs at 5.6%, which is substantially lower than the average of 12% for the EAC (South Sudan DTIS 2015). The current tariff structure is biased in favour of primary agricultural activities over manufacturing and processing industries, hence the DTIS recommended corrective measures to address such anti-export bias. The development of productive capacity and export potential would require addressing a multitude of supply-side constraints. Another need for trade sector is participation in trade agreements (bilateral, regional and multilateral). This is because such agreements involve legally binding commitments. Government duly recognised the importance of economic integration and joined the EAC. The country is also considering accession to COMESA, a larger grouping of Eastern and Central African countries. At multilateral level, the process of accession to the World Trade Organization (WTO) has been initiated. The main advantage of WTO membership would include transparency and predictability in trade regime while securing the transit rights accorded to the landlocked countries and affording access to the WTO dispute settlement mechanism, among other benefits.

The government is currently undertaking a major review of its trade policy and institutions to ensure that trade contribute to development objectives of the ongoing National Development Strategy. A new Customs Act was enacted and gazetted in 2014. The Act mandates the use of the HS and the implementation of valuation methods that comply with the WTO Agreement on Customs Valuation, thereby improving the transparency of the tariff structure. There are some estimates of trade data with the National Bureau of Statistics (NBS) and the Central Bank, but the same are not robust and need to be strengthened while harmonizing methodology and coherence across sources. Whereas data by the Central Bank reports imports of SSP 5 billion in 2012, those reported by NBS are SSP 10.8 billion, while COMTRADE reports a little over US\$ 130 million. COMTRADE reports US\$ 700 million

(largely oil) of exports. Estimates of informal trade between South Sudan and its neighbours need to be understood better and quantified to the extent possible.

Oil still remains the country's main economic sector⁶. Mining is another sector identified by the Government as a priority in its efforts to diversify the economy. Agriculture is still the most important sector, but largely traditional, predominantly subsistence and characterized by low productivity. Livestock is another important economic sector, as 85% of households own livestock. Fishing is also a major source of livelihood, accounts for 4 percent of food consumption. Good climate, abundant fertile land and water present great scope for agricultural development. However, less than 5% of land is currently cultivated. More than 60% of the land area is covered by trees and shrubs, creating an enormous potential for forestry. Tourism in the country has a lot of potential but remains unexploited due to concerns on insecurity and lack of tourism infrastructure to support the flow of tourists. The resource base for tourism includes a wide variety of wildlife, forests and diverse cultures.

Even as the DTIS study and its launch have raised awareness about Aid for Trade (Aft), the mechanism of Aft needs to be more broadly understood by concerned stakeholders. With the formulation and implementation of DTIS and trade policy, the trade agenda will receive due attention and policy through the ongoing national development strategy and sectoral development plans and processes which will follow thereafter. The Tier 1 project amongst other things intends to strengthen coordination mechanisms with the key stakeholders, including that of the private sector and major development partners. The project is expected to be a key catalytic instrument which will strategically position government counterparts and build a robust business case for mobilization of additional resources, particularly through the existing aid for trade windows while helping to accomplish and operationalize the objectives and recommendations of DTIS and trade policy.

II.2 EIF Process in South Sudan

South Sudan formally joined the Enhanced Integrated Framework (EIF) programme in June 2012. An EIF familiarization workshop was held in Juba during 13-14 November 2012 with the active participation of key stakeholders. Overall, there was very good participation of stakeholders at the workshop including at the sub-national levels. In December 2012, the EIF Board also approved a Pre-DTIS project for South Sudan. The main objective of the pre-DTIS project was to assist the government to establish the national institutional arrangements including the National Steering Committee (NSC) to oversee the EIF programme implementation, including the DTIS process.

In January 2013, the EIF Board approved the DTIS project for South Sudan to be undertaken by UNDP as the Main Implementing Entity. The DTIS identified the key constraints and opportunities in leveraging trade for development. Trade integration and economic diversification is the main theme of DTIS. The DTIS final report was validated by the concerned stakeholders in October 2014. The DTIS provided a guiding framework for reform of the business climate and trade policy in the country. It also conducted an analytical study of the trade constraints, opportunities complemented by an action matrix, comprising recommendations to overcome the challenges of trade integration and diversification. The DTIS carried out a comprehensive analysis of the main issues pertaining to economy and trade including macroeconomic issues, trade policy, trade facilitation, institutional capacity development, business environment and cross-cutting issues alongside four productive sectoral analysis – agriculture, energy, mining and tourism. It also included a chapter on trade linked poverty reduction strategies.

⁶ Unless mentioned otherwise; the data used in this document are drawn from South Sudan DTIS 2015, South Sudan National Human Development Report 2015, South Sudan National Development plan 2011-13 and Jaime de Melo - Trade Strategy Pillars for South Sudan, International Growth Centre 2013.

The main recommendations under institutional capacity development inter-alia included, the formation of National Steering Committee (NSC) and National Implementation Unit (NIU), Economic and Development Board, formulation of the EIF Tier 1 Project proposal in order to operationalize the major recommendations highlighted in the Institutional Capacity Development aspects of the DTIS Action Matrix.

Accordingly, a draft Tier 1 project proposal was prepared during 2014-15. However, due to the outbreak of conflict in December 2013 and its slow spill over to hotspots in several parts of the country, a period of transition within the EIF Secretariat from EIF phase 1 to the launch of the EIF Phase 2 programme, the earlier version of the Tier 1 project was overtaken by events. With the official launch of EIF phase 2 in place, it was decided to undertake a review of the draft project while factoring in the significant institutional and economic changes that have occurred at the country level as well as in the EIF programme. This revised project proposal builds on the earlier proposal and tailors down the project to the current country context and needs while keeping it aligned to the revised Tier 1 project template and updated EIF programme log-frame.

II.3 Government and Donor Support

The government of South Sudan is firmly committed to the development of trade sector as an instrument of inclusive economic growth and peace building; key clusters of the national development strategy which is under development and will be launched in December 2017. This approach also builds on the earlier South Sudan Development Plan (SSDP) which has expired in 2016 and the economic aspects as outlined in Chapter four of the Agreement on the Resolution of Conflict in the Republic of South Sudan (ARCSS) pertaining to Resource, Economic and Financial Management Arrangements.

The earlier SSDP provided for a full range of activities to prepare for and fully operationalise the trade mandate, including policy, legal frameworks and institutions, as well as signing of regional and international trade protocols. The plan also stated that South Sudan will be brought into the global economy through regional and international integration and establishing internal standards by joining international bodies which support international economic activity – e.g. country telephone code and internet domain registration through MTPS; the Extractive Industries Transparency Initiative (EITI); the Community of Eastern and Southern Africa (COMESA), the International Telecommunications Union (ITU) and the East African Community (EAC)⁷.

The former SSDP and Chapter IV of ARCSS also calls for the review of national legislations including but not limited to improvement in the legislative framework for economic activities, including the Broadcasting Authority Bill, Companies Bill, Insolvency Bill, Insurance Bill, Microfinance Institutions Bill, Competition Bill, Counterfeit Bill and four trade-related laws – the Import and Export Regulation Bill, Standards Bill, Weights and Measures Bill and Consumer Protection Bill. The Telecommunications Bill and the Southern Sudan Audit Chamber Bill are also included. In addition, the enacted laws will be simplified and disseminated widely. Further, to ensure development, it was proposed to adopt at least 20 sets of regulations to operationalise key pieces of enacted legislation, and establish and/or strengthen key institutions impacting on investment, commerce and trade. Further proposals for legislation were expected to be pursued in collaboration with the South Sudan Business Forum⁸.

Currently, since the formation of Transitional Government of National Unity (TGNou) in 2016, despite the setbacks of July 2016 and the changes in the TGNou the government remains fully committed to the DTIS and is currently undertaking a major review of its trade policy and institutions, in order to

⁷ South Sudan National Development Plan 2011 (p.85).

⁸ Ibid

ensure their alignment to the ARCSS and the successor to the SSDP, the National Development Strategy. In particular, trade policy reform can play an important role in stimulating economic growth, helping to diversify exports, attract investments thereby revitalizing the economy and enhancing employment opportunities and laying a durable foundation for peace and sustainable development.

The donor stance in South Sudan has evolved from a favourable one in the run up to independence in 2011 and in the immediate post independent period to that which is now skewed towards addressing the stark and unprecedented humanitarian needs across several parts of the country and saving lives. Of late, some of the donors while recognizing the humanitarian needs as critical have also been appreciative of supporting the country on the pathway to recovery, stabilization and laying the foundation for a long term development. In the immediate period following independence, due to an identified capacity constraint in the country, there has been considerable donor engagement to support institutional strengthening in South Sudan. Annual aid commitments to the country since the CPA and especially after independence have been increasing, hitting a peak of more than 2.5 billion in 2015⁹, with the biggest chunk going into provision of social services including health and education. But there was also some non-negligible aid going into supporting economic functions including capacity development. According to the Republic of South Sudan Donor Book 2012-13, pledged aid to the Economic Functions sector grew by US\$7.4 million in 2012. In 2017, the African Development Bank has provided financial support to strengthen the non-oil revenue mobilization functions and streamlining budgeting foundations of around US\$ 15 million to the Ministry of Finance and UNDP for implementation of non-oil revenue mobilization efforts at the sub-national levels.

The key trade-related capacity-building donor projects include: Multi-Donor Trust Fund support under the Private Sector Development in Southern Sudan project through the International Finance Corporation (IFC). The project supported the overall legal and regulatory framework through an Investment Promotion Act, the setting up of the Investment One Stop Centre, improving the legal regulatory and institutional framework including strengthening of the business registry, investment promotion and facilitation; helped draft and adopt the Private Sector Development Strategy; developed a Public-Private Dialogue (PPD), PPD platform (South Sudan Business Forum); supported the establishment of the network for secured transactions; helped establish an Alternative Dispute Resolution mechanism, streamline and reform the business licensing and supported the East African Community accession process. The third phase of the program (2015-2017) was targeted at deepening economy-wide reforms in order to mitigate risks and constraints to SME growth with emphasis placed on quality service delivery. The program also aimed at enhancing enterprise competitiveness in non-oil sectors of the economy and leverage the PPD especially at sub-national level.

The major components of the World Bank Private Sector Development Project included: establishment of commercially-viable microfinance institutions; the start-up and expansion of microfinance providers and services throughout South Sudan; and the support to the operating costs of the South Sudan Microfinance Development Facility (SSMDF); promotion of Micro-Entrepreneurship through a Business Plan Competition (BPC) for existing businesses and start-ups; mobile payments and Trade integration policy support; Institutional Strengthening of the South Sudan Business Forum by catering for the operating costs of the South Sudan Business Forum (SSBF), a Public-Private Sector Development Forum, established in 2009, under the MDTF-SS funded PSD project. The project was closed in December 2015. The World Bank also supported MTI and other trade related sectors including South-Sudan Eastern Africa Regional Transport, Trade and Development Facilitation Project. The project sought to enhance regional connectivity and integration of South Sudan with its East African neighboring countries, and its access to sea ports. The project aimed at increasing transport efficiency along the Juba-Nadapal-Eldoret corridor connecting South Sudan to Mombasa port; connecting Juba with fiber optics; and linking the country to an alternative sea port of Djibouti.

⁹ OECD, *Geographical Distribution of Financial Flows to Developing Countries 2017*, 2017.

A South Sudan Aid Strategy (SSAS), was developed by the Government in 2011, but is being updated now. A PFM Working Group, co-chaired by the US-Government and the World Bank, and including the AfDB, the IMF, UNDP, USAID, DFID, the EU Commission, Government of Norway and Government of Japan, was set up in 2015, and convening regular meetings until the July 2016 storm fight in Juba, which triggered World Bank to reduce its in country footprint and suspend its planned operations including on public finance management. The IMF conducted two important assessments in 2016, on PFM and Revenue, which have informed the planning of DPs' work. The World Bank is now finalizing its country engagement strategy for 2018.

AfDB has two ongoing projects: Institutional Support to Public Finance Management and Aid Coordination, in the Ministry of Finance and Economic Planning and the Capacity Enhancement Programme for the University of Juba. USAID too has reduced its footprint but is engaged in supporting several sectors including health, education, and agriculture besides humanitarian assistance. The UK's support to MoFEP by providing technical assistance through the ODI Fellowship Programme, which deployed junior economists into civil service roles to fill critical gaps and DfID's support to the ODI's Budget Strengthening Initiative, which supports planning and budgeting processes; development of aid management processes; and strengthened financial management systems is currently being phased out. DfID's support included the activities of Trademark East Africa (TMEA). TMEA support included: Customs Management Reforms; Nimule border construction focusing on setting up the institutional and legal framework necessary for collaboration in border management at inter-agency and bilateral levels, reviewing and implementing one stop border post procedures, training border agency officials, and installing ICT networks, hardware, furniture and equipment: establishment of the South Sudan National Bureau of Standards aimed at simplifying and increasing the transparency of import/export procedures; to help producers improve the quality of products; help the bureau of standards' staff and producers to improve their understanding of standards and requirements.

The European Union has deployed an economist as an advisor to MTII in the area of trade and was involved in the drafting of a trade policy framework. The draft policy was presented to cabinet for adoption, but given the change in the environment due to conflict, the ministry intends to update it before it is adopted. The project will therefore ensure that the policy is updated and taken through the process of legislative adoption and implemented. The EIF support is requested to review/finalize and adopt the trade policy. UNDP country office will assist the government in finalization of Trade Policy.

UNDP has also been supporting aid for trade activities through its capacity development projects. Notable among them is the UNDP Support to Inclusive Growth and Trade Capacity Development, targeted at the Ministry of Agriculture and Forestry, the Ministry Trade, Industry and Investment, and the Ministry of Finance and Economic Planning. This project is the one through which UNDP channels its support to MTII and has been supporting the EIF process since South Sudan joined the EIF and through the DTIS process and now. The project is ongoing and likely to continue through 2018 through annual renewal and provides a skeleton staff paid from UNDP core funds to support MTII capacity development. Another UNDP capacity development project is the IGAD initiative that has assisted the Government of South Sudan (GRSS) by placing 200 civil servants from the eight East African IGAD Member States on secondment with the GRSS on a "twinning" basis to mentor and coach South Sudanese civil servants for an initial period of two years. These seconded civil servants serve as a form of rapid capacity enhancement support to strengthen the institutional capacity of the GRSS institutions to deliver services. UNDP jointly with Ministry of Finance and with financial support from the African Development Bank is working closely with the state level Ministries of Finance to roll out a legislative framework for collection of local taxes while strengthening accountabilities to deliver

essential services to the poor. It is a concrete effort to support the states in progressively reducing their dependence on non-oil revenues.

Overall, the Aid for Trade architecture is yet to attain its full potential in the country with the most concerted efforts for promoting trade expected from the EIF. Aid coordination mechanisms devoted to AfT need to be strengthened as part of the preparations for the EIF Tier 1 project, including through NSC which will coordinate AfT activities in collaboration with the Donor Facilitator and other GRSS general aid coordination mechanisms including the High Level Partnership Forum-HLPF (which provides an opportunity for senior members of GRSS and Development Partners to discuss key strategic policy issues of interest to both parties) and the Quarterly Donor Forum-QDF (a mechanism for regular dialogue between GRSS & partners on fiscal, aid & economic policy issues). The NSC and the Donor Facilitator will be instrumental in initiating contacts with potential donors of AfT and ensuring coordination through the national donor coordination systems.

II.4 Trade Implementation

Until independence, the GRSS was not directly responsible for international trade, so unsurprisingly trade-related capacities remained at a nascent stage. Economic diversification and trade were not pursued as top political priorities partly due to the presence of the oil industry and a dominant focus being the completion of the peace process with Sudan, the emergency response to floods, management of refugee camps and other pressing social needs.

Against this backdrop of limited public resources and political instability the institutional framework and institutions related to trade and commerce have remained under capacitated vis-à-vis the operationalization of their full mandate and potential. However, in the light of the current macroeconomic crisis and dwindling oil based revenues due to a combination of oil price and oil production shocks to meet the needs and demands of the country, non-oil revenue mobilization jointly with putting in place a concrete economic and trade diversification roadmap are now top policy priorities for both South Sudan, private sector, international financial institutions and the donor partners. As an integral part of this new roadmap, the role and capacity of the sectoral ministries must be stepped up with a central role assumed by the Ministry of Trade and Industry.

Following the restructuring of a number of government Ministries in July 2013, the Ministry of Trade, Industry and Investment (MTII) was merged with the Ministry of Finance to create the Ministry of Finance, Commerce, Investment and Economic Planning (MFCIE). The Department of Industry was moved to the Ministry of Petroleum and Mining while the Bureau of Standards continued to remain under the MTII. In March 2014, the government decided to revert to the prior institutional arrangements and the Ministry of Trade and Industry (MTI) was reinstated as a full ministry with the same departments (except Investment) as prior to July 2013. The Department of Industry and the National Bureau of Standards are also back under the MTI. In 2017, the Ministry of Trade and Industry has been expanded to include East Africa Community (EAC) and now reads Ministry of Trade, Industry and EAC Affairs, following the accession of South Sudan to East Africa Community.

The MTI's mandate on trade is derived from the Transitional Constitution of the Republic of South Sudan and relevant presidential decrees. The Ministry's mandate includes: internal and external trade; industrial development; private sector and entrepreneurship development; standards; and trade policy formulation, implementation and monitoring and evaluation, among others.

The MTI Strategic Plan, completed before the 2013 merger, states its aims as contributing to the government's economic aims of "diversified private sector-led economic growth and sustainable

development that improves livelihoods and reduces poverty” and “facilitating the development of the private sector, particularly the indigenous entrepreneurs.”

The Ministry of Trade’s vision is “An industrialized South Sudan fully integrated into the world trade and global business sector”. Its vision statement is: “To foster internal and external trade and to systematically build an industrial sector that is dynamic, competitive and integrated into the domestic, regional and global economies.” The goal of the Ministry is: “To build sustainable and diversified economic growth that contributes towards increased productivity, wealth creation, and poverty reduction in South Sudan” (South Sudan Development Plan, 2011, p. 13). The Strategic Plan also details the functions of the MTI at national and state level as well as a three-year plan detailing objectives, structure and resources and a detailed implementation plan.

In terms of the structure of the Ministry, it is headed by the Minister at the top political level. An Under Secretary assist the Minister as the bureaucratic head of the ministry. There are seven Director Generals heading specific portfolios of the ministry. Most of the directorates at the Ministry lack basic skills particularly English language, information communication, equipment (computers, printers, etc.) and knowledge of trade agreements and rules and negotiation capacity, among others limitations. Many trade officials worked in Khartoum as a part of the unified Sudan prior to independence where the official language was Arabic and have not diversified their language skills beyond Arabic. The main official working language of government is English. The senior officials also need additional training in management and leadership skills. There is a notable lack of research and policy capacity in the ministry. Trade data and technical preparatory work on foreign trade agreements is virtually non-existent.

The EIF Focal Point, the NSC and the NIU were established in 2013. MTI leads EIF process in South Sudan with the Undersecretary working as the Focal Point for the programme. However, due to lack of funding, including absence of a Tier 1 project, these are less functional. Therefore, Tier 1 project will revitalize these institutional arrangements and also cater the recommendation of DTIS related with institutional capacities, much needed for trade integration and trade diversification.

Several ministry staff expressed the desire to pursue long-term academic educational qualifications/on job trainings. The internship at WTO maybe one possibility, once South Sudan get the observer status at WTO. Facilities in terms of buildings, transport, ICT and office equipment are also required for the NIU. Based on extant needs, the EIF Tier 1 project will need to provide an integrated package of support which can address the multifaceted gaps in the functioning of the Ministry.

Moreover, South Sudan’s ongoing efforts towards regional and global economic integration process demands a centralized and empowered trade institution with the best officers in place to deal with the trade policy – formulation and implementation, trade negotiations and advancing the productive capacities in the country. Nonetheless, as recommended by the MTCDS it is suggested that the MTII becomes the primary locus of trade capacity-building in the government and a driver of mainstreaming AfT and the EIF across other Ministries. In the initial stages of the EIF, at least, it would be appropriate to target capacity-building activities at the MTI in order to establish it as a hub and a driver of mainstreaming trade throughout the organs of the government. By strengthening the national institutional arrangements for trade, the project will help MTI coordinating different government agencies as well as the activities of various development partners and the private sector.

SECTION III: Strategy and Project Description (including log-frame, work plan and budget)

III. 1 Strategy

The overarching goal of the project is to contribute towards accomplishing the ongoing formulation of the National Development Strategy and the economic aspects of the ARCSS which build on the earlier SSDP particularly related to inclusive and sustainable economic growth. The main objective of the project is to strengthen the institutional capacities of South Sudan to formulate and implement trade related policies advancing the process of trade integration (regional and global) and trade diversification (products and destinations). This project will help implementation of the DTIS and the trade policies, which are designed to support poverty reduction, inclusive economic growth and equitable sustainable socio-economic development of the country.

III. 2 Project description

The project aims to support the operations and activities of the Ministry of Trade and Industry as a lead agency responsible for formulation and implementation of trade policy in South Sudan. The main activities includes – strengthening of institutional capacities to formulate and implement trade related policies; mainstreaming of trade across the various sectors of the economy; coordinate and engage stakeholders in trade development efforts, and mobilize additional resources to promote trade and development.

III. 3 Summary

The four expected project results are designed to achieve the EIF goal of trade mainstreaming; inter-ministerial and donor coordination; and capacity to implement AfT and the larger trade development agenda, including the EIF process in the country. The activities designed to achieve project outcomes and outputs (details are presented in the project log-frame and work plan) will ensure the following intended specific project results:

- i. *Enhanced national trade related institutional capacities*: Strengthening of National Implementation Arrangements (NSC, FP and NIU) and other national key stakeholders in areas of trade policy formulation, implementation, and monitoring and evaluation.
- ii. *Trade Mainstreaming*: Mainstreaming of trade in national and sector plans/policies/strategies/budgets.
- iii. *Stakeholder coordination*: Enhanced dialogue and coordination among stakeholders, including private sector and development partners on trade issues.
- iv. *Resource mobilization*: Mobilization of additional resources (public, private and donors) for trade policy/DTIS formulation/update and implementation.

III.4 Linkages with the findings of the DTIS and the Action Matrix

The project will build institutional capacities related with trade in South Sudan. Such institutional capacities are much needed for formulation and implementation of trade policy and DTIS. Most of the institutional capacity building recommendations of DTIS (as outlined in the Chapter IV of the DTIS) will be addressed by the project, which will ultimately help the government to mobilize additional resources (public, private and donors) to accomplish other recommendations of the DTIS and trade policy. The enhanced institutional capacities at various levels will help the government to achieve the goal of trade integration (regional and global) and economic diversification (products and destination).

The activities designed to achieve the planned objectives and results of the project are all linked with the recommendations of the DTIS which remains salient, including development of capacities to

formulate trade related strategies, mainstreaming of trade national and sectoral plans and aid coordination.

Recommendations for capacity building and equipping of the stakeholders, including the NIU, are aligned with the DTIS recommendations. The basic skills in languages, computers, leadership, office management, trade negotiations; along with communication and data management skills are identified as key elements of capacity development in DTIS as well as during the institutional assessment for the formulation of this project. The project activities also include streamlining of tasks, digitalization, information sharing and internet services; building capacity to conduct applied research and develop negotiation positions; leadership and management training for senior and mid-level officials; introduction of an institutional structure that facilitates coordination and collaboration; and putting in place an organizational system to effectively attract, retain, manage and develop MTI human resources. The project will support establishment/strengthening of a research and policy unit within MTI; formulation/implementation of Trade Policy; updating and streamlining of the Ministry's strategic plan and organogram; validation, implementation and amendment of the job description manual; and introduction of a performance management system for mid-level to senior MTI officials. In addition, the capacity building and stakeholders' coordination activities included for the private sector, and the civil society are in line with the DTIS recommendations.

III.5 Project logical framework

See Annex 1.

III.6 Work plan

See Annex 2.

III.7 Budget

Summary Budget: South Sudan Tie1 Project

ACCOUNT	CATEGORY	YEAR 1	YEAR 2	YEAR 3	TOTAL
71200	International Experts	50,000	30,000	-	80,000
71300	National Staffs	72,500	91,700	86,700	250,900
71600	Travel & Missions	9,500	13,000	11,500	34,000
72100	Subcontracts	11,000	11,000	9,500	31,500
72200	Equipment	103,800	8,700	12,900	125,400
72600	Grants	-	-	-	-
74100	Prof Services	29,000	21,000	22,500	72,500
74000	Operating Costs	67,600	72,600	67,100	207,300
	TOTAL	343,400	248,000	210,200	801,600

For detailed Activity based budget and Work Plan: See Annexes 2 and 3.

III.8 Government contributions

The government has limited financial capacity given the overall macroeconomic crisis and the dwindling financial resources. Contributions have been committed by way of provisioning of office space for the NIU. The government will also co-fund either a prefabricated office or a separate office

building, if needed (when the NIU work extend and there are Tier 2 projects and DTIS priority projects funded by the donors are on ground). The MTI will ensure that the relevant staffs of the ministry are engaged in the core functions of the EIF. Particularly, the ministry will designate the EIF Focal Point, NIU Coordinator and Coordinators responsible for core areas of Tier 1 intervention: (i) Private Sector Coordination, (ii) Donors/Aid for Trade Coordination, (iii) Monitoring and Evaluation, and (iv) Communications. The government will cover the salaries of government staffs engaged in the NIU work. However, they will be eligible to get token salary top-ups, particularly to increase their communication and transport facilities to enhance the work efficiencies. Other government official will be engaged in EIF programme/Aid for Trade projects, as and when required. The engagement of government regular staffs in EIF programme will ensure the long-term sustainability of results achieved through EIF programme interventions. The in-kind contribution of the government, including staff time, premises, electricity, etc. is estimated at a cost of US\$153,000 in three years. The government

Government Contributions (in-kind)

NSC/NTDB Secretariat/NIU (Office Premises, Logistics & Supplies)

Year 1	Year 2	Year 3	Total
42,000	51,000	60,000	153,000

For details: See Annexes 2 and 3.

III.9 Sustainability of the results

For sustainability of the results, particularly institutional capacities and stakeholders coordination mechanism, achieved through the project, MTI/GRSS will ensure that EIF activities will be mainstreamed into the MTI work plan and there will not be parallel siloed structures for the EIF and the government. The National Steering Committee will be transformed into National Trade Development Board (NTDB) with more rigorous responsibilities, including trade policy formulation and implementation, trade mainstreaming, trade negotiations, trade facilitation, stakeholders coordination (public-public, public-private, and donor coordination). It will oversee the overall process of trade development in the country. The Focal Point (Under Secretary) will supervise the day to day work of the NIU. The NIU will be a department within the MTI structure and all the capacities built under the project will improve the functioning of the ministry. This capacity strengthening will enable MTI to coordinate overall trade development agenda of the country and manage all AfT resources subsequent to the end of the project.

As presented in the figure 1, the NIU is composed of government regular staffs (NIU Coordinator, Private Sector Coordinator, Donor/AfT coordinator, M&E Coordinator and Communication Officer) and project funded temporary staffs (all national staffs). A short term International Trade Advisor (ITA) will be recruited to bring and transpose best practices and coach/mentor the national staffs. Capacity building efforts including use of ITA and national experts will ensure government builds the capacity to sustain the work beyond the life of the project. The temporary staffs recruited under the project will support the government officials working in the NIU and over time this will lead to skill transfer through a process of coaching and mentoring. The government will integrate national staffs, where necessary. Apart from members of the NSC, other staff from relevant ministries will be involved to ensure that EIF activities are integrated across the entire government policy implementation framework. Private sector capacity building will ensure sustainability of results outside the government.

The capital goods (equipment) purchased under the project will be transferred to the Government counterparts at project completion as per UNDP policies and procedures.

SECTION IV: Risk and Mitigation Strategy

The following endogenous and exogenous risks have been identified

Risk	Mitigation Strategy
Endogenous Risks	
Delays in disbursement of funds (Financial Risk).	UNDP/HDIG Unit will support the MTI to ensure timely reporting and release of the funds.
Poor response from development partners.	The donor facilitator and the other national aid coordination mechanisms will be used to harness aid for trade support for DTIS/trade policy implementation.
Lack of skilled staff at NIU and staff attrition. Lack of experts in government and country to carry out analytical work needed for trade integration and economic diversification process.	The MTI will roll out a comprehensive training programme and retention system including bonding of trained staff and will ensure fair and equitable access to training opportunities and incentive systems. Recruitment of an ITA will help MTI to achieve broader trade development goals and transfer knowledge to the local staffs.
Exogenous Risks	
The conflict fails to end or even escalate.	Government has reiterated its commitment to the peace process including through the process of the ongoing National Dialogue. Improvement in trade and business environment will play a catalytic role in the peace process, creating new economic opportunities.
Change in government structure and policy.	Mainstreaming of trade will ensure policy consistency and stability. Transformation of NSC into National Trade Development Board (NTDB) will ensure that trade agenda duly prioritized in national development process.
Lack of political commitment from government and non-government stakeholders, private sector and civil society.	Establishment of a high level NTDB and inclusion of key government and private sector stakeholders in NTDB will ensure government and private sector stakeholder commitment for trade agenda.

SECTION V: Project Implementation Arrangements

V.1 Legal status and description of the implementing entity

The UNDP South Sudan Country Office will be the Main Implementing Entity (MIE) for this project. UNDP is a Core Partner Agency in the EIF Programme and has comparative advantage and neutrality as well as a robust background in supporting capacity development efforts in South Sudan. UNDP will continue its support to the trade sector, including trade policy formulation and implementation, trade integration and economic diversification process as outlined in the DTIS.

Project management within UNDP will be led by the Human Development and Inclusive Growth (HDIG) Unit with direct responsibility on the Team Leader, Programme analyst and the Senior Programme Advisor who will work in close cooperation with the MTI.

UNDP will be responsible for the submission of progress, financial and project completion reports to the EIF Trust Fund Manager and the EIF Executive Secretariat in Geneva. UNDP will report as required on project implementation in terms of funds utilized, activities implemented, outputs delivered and outcomes achieved.

The project will be nationally implemented by the Ministry of Trade and Industry through UNDP's National Implementation Modality (NIM). Such modality is of general application in UNDP's programme's activities as it guarantees the highest level of country ownership while providing tailored assistance to recruitment, procurement and project management processes. UNDP applies standard Programme and Operations Policies and Procedures (POPS) across its project portfolio, including this project. The POPS are publicly accessible for consultation at:

<https://popp.undp.org/SitePages/POPPRoot.aspx>.

Detailed information on the NIM modality, including procurement, and human resource policies is available at this site. Typical UNDP's support activities under NIM include the following:

- Communications: to convey development results and outcomes in the context of specific development programmes and projects;
- Human resources: support with the recruitment, selection, hiring, contracting, and/or contract administration of project personnel as per the project's specification in staffing and services;
- Procurement: assistance with the procurement of goods or services on behalf of a project, covering the entire procurement cycle tasks, transport, storage, distribution, on-site receipting of goods, customs clearance, logistics, etc.
- Finance: direct project payment requests;
- Programme advice: UNDP's advisory services and technical support on programme implementation and direct contribution to development results;
- Reporting: evidence-based reporting on results achieved compared to baseline and evaluation; fulfilling substantive reporting requirements
- Advocacy: effective advocacy, media interaction, public information and communication of project's activities as part of broader UNDP's communication and advocacy activities related to South Sudan.

UNDP is committed to strengthening project management capacity of the MTI. UNDP through the HDIG will support the MTI to ensure that project operations are aligned with national and MTI's own requirements, rules and regulations and meet UNDP and EIF requirements as well. UNDP will provide guidance on project management including annual work planning and project reporting based on the principles of results-based management. Reporting will be closely monitored to facilitate knowledge transfer and systems established where they are missing.

Annual audits and a mid-term project evaluation during the third year will be undertaken.

V.2 National Ownership

The GRSS is strongly committed to expedite the EIF programme process in the country. The Tier 1 proposal is a key instrument to advance the trade agenda in the country since it will provide critical operational and technical support to the MTI to be able to lead the coordination and engagement of key stakeholders in specific trade priorities, including most notably, the DTIS and trade policy formulation and implementation and more broadly, the urgent imperatives of trade integration and economic diversification. As mentioned earlier, the government is committed to the EIF programme and partnership including through the preparation and launch of the DTIS report and the follow up formulation of this Tier 1 project proposal which has been developed through a consultative process involving stakeholders from government, private sector, civil society and development partners in country.

The UNDP's NIM modality for project implementation ensures national ownership of programme activities and results, while ensuring technical and operational support in project management and implementation is available to national partners at all project stages.

V.3 National Implementation Arrangements

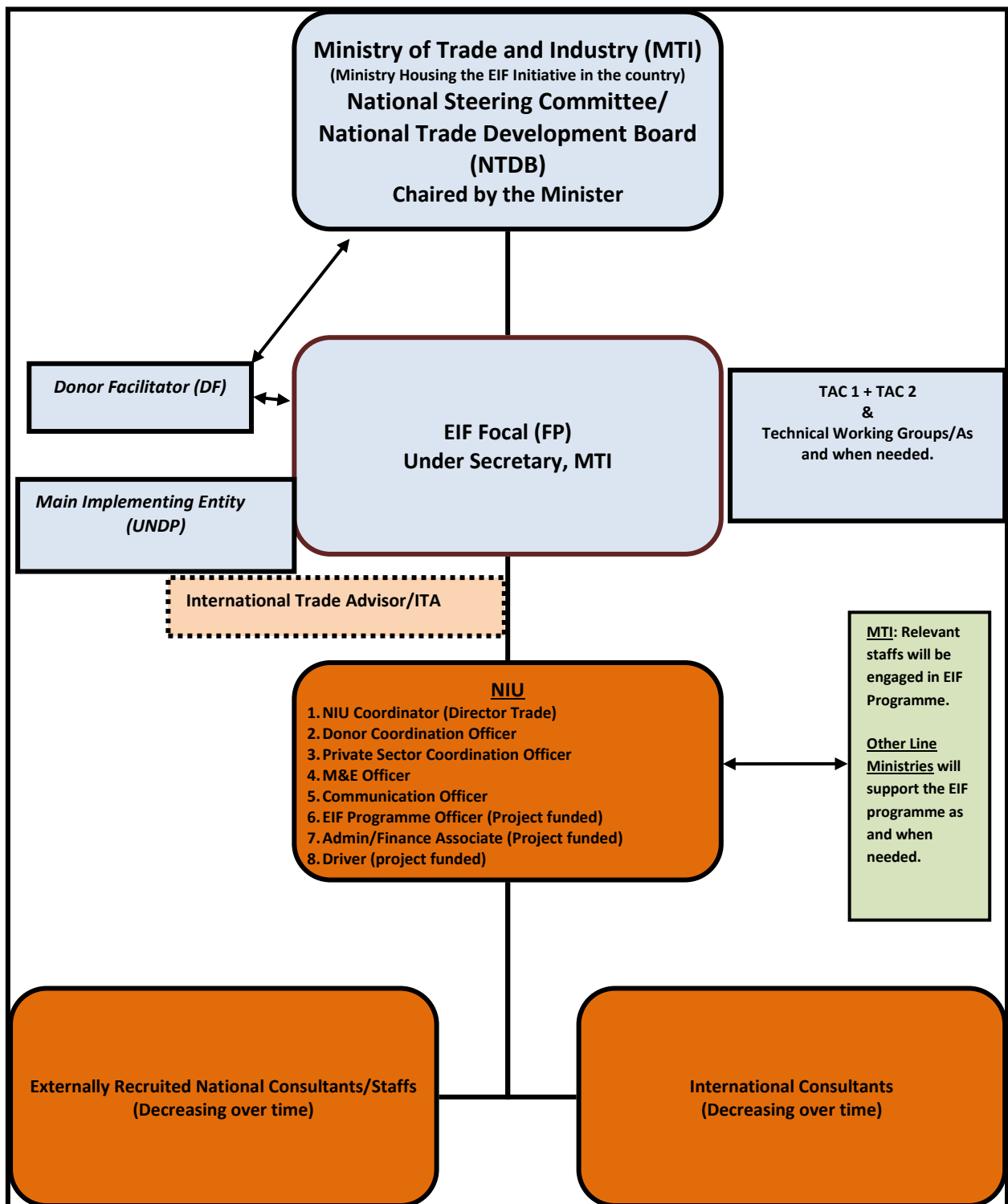
The National Steering Committee, chaired by the Minister and co-Chaired by the Under Secretary, is the highest level institution responsible for steering the EIF programme in the country. At a later stage, NSC will be transformed into the National Trade Development Board (NTDB) with the overall responsibilities for trade sector development in the country. The NTDB will oversee trade policy formulation and implementation, trade negotiations, trade facilitation, and resource mobilization for trade policy/DTIS implementation, among others. Higher level political representation is assured in NTDB. The roles and responsibilities of the NTDB will be broadened covering overall trade development agenda of the country. The NSC is composed of members from important stakeholders, including trade related ministries and private sector.

The Under Secretary is the EIF Focal Point and oversees the work of National Implementation Unit (NIU). The FP will work with other ministries and private sector to ensure that trade is mainstreamed through the planning process and is integrally linked to economic diversification and poverty reduction. The FP will also liaise with interested development partners to leverage additional resources for trade policy/DTIS implementation. The Undersecretary is also a member of the Inter-Ministerial Appraisal Committee (IMAC) which approves and oversees the implementation of all donor funded projects in the country. This will help create synergies between various donors programmes related to trade and economy of the country. The Undersecretary is also in-charge of day to day management of the Ministry, which will help synergise the activities of different Directorates within the ministry and NIU.

The NIU is a multidisciplinary unit formed within the MTI and this will be overseen by the Director of Trade, who is also the EIF NIU Coordinator in South Sudan. The NIU is in charge of the day to day management of the project including operations and staffing. The NIU will remain an integral part of the MTI. Other government officials will be engaged in EIF programme as and when required. At the beginning, the Government will designate 4 officers, namely, Private Sector Coordinator, Donor/AfT coordinator, M&E Coordinator and Communication Officer. These officers shall assist EIF NIU Coordinator in their respective areas.

Three project funded national staffs are planned to be recruited to assist the work of NIU (EIF Programme Officer, Administrative and Finance Associate and a Driver). To ensure the development of institutional capacity, an International Trade Advisor (part time) and other officers/staffs will be appointed to support the FP and NIU to accomplish its mandate.

Figure (1): The structure of National Implementation Arrangement



SECTION VI: Project Accountability Arrangements

VI.1 Fiduciary Responsibilities

UNDP South Sudan country office will be the Main Implementing Entity of the project which will be nationally implemented by the MTI.

The UNDP Country Office will assure timely preparation and submission of semi-annual and annual reports (both financial and narratives).

The EIF Focal Point (Undersecretary, MTI) will be responsible for overseeing the implementation of the whole EIF programme, including Tier 1 project staffing and operations. The NIU Coordinator will oversee the day to day management of the programme and report to the Focal Point. The NIU Coordinator will work with the EIF Programme Officer/Manager (recruited under the project) and other staffs and shall be responsible for preparation of project reports. The project reports will be endorsed by the EIF Focal Point and UNDP HDIG Unit for submission to the EIF ES and TFM through UNDP office in Geneva.

The International Trade Advisor recruited under the Tier 1 project will provide technical advice to the NIU, FP and NSC/NTDB. Four other government appointed officers will be engaged in NIU work to coordinate the activities related to: (i) Private Sector Coordination, (ii) Donors/Aid for Trade Coordination, (iii) M&E, and (iii) Communication and outreach. These staffs will be engaged in the EIF programme from MTI (engaged partially in respective functions of EIF Programme). Such partial engagement of officials will help sustain the project results after completion of the project. MTI officers engaged in EIF programme will provide at least 25% of their work time to the EIF programme related activities.

In addition, EIF Programme Officer, Admin/Finance Associate, and NIU Assistant cum Driver will be recruited under the project (all project funded). These positions are envisioned to work full time on EIF programme. The EIF Programme Officer and Finance/Administrative Associate will assist NIU Coordinator in day to day administration and management functions of the project. The Terms of References for NSC/NTDB, FP, NIU Coordinator and other key staffs are presented in Annex 4.

The Project will follow standard UNDP procurement and recruitment procedures to acquire any goods or services needed for the project, based on the activities and budget included in the project annual work plans. The NIU Coordinator and EIF programme Manager will prepare operational plans based on the annual work plan and take necessary action for the accomplishment of project activities on a timely manner. UNDP project management arrangements and Legal context are presented in Annex 5 and Annex 6 respectively. Annex 7 outlined the Project Management Implementation in detail.

VI.2 Financial and Fiduciary Management

The NIU will prepare project progress and financial reports. The FP and UNDP will ensure that the progress reports are prepared in a timely manner (biannually and annually) to enable smooth project implementation and monitoring.

Release and assignment of the funds will be according to the tasks as outlined in the Annual Work plans (AWP) based on the project logframe. Funds will be released under the UNDP HACT guidelines with quarterly advances based on costed quarterly work plans quoting project requirements.

The release and expenditure of the project funds will adhere to the PFM and Accountability Act 2013. The role of MTI in implementing the project will entail the following:

- Set up a Financial Management system that conforms with the government financial rules in the first year of the project;
- Make sure the mechanism for receiving and spending project funds in line with government financial rules and principles is in place;

- Ensure that there is competent staff to manage the finances of the project;
- Prepare and submit to UNDP a duly completed FACE form for quarterly release of funds based on approved activities and budget in the AWP, with the first form submitted before the first disbursement;
- Prepare reports on expenditure and activities for submission to UNDP and requests for further advances; and
- Undergo an external audit as provided for in the UNDP National Implementation Guidelines and as budgeted in the EIF Project Proposal.

UNDP will undertake training in areas of financial management, procurement, and reporting as required in the project. UNDP will ultimately be responsible for the timely submission of financial and narrative reports to the EIF Secretariat and Trust Fund Manager (UNOPS).

VI. 4 Audit Requirements

UNDP will ensure annual audit of the project using standard procedures and guidelines for project audits.

Annual audit and mid-term evaluation cost/budget are to be borne by the project and included in the project budget. In accordance with UNDP Audit Guidelines, the following Quality Assurance activities will be undertaken throughout the life of the project:

- Annual audits will be carried out throughout the life of the project. UNDP will identify an independent and reputable firm to carry out the audit.
- There will be periodic onsite audit of the project finances. These might be spot checks by UNDP staff or by audit firms and the results documented regularly.
- Programmatic monitoring of activities supported by cash transfers – following UNDP's standards and guidance for site visits and field monitoring.

VI.5 Monitoring and Evaluation (M&E)

The project will be monitored quarterly, bi-annually and annually. UNDP will submit bi-annual and annual project reports to the EIF Executive Secretariat and Trust Fund Manager as agreed in the UNDP-EIF corporate agreement. The NIU however, reports to the UNDP on quarterly basis through the FACE form and other appropriate NIM project requirements. The M&E of the project will be as follows:

Within the annual cycle

Quarterly monitoring will be done through Quarterly Progress and Financial Reports submitted by the EIF NIU Coordinator to UNDP and NSC for approval.

The project will be monitored based on UNDP Programme and Operational Procedures as follows:

- On a quarterly basis, a Quarterly Progress Report will be produced to track the progress in achieving the stated results based on the quality criteria specified in the logical framework;
- An Issue Log will be activated and updated to facilitate tracking and solving of potential problems or change requests;
- A Risk Log based on the initial project risk assessment will be activated and regularly updated through the review of the environment that may impact the project;
- From the above information, a Quarterly Progress Report (QRP) will be submitted to the NSC by the Project manager to the Project Board using standard format provided by UNDP;

- A Project Lesson Learned Log will be activated and regularly updated to record lessons for adaptation and to contribute to the end of project Lessons-Learned Report;
- A Monitoring Schedule Plan shall be developed and updated to track management actions/events.

Annually

- **The Annual Review Report** will be approved by the NSC.
- The Annual Report will consist of the Annual Monitoring Report Format and Financial Report which is based on the expenditure;
- The Annual Monitoring Report Format will have the following sections;
 - i. Summary
 - ii. Proposals for changes in the project (if any) and justification
 - iii. Assessment of interventions against the logic framework
 - iv. Risk Log and Issue Log updates
 - v. Capacity Development
 - vi. Compatibility and Sustainability factors
 - vii. Implementation modalities and lessons learnt

Using information from the above report, an Annual Project Review will be carried out during the fourth quarter of the year to assess the performance of the project and appraise the annual work plan for the following year. The last year of project implementation, this review will be a final assessment. It should focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

There will be a mid-term project evaluation after completion of the second year of the project. The evaluation will review the results and lessons learned and recommend for the continuation or otherwise of the activities. The focus will be on relevance, results, effectiveness and efficiency of the implementation. The evaluation will follow UNDP and EIF Guidelines and its cost borne by the Project.

List of Annexes

- Annex 1: Tier 1 Log-frame
- Annex 2: Project Work Plans
- Annex 3: Project Budget
- Annex 4: ToRs for NIA and Project related positions
- Annex 5: Project Management Arrangement
- Annex 6: Legal context

Annex 1: Tier 1 Logical Framework_South Sudan

Goal/Purpose		Impact Indicators	Baseline (2015)	Target (2020)	Source	Assumptions/Action	
South Sudan economy is diversified, integrated with global trading system and trade contributing to poverty reduction and sustainable development in the country.		Share of non-oil exports	NA	10% share in exports	National Statistics/Central Bank/others	The EIF may contribute towards progress on the context indicators but that direct attribution at this level cannot be established. Moreover, it is difficult to get reliable and consistent data on these variables for South Sudan.	
		Value of trade	NA	increased by 5%			
		Aid for Trade flow into the country	NA	NA			
		FDI in South Sudan	NA	increased by 10%			
OUTCOME	Indicator	Baseline (2015)	Target (2020)	Source	Assumption	Actions/Activities	
OUTCOME 1: South Sudan own trade agenda conducive to sustainable pro-poor growth	01.1: Trade integrated in National Development Plan	NA	Yes	Annual Progress Reports/Others		Ref: Annual Work Plan	
	01.2: Effective trade coordination mechanisms in place	No	Yes	Annual Progress Reports/Others		Ref: Annual Work Plan	
	01.3: Number of sector specific strategies integrating trade	NA	Yes	Annual Progress Reports/Others		Ref: Annual Work Plan	
	Output 1: Improved evidence based policy inputs supporting pro-poor trade	Opt 1.1: Quality trade policies updated with support from the EIF.	NA	Yes	Annual Progress Reports/Others		Ref: Annual Work Plan
		Opt1.2: Number of actions in support of improved legislation and participation in for a (regional and multilateral)	NA	Yes	Annual Progress Reports/Others		Ref: Annual Work Plan
		Opt1.3: Diagnostic studies developed/updated with support from the EIF	NA	Yes	Annual Progress Reports/Others		Ref: Annual Work Plan
	Output 2: Strengthened institutional coordination of trade and development	Opt2.1: NIU integrated into the Government system	NA	Yes	Annual Progress Reports/Others		Ref: Annual Work Plan
		Opt2.2: Quality functioning public-private coordination mechanisms	NA	Yes	Annual Progress Reports/Others		Ref: Annual Work Plan
		Opt2.3: Quality government-donor dialogue on trade related matters	NA	Yes	Annual Progress Reports/Others		Ref: Annual Work Plan
Output 3: Enhanced human capacity for trade and development	Opt3.1: Number of public officials male/female trained in trade related areas	NA	40 (20 m/20f)	Annual Progress Reports/Others		Ref: Annual Work Plan	
	Opt3.2: Number of private sector representatives trained male/female in trade related areas to participate in the national trade agenda	NA	80 (30m/50f)	Annual Progress Reports/Others		Ref: Annual Work Plan	
	Opt3.3: Quality information dissemination tools for different stakeholders	NA	Yes	Annual Progress Reports/Others		Ref: Annual Work Plan	
OUTCOME 2: Enhanced presence of South Sudan in international markets	02.1: Volume of production generated through EIF interventions.	NA	Yes	Annual Progress Reports/Others		Ref: Annual Work Plan	
	02.2: Number of new international markets accessed with support from the EIF	NA	Yes	Annual Progress Reports/Others		Ref: Annual Work Plan	

OUTCOME	Indicator	Baseline (2015)	Target (2020)	Source	Assumption	Actions/Activities
Output 1: Support to EIF beneficiaries (farmers, MSMEs stakeholder etc.), particularly women and youth to participate in EIF Capacity Building initiatives	Opt1.1: Total number of people male/female receiving quality training to better participate in the economy	NA	100 (50m/50f)	Annual Progress Reports/Others		Ref: Annual Work Plan
	Opt 1.2: Number of awareness raising activities conducted on gender/environment in relation to trade	NA	3	Annual Progress Reports/Others		Ref: Annual Work Plan
	Opt 1.3: Percentage of direct project beneficiaries that are women	NA	50	Annual Progress Reports/Others		Ref: Annual Work Plan
OUTPUT 2: Support to EIF countries to boost productive capacities and access international markets	Opt2.1: Number of producers/associations trained in value chain practices.	NA	6	Annual Progress Reports/Others		Ref: Annual Work Plan
	Opt 2.2: Number of new technologies adopted through EIF supported projects	NA	2	Annual Progress Reports/Others		Ref: Annual Work Plan
	Opt 2.3: Number of MSMEs supported by EIF projects.	NA	40	Annual Progress Reports/Others		Ref: Annual Work Plan
OUTPUT 3: Support to EIF countries to leverage (directly and indirectly) additional funding.	Opt 3.1: Number of actions undertaken by all EIF partners in support of leveraging finance and expertise	NA	Yes	Annual Progress Reports/Others		Ref: Annual Work Plan
	Opt 3.2 Number of projects funded by donors related to the DTIS Action Matrix.	NA	Yes	Annual Progress Reports/Others		Ref: Annual Work Plan
	Opt 3.3: Number of EIF projects significantly co-financed. (Data will be disaggregated by partners to accurately reflect where the finance has come from	NA	Yes	Annual Progress Reports/Others		Ref: Annual Work Plan
OUTCOME 3: Management	<i>O3.1: Functional NIU (established/equiped and trained)</i>	NA	Yes	Annual Progress Reports/Others		Ref: Annual Work Plan

ANNEX 2 - WP

Outcome 1 - EIF Countries own a trade agenda conducive to sustainable pro-poor growth

O1.1 - Trade integrated in National Development Plan.

Training/Workshop/Seminars on trade mainstreaming at central and state level

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
8'500.00												
Input Reference	Input Description	Has Budget	Input Account	Estimated Budget	Notes/Observations							
O1-ID1-A1-Input1	Travel	Yes	71600 - Travel & Missi	1500								
O1-ID1-A1-Input2	Venue hire and	Yes	74000 - Operating Cosi	3500								
O1-ID1-A1-Input3	Experts/Trainers/Res	Yes	71300 - National Staff	3500								

Participation in National Development Plan formulation/implementation Process

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4'000.00												
Input Reference	Input Description	Has Budget	Input Account	Estimated Budget	Notes/Observations							
O1-ID1-A2-Input1	Workshop/Seminar	Yes	74000 - Operating Cosi	3000								
O1-ID1-A2-Input2	Experts/Resource	Yes	71300 - National Staff	1000								

O1.2 - Effective trade coordination mechanisms.

EIF NSC/National Trade Development Board (established and functional)

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
61'500.00												
Input Reference	Input Description	Has Budget	Input Account	Estimated Budget	Notes/Observations							
O1-ID2-A1-Input1	Venue hire and	Yes	74000 - Operating Cosi	18000								
O1-ID2-A1-Input2	NSC/NTDB/Member	Yes	71600 - Travel & Missi	12000								
O1-ID2-A1-Input3	NSC/NTDB Retreats	Yes	74000 - Operating Cosi	4500								
O1-ID2-A1-Input4	NSC/NTDB Secretariat	Yes	1 - Government	27000								

O1.3 - Number of sector specific strategies per country integrating trade

Support DTIS Priority sectors for trade integration

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
11'000.00												
Input Reference	Input Description	Has Budget	Input Account	Estimated Budget	Notes/Observations							
O1-ID3-A1-Input1	Workshop/Seminar	Yes	74000 - Operating Cosi	4000								
O1-ID3-A1-Input2	Experts/Resource	Yes	71300 - National Staff	4000								
O1-ID3-A1-Input3	Travel (including	Yes	71600 - Travel & Missi	3000								

Output 1 - Improved evidence based policy inputs supporting pro-poor trade

Op1.1 - Quality trade policies updated with support from the EIF.

Support trade and Investment Policy formulation/update/Implementation

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
6'500.00												
Input Reference	Input Description	Has Budget	Input Account	Estimated Budget	Notes/Observations							
O1Op1-ID1-A1-Input1	Experts/Resource	Yes	71300 - National Staff	2500								
O1Op1-ID1-A1-Input2	Seminar/workshop	Yes	74000 - Operating Cosi	2500								
O1Op1-ID1-A1-Input3	Travel (including	Yes	71600 - Travel & Missi	1500								

Op1.2 - Number of actions in support of improved legislation and participation in fora

Support trade integration process (regional/multilateral trading system)

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
18'000.00												
Input Reference	Input Description	Has Budget	Input Account	Estimated Budget	Notes/Observations							
O1Op1-ID2-A1-Input1	Seminar/workshop	Yes	74000 - Operating Cosi	7500								
O1Op1-ID2-A1-Input2	Participation in	Yes	71600 - Travel & Missi	7500								
O1Op1-ID2-A1-Input3	Experts/Resource	Yes	71300 - National Staff	3000								

Op1.3 - Diagnostic studies developed/updated with support from the EIF.

Update and Monitoring of DTIS Progress

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
7'000.00												
Input Reference	Input Description	Has Budget	Input Account	Estimated Budget	Notes/Observations							
O1Op1-ID3-A1-Input1	Workshop (key	Yes	74000 - Operating Cosi	6000								
O1Op1-ID3-A1-Input2	Travel	Yes	71600 - Travel & Missi	1000								

Output 2 - Strengthened institutional coordination of trade and development

Op2.1 - NIU integrated into the Government system.

Government Officials engaged in EIF Programme

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
178'200.00												
Input Reference	Input Description	Has Budget	Input Account	Estimated Budget	Notes/Observations							
O1Op2-ID1-A1-Input1	EIF Focal Point	Yes	71300 - National Staff	12600								
O1Op2-ID1-A1-Input2	EIF NIU Coordinator	Yes	71300 - National Staff	10800								
O1Op2-ID1-A1-Input3	M&E Coordinator	Yes	71300 - National Staff	7200								
O1Op2-ID1-A1-Input4	Private Sector	Yes	71300 - National Staff	7200								
O1Op2-ID1-A1-Input5	Donor/AfT	Yes	71300 - National Staff	7200								
O1Op2-ID1-A1-Input6	Communication	Yes	71300 - National Staff	7200								
O1Op2-ID1-A1-Input7	NIU Office (Premises)	Yes	1 - Government	90000								
O1Op2-ID1-A1-Input8	Office logistics and	Yes	1 - Government	36000								

Op2.2 - Quality functioning public-private coordination mechanisms.

Public Private Dialogue on Trade and Development

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
9'000.00												
Input Reference	Input Description	Has Budget	Input Account	Estimated Budget	Notes/Observations							
O1Op2-ID2-A1-Input1	PPD on Trade and	Yes	74000 - Operating Cosi	9000								

Op2.3 - Quality government-donor dialogue on trade related matters.

Government-Donors Round Table on Trade and Investment

Total activity budget	Year 1				Year 2				Year 3			
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1'500.00	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Input Reference	Input Description				Has Budget	Input Account				Estimated Budget				Notes/Observations			
O1Op2-ID3-A1-Input1	Round Table Meeting				Yes	74000 - Operating Cost				1500							
Output 3 - Enhanced human capacity for trade and development													Op3.1 - Number of public officials male trained in trade related areas.				

Training/Workshop (Trade Negotiations and Diplomacy, Trade and Gender, Trade and environment, trade and development, etc)

6'000.00	Year 1				Year 2				Year 3								
Input Reference	Input Description				Has Budget	Input Account				Estimated Budget				Notes/Observations			
O1Op3-ID1-A1-Input1	Training/workshop				Yes	74100 - Prof Services				6000							
Op3.1 - Number of public officials female trained in trade related areas.																	

Training/Workshop (Trade Negotiations and Diplomacy, Trade and Gender, Trade and environment, trade and development, etc)

6'000.00	Year 1				Year 2				Year 3								
Input Reference	Input Description				Has Budget	Input Account				Estimated Budget				Notes/Observations			
O1Op3-ID1-A1-Input1	Training/workshop				Yes	74100 - Prof Services				6000							
Op3.2 - Number of private sector representatives trained male in trade related areas to participate in the national trade agenda.																	

Enhanced engagement and understanding of private sector in trade and development issue

6'000.00	Year 1				Year 2				Year 3								
Input Reference	Input Description				Has Budget	Input Account				Estimated Budget				Notes/Observations			
O1Op3-ID2-A1-Input1	Workshop/Seminar in				Yes	72100 - Subcontracts				6000							
Op3.2 - Number of private sector representatives trained female in trade related areas to participate in the national trade agenda.																	

Enhanced engagement and understanding of private sector in trade and development issue

6'000.00	Year 1				Year 2				Year 3								
Input Reference	Input Description				Has Budget	Input Account				Estimated Budget				Notes/Observations			
O1Op3-ID2-A1-Input1	Workshop/Seminar in				Yes	72100 - Subcontracts				6000							
Op3.3 - Quality information dissemination tools for different stakeholders.																	

Develop, launch and maintain MTI Website

13'000.00	Year 1				Year 2				Year 3								
Input Reference	Input Description				Has Budget	Input Account				Estimated Budget				Notes/Observations			
O1Op3-ID3-A1-Input1	Website development				Yes	74100 - Prof Services				8000							
O1Op3-ID3-A1-Input2	Training on web				Yes	72100 - Subcontracts				3000							
O1Op3-ID3-A1-Input3	Launching of website				Yes	74000 - Operating Cost				2000							

Internet facility for MTI staffs (including official mail)

19'000.00	Year 1				Year 2				Year 3								
Input Reference	Input Description				Has Budget	Input Account				Estimated Budget				Notes/Observations			
O1Op3-ID3-A1-Input1	Internet				Yes	72200 - Equipment				10000							
O1Op3-ID3-A1-Input2	Internet connectivity				Yes	74100 - Prof Services				9000							

Organise training on communication skills and language

20'000.00	Year 1				Year 2				Year 3								
Input Reference	Input Description				Has Budget	Input Account				Estimated Budget				Notes/Observations			
O1Op3-ID3-A1-Input1	Training on				Yes	74100 - Prof Services				10000							
O1Op3-ID3-A1-Input2	Training on English				Yes	74100 - Prof Services				10000							

Provide communication tools/equipment

4'500.00	Year 1				Year 2				Year 3								
Input Reference	Input Description				Has Budget	Input Account				Estimated Budget				Notes/Observations			
O1Op3-ID3-A1-Input1	Communication				Yes	72200 - Equipment				4500							

Media outreach

4'500.00	Year 1				Year 2				Year 3								
Input Reference	Input Description				Has Budget	Input Account				Estimated Budget				Notes/Observations			
O1Op3-ID3-A1-Input1	Seminar workshop				Yes	74100 - Prof Services				4500							

Publish quarterly/semi-annual newsletters

9'000.00	Year 1				Year 2				Year 3								
Input Reference	Input Description				Has Budget	Input Account				Estimated Budget				Notes/Observations			
O1Op3-ID3-A6-Input1	Quarterly/Semi-				Yes	72100 - Subcontracts				9000							
Outcome 2 - EIF countries increase their presence in international markets													O2.1 - Volume of production generated through EIF interventions.				

Engagement/Participation of stakeholders in DTIS Priority Sectors

6'000.00	Year 1				Year 2				Year 3								
Input Reference	Input Description				Has Budget	Input Account				Estimated Budget				Notes/Observations			
O2-ID1-A1-Input1	Support sectoral/line				Yes	74000 - Operating Cost				6000							
O2.2 - Number of new international markets accessed with support from the EIF.																	

Support trade ministry in bilateral/regional and multilateral negotiations

7'500.00	Year 1				Year 2				Year 3								
Input Reference	Input Description				Has Budget	Input Account				Estimated Budget				Notes/Observations			
O2-ID2-A1-Input1	Support trade				Yes	71600 - Travel & Missi				7500							
Output 1 - Support to EIF beneficiaries (farmers, MSMEs stakeholder etc.), particularly women and youth to participate in EIF Capacity Building initiatives.																	

Op1.1 - Total number of people male receiving quality training to better participate in the economy

Training/Workshop

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
7'500.00												
Input Reference	Input Description	Has Budget	Input Account		Estimated Budget		Notes/Observations					
O2Op1-ID1-A1-Input1	State level	Yes	74000 - Operating Cost		7500							

Op1.1 - Total number of people female receiving quality training to better participate in the economy.

Training/Workshop

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
7'500.00												
Input Reference	Input Description	Has Budget	Input Account		Estimated Budget		Notes/Observations					
O2Op1-ID1-A1-Input1	State level	Yes	74000 - Operating Cost		7500							

Op1.2 - Number of awareness raising activities conducted on gender in relation to trade.

Awareness on trade and gender issues

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3'000.00												
Input Reference	Input Description	Has Budget	Input Account		Estimated Budget		Notes/Observations					
O2Op1-ID2-A1-Input1	use existing media	Yes	74000 - Operating Cost		3000							

Op1.2 - Number of awareness raising activities conducted on environment in relation to trade.

Awareness on trade and environment issues

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3'000.00												
Input Reference	Input Description	Has Budget	Input Account		Estimated Budget		Notes/Observations					
O2Op1-ID2-A1-Input1	use existing media	Yes	74000 - Operating Cost		3000							

Op1.3 - Percentage of direct project beneficiaries that are women

Involve women entrepreneurs in training and private sector activities

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3'000.00												
Input Reference	Input Description	Has Budget	Input Account		Estimated Budget		Notes/Observations					
O2Op1-ID3-A1-Input1	ensure participation	Yes	74000 - Operating Cost		3000							

Output 2 - Support to EIF countries to boost productive capacities and access international markets.

Op2.1 - Number of producers/associations trained in value chain practices.

Training on value chain management

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
7'500.00												
Input Reference	Input Description	Has Budget	Input Account		Estimated Budget		Notes/Observations					
O2Op2-ID1-A1-Input1	Training on value	Yes	72100 - Subcontracts		7500							

Op2.2 - Number of new technologies adopted through EIF supported projects.

Support SMEs in technology adoption

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3'000.00												
Input Reference	Input Description	Has Budget	Input Account		Estimated Budget		Notes/Observations					
O2Op2-ID2-A1-Input1	Seminar/workshop	Yes	74100 - Prof Services		3000							

Op2.3 - Number of MSMEs supported by EIF projects.

Support MSMEs

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
10'500.00												
Input Reference	Input Description	Has Budget	Input Account		Estimated Budget		Notes/Observations					
O2Op2-ID3-A1-Input1	SME Policy	Yes	71300 - National Staff		4500							
O2Op2-ID3-A1-Input2	Awareness and	Yes	74000 - Operating Cost		6000							

Output 3 - Support to EIF countries to leverage (directly and indirectly) additional funding.

Op3.1 - Number of actions undertaken by all EIF partners in support of leveraging finance and expertise.

Organise semi-annual Govt. Donors Round Table on Trade and Industry to leverage additional resources for trade development

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1'500.00												
Input Reference	Input Description	Has Budget	Input Account		Estimated Budget		Notes/Observations					
O2Op3-ID1-A1-Input1	Donor Round Table	Yes	74000 - Operating Cost		1500							

Op3.2 - Number of projects funded by donors related to the DTIS Action Matrix.

Donor Round Table (See 3.1) to sensitize Donors on DTIS Action Matrix priorities

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1'500.00												
Input Reference	Input Description	Has Budget	Input Account		Estimated Budget		Notes/Observations					
O2Op3-ID2-A1-Input1	Donor Round Table	Yes	74000 - Operating Cost		1500							

Op3.3 - Number of EIF projects significantly co-financed. (Data will be disaggregated by partners to accurately reflect where the finance has come from.)

Develop EIF Tier 2 projects engaging donors for co-financing.

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
12'000.00												
Input Reference	Input Description	Has Budget	Input Account		Estimated Budget		Notes/Observations					
O2Op3-ID3-A1-Input1	Tier 2 concept notes	Yes	71200 - International		E10000							
O2Op3-ID3-A1-Input2	Tier 2 concept notes	Yes	71300 - National Staff		2000							

Outcome 3 - Management

O3.1 - Management

Hire International and National Experts/Staffs to assist NIU/FP/NSC

Total activity budget	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
248'200.00												
Input Reference	Input Description	Has Budget	Input Account		Estimated Budget		Notes/Observations					
O3-ID1-A1-Input1	International Trade	Yes	71200 - International		E70000							

O3-ID1-A1-Input2	EIF Programme	Yes	71300 - National Staff	79200
O3-ID1-A1-Input3	Admin. and Finance	Yes	71300 - National Staff	59400
O3-ID1-A1-Input4	Driver/Office	Yes	71300 - National Staff	39600

Office Equipment and Furniture for NIU/NIA

Total activity budget

157'700.00

Input Reference

	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Input Description	Has Budget				Input Account		Estimated Budget		Notes/Observations			
O3-ID1-A1-Input1	Computers				72200 - Equipment		19500					
O3-ID1-A1-Input2	Computers (Laptops)				72200 - Equipment		27000					
O3-ID1-A1-Input3	Printers				72200 - Equipment		6000					
O3-ID1-A1-Input4	Media tools and				72200 - Equipment		8000					
O3-ID1-A1-Input5	Office Furniture				72200 - Equipment		10400					
O3-ID1-A1-Input6	NIU Vehicle				72200 - Equipment		40000					
O3-ID1-A1-Input7	Office Supplies				74000 - Operating Cost		36000					
O3-ID1-A1-Input8	Maintenance/Miscell				74000 - Operating Cost		10800					

Audits and Monitoring & Evaluation

Total activity budget

76'000.00

Input Reference

	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Input Description	Has Budget				Input Account		Estimated Budget		Notes/Observations			
O3-ID1-A3-Input1	Annual Audit				74100 - Prof Services		9000					
O3-ID1-A3-Input2	Mid-term Evaluation				74100 - Prof Services		7000					
O3-ID1-A3-Input3	GMS UNDP @ 8%				74000 - Operating Cost		60000					

ANNEX 4 Budget to be provided

ANNEX IV:
Terms of References (ToRs) for National Implementation Arrangements (NIA)
&
EIF TIER 1 RELATED POSITIONS

1) National Steering Committee (NSC)/National Trade Development Board (NTDB)

- Facilitate the process of trade mainstreaming into the national development plans/strategies and monitors the overall EIF process and activities,
- Makes decisions on key operational issues related to the NIU and overall EIF programme in the country;
- Ensures effective coordination and ownership among Government institutions, the private sector, civil society and other EIF stakeholders;
- Based on the NIU's proposal, approves Tier 2 projects, in close consultation with the DF and the FP. A member of the NSC designated by the NSC Chair participates in the appraisal and approval process of Tier 1/Tier 2 projects;
- Decides to submit Tier 2 proposals to the bilateral or the multilateral window of Tier 2, including EIF ES and;
- Ensures that trade-related issues are included and receive due attention in governments', private sectors' and donors' conferences/meetings/dialogues;

The NSC shall be transformed to a National Trade Development Board with broader responsibilities and mandate to coordinate/manage overall trade matters of the South Sudan; including:

- Issue necessary policy guidelines for streamlining the foreign trade. Extend support to develop/review trade policy as integral component of the national development policy;
- Extend support for the development of the trade sector by properly mobilizing the domestic and external resources;
- Introduce timely improvements in the execution of the RSS Government's trade-related policies and programmes;
- Perform a coordinating role to establish understanding between governmental, private sector and donor agencies;
- Make arrangement for updating the policies and rules in order to fulfil South Sudan's commitments in various bilateral, regional and multilateral organizations/agreements joined by the South Sudanese Government;
- Provide advice, suggestions and recommendations to the RSS Government by reviewing the country's trade policy from time to time on the subject of enhancing the country's import management and export trade;
- Make necessary arrangements for developing trade-related capacity of the governmental and non-governmental sectors;

- Support and monitor progress on mainstreaming of trade into national development plans/strategies and sector specific plans;
- Provide a formal platform for the consolidation of national consultations on trade-related issues and the formulation of trade policy and national positions in trade negotiations;
- Allow for effective cooperation and dialogue between all key national stakeholders in trade and provide a forum where stakeholders can discuss and consider options to address trade-related issues including supply side constraints, trade facilitation, trade-related infrastructure, market access, trade-related regulations and trade-related adjustments;
- Raise awareness on trade-related issues, including the development of national and sectoral policies and strategies, negotiations, legislative reform and availability of technical and other forms of assistance;
- Coordinate and encourage linkages between existing trade-related committees/working groups and their activities;
- Establish focussed working groups/committees/task forces where necessary in line with DTIS recommendations and other emerging trade-related issues;
- Do other tasks related to exports and trade sector development in the country.

2) EIF Focal Point (FP)

- Oversees NIU activities and work plans;
- Co-Chair the NSC/NTDB;
- Chair Tier 1 and Tier 2 Appraisal Committee (TAC 1 and TAC2);
- Leads the NIU to work closely with the relevant line Ministries, the DF, the ES, and donors to ensure that Trade Related Technical Assistance (TRTA) projects are mainstreamed into the national development plans and respond to DTIS priorities;
- Leads updating and review of the DTIS/Trade Sector Development Strategy;
- Acts as the key contact point between the EIFES/TFM and the South Sudan Government;
- Facilitates coordination between the DF and the NIU;
- Guide in evaluations of the EIF projects and other donor funded projects, if required;
- Advises the MTI and UNDP (the MIE of Tier 1 project) on NIU staffing needs and operations;
- Oversees the recruitment of the project staffs and consultants under Tier 1 Project;
- Approve financing needs as identified and recommended by the NIU and approve/endorse procurement/expenditure orders to the MIE as per the project work plan and budget and;
- Reports to the NSC/NTDB on a quarterly basis on work activities and financial status.

3) National Implementation Unit (NIU)

- In close supervision of the FP; NIU shall work closely with the line Ministries, trade-related institutions/stakeholders (public, private, and civil society organisations) to ensure coordination at all stages of the EIF process;
- Works closely with the Ministry of Finance and Planning and other key stakeholders to ensure that Trade and DTIS priorities are mainstreamed into the national development plans/strategies and sector development policies/plans;
- Works closely with the EIF ES, the DF and EIF Agencies for the updating of the DTIS, the formulation and appraisal of Tier 1 and Tier 2 project proposals and other TRTA actions, as appropriate;
- Implement and monitor Tier 1 and Tier 2 projects under FP/NSC supervision and in partnership with agencies/line ministries and other relevant organization, as/if required; and reports on progress to the EIF ES, TFM and NSC;
- Organises regular meetings of the NSC/NTDB and play the role of Secretariat of National Trade Development Board (NTDB);
- Works with all relevant partners to advocate, and assist in, the inclusion of a trade integration strategy and its priorities in the national development plans and strategies;
- Works closely with the ITA/Consultants to develop and implement Tier 1 and Tier 2 projects;
- Participates actively in training events to build capacity in the unit for coordination, trade mainstreaming, project preparation and management;
- Builds partnership and coordination with donors for mobilising TRTA, with the assistance of the ITA/Consultants;
- Organises meetings, events and workshops to raise awareness of the EIF and enhance national ownership, support and involvement of EIF stakeholders and;
- Reports to the Focal Point and NSC and submits regular reports to the TFM and EIF ES as per reporting requirements in the MOU.

4) NIU Coordinator (Government staff)

- Under the overall guidance of FP; works closely with the EIF Project Officer and other NIU staffs, including international and national consultants;
- Coordinates the day-to-day work of the NIU and provides continuous guidance to NIU staffs;
- Supervises and appraises the performance of the NIU staffs;
- Coordinate preparation/revision of Tier 1 and Tier 2 Projects;
- Assist FP in trade mainstreaming and DTIS updating process;
- Work closely with NIU staffs and maintain a continuous in-country dialogue with the government, the private sector, civil society, the DF, donors and EIF Agencies;

- Coordinates and assists the FP in regular reporting to the NSC/NTDB, UNDP, the EIF ES, and the TFM;
- Advises the FP and the Tier 1 MIE (UNDP) on NIU staffing and operational issues;
- Support EIF Programme Officer and Admin. & Finance Associate in procurement, staff salary payments and other project-related expenses as per the project work plan/ budget;
- Cooperates in audits of the EIF projects implemented by NIU/partner agencies/line ministries;
- Leads preparation of progress reports to be submitted to NSC/NTDB and UNDP etc.;
- Assist FP in identification of NIU staffing needs and job descriptions;
- Participates in interview/selection panel(s) of the NIU staffs, as assigned by the FP and advised by UNDP;
- Maintains an inventory (acquisition and disposition) of NIU property and equipment; and
- Carries out any other duties assigned by the FP.

5) Donor Facilitator (DF)

- Assists Royal South Sudan Government to enlist and coordinate donor responses to the DTIS Action Matrix, including liaison with donors to ensure effectiveness, complementarities and harmonisation of interventions, including exploring the possibilities for pool funding arrangements for implementation of DTIS Action Matrix priorities;
- Support MTI/NIU in follows up on the DTIS Action Matrix, especially on donors' responses, to promote maximum coordination among donors;
- Support NIU to formulate and appraise Tier 1 and Tier 2 projects and participates in their approval process;
- Facilitates the Government's contacts with the donors by functioning as a link between the donors and the Government (when the Government and donors so desire);
- Provides regular briefing updates to donors on EIF progress and arranges for consultation and coordination possibilities for the donors present in the country and;
- Informs stakeholders, particularly donors, on the progress and results of EIF programme in South Sudan.

6) Private Sector Coordinator (Government staff)

- The Private Sector Development Coordinator shall work closely with the NIU Coordinator and EIF Programme Officer;
- Assist NIU in need assessments of the private sector, particularly related with trade;

- Act as NIU focal point to liaise with private sector for implementation of EIF programme in South Sudan, including engagement of private sector in trade policy/DTIS implementation;
- To prepare a Trade Related Technical Assistance (TRTA) Plan and develop proposals for technical assistance and submit it to the National Steering Committee (NSC) for its approval;
- Strengthen ministry's relation with the private sector institutions/organizations in trade;
- Support NIU Coordinator/EIF Programme Officer in accomplishing private sector related activities under EIF funded projects;
- Performs any other duties assigned by the Focal Point/NIU Coordinator.

7) Donor/Aid for Trade Coordinator (Government staff)

- The Donor/Aid for Trade Coordinator shall work closely with the NIU Coordinator and EIF Programme Officer;
- Act as NIU focal point to liaise with the Ministry of Finance (responsible for overall donor coordination in the country) and donors for implementation of EIF programme in South Sudan, including donors support in trade policy/DTIS implementation;
- Assist NIU in management/information gathering of donors support in trade related areas;
- Work closely with Private Sector Coordinator in preparation of a Trade Related Technical Assistance (TRTA) Plan and develop proposals for technical assistance and submit it to the National Steering Committee (NSC) for its approval;
- Support FP/NIU Coordinator in strengthening ministry's relation with the donors;
- Support NIU Coordinator/EIF Programme Officer in organizing Donors Round Tables targeting mobilization of resources for DTIS/Trade Policy implementation;
- Performs any other duties assigned by the Focal Point/NIU Coordinator.

8) Monitoring and Evaluation Coordinator (Government staff)

- Oversee and set up a M&E framework for EIF (based on the EIF Programme/project logframe);
- Endeavour to set up a joint M&E framework for all TRTA projects, as and when possible;
- Assist FP and NIU Coordinator to effectively monitor the implementation of all trade related projects/programmes, including the projects/programmes supported by EIF, as well as for projects/programmes funded through bilateral and regional funds;
- Monitor the progress of DTIS implementation;
- Organizes project monitoring meetings for EIF and other donor funded projects which fall under the coordination of the NIU;

- Monitor the Tier 1 project implementation and;
- Reports to the NIU Coordinator and performs any other duties assigned from time to time.

9) Communication Officer (Government staff)

- Assist NIU Coordinator in updating and implementation of MTI Communication Strategy, including website of the ministry, media outreach, publications and documentations;
- Assist NIU Coordinator in preparation and dissemination of ministries' awareness/publicity materials (Newsletters, briefs, leaflets, country profile etc.);
- Assist MTI to maintain and update its websites on a regular basis;
- Work closely with the media and disseminate ministry's information to the stakeholders/public;
- Liaise with EIFES communication team to improve the quality of communications materials and to increase the effectiveness of communication channels with the stakeholders, in-country and abroad; and
- Reports to the NIU Coordinator and performs any other duties assigned.

10) International Trade Advisor (Project funded)

- Provides strategic direction to the NIU in accordance with the NIU/project work plan;
- Advise NIU/FP in overall implementation of EIF programme in South Sudan, including overseeing project identification, project formulation and financial and administrative matters;
- Assist MTI/Focal Point in harmonization and coordination of Trade Related Assistance and ensure regular tracking of TRTAs/Aid for Trade;
- Provide technical support on trade sector development/trade mainstreaming issues to MTI;
- Assist NIU/FP to identify, develop and submit Tier 2 projects for funding;
- Advises MTI in resource mobilization for DTIS prioritised projects;
- Assist FP/NIU in DTIS review and updating;
- Build capacity of the NIU and coaching to NIU staff to increase the breadth of tasks local staff members can perform unaided to assume greater responsibility for project management, trade mainstreaming, donor coordination, reporting and project proposal formulation;
- Advises and assists the NIU in the organisation of initial awareness raising events and effective consultation meetings with aid donor agencies, the DF and national stakeholders.

11) EIF Programme Officer (Project funded)

- Work under the overall guidance of EIF Focal Point and closely with the NIU Coordinator;
- Assist NIU in overall implementation of the EIF programme in South Sudan, including overseeing project identification, project formulation and financial and administrative matters;
- Assist NIU/FP in overseeing the harmonization and coordination of all Trade Related Assistance and ensure regular tracking of ODA in the area of Aid for Trade;
- Provide technical support, analysis and guidance to MTI/NIU in trade matters and EIF programme implementation;
- Coordinate with trade related Govt. agencies and private sector representations for advancement of EIF Programme in South Sudan;
- Coordinate, manage and monitor the complete project cycle: (i) Coordinate preparation of annual work plans;(ii) Monitor and document the results of the project activities; (iii) Monitor and document the implementation of the project by utilizing viable indicators and lessons learned/good practices of project activities;
- Assist FP/NIU in coordination with relevant ministries and agencies in mainstreaming of trade across the RSS Government as well as information dissemination on EIF process and trade related assistance;
- Liaise with the NIU Coordinator and relevant MTI officials to prepare/update annual training plans of the NIU/NIA in accordance with the project work plan;
- Coordinate training activities with national and international training providers;
- Prepare the quarterly action/implementation plan of the NIU as part of the EIF Tier 1 implementation;
- Assist government officials assigned to NIU for various EIF Programme related activities (e.g. M&E, private sector coordination, donor coordination and communication, etc.);
- Organizes project monitoring meetings for EIF and other donor funded projects which fall under the coordination of the NIU;
- Oversee the logistical arrangements for those projects/programmes which fall directly under their responsibility, including travel arrangements, workshop requirements, conference rooms, and logistics for all EIF activities;
- Ensure all project documentation in hard and soft copy are filed and made available whenever required;
- Ensure timely preparation and submission of quarterly, semi-annual and annual progress reports (narrative and financial);
- Ensure annual audits, mid-term and final evaluation of the EIF funded projects in South Sudan;
- Undertake other duties as requested by the EIF Focal Point and the NIU Coordinator.

Qualifications:

- Minimum a Master degree in economics, international trade, management, development studies or relevant subject;

- Minimum 5 years of relevant experience, with proven project management skills, in a donor funded public sector assistance programme context;
- Familiarity with EIF/trade sector development programmes and initiatives;
- Project management skills and knowledge in particular in using logical framework matrices and other programming and operation tools;
- Prior work experience with international agencies, particularly UN agencies, in trade capacity building areas in South Sudan/similar African countries will be an asset;
- Prior work experience with the Government in similar trade capacity building projects will be an asset;
- Good interpersonal skills and result orientation;
- Excellent written/verbal communication skills in English;
- Proven experience as a trainer.

12) Administrative and Finance Associate (Project funded)

- Work under the overall guidance of NIU Coordinator and direct supervision of EIF PO;
- Assist EIF PO in preparation of work plans, progress report, meeting minutes, financial reports;
- Assist EIF PO in formulation of administrative, financial and procurement plan and their implementation,
- Assist in preparation and logistical planning for various conference, workshop etc.;
- Assist visiting missions (arranging appointments, hotel accommodations and other travel);
- Coordinate, manage and monitor the project implementation;
- Be responsible for account maintenance, office supplies, procurement and distribution;
- Perform other tasks as assigned by the NIU Coordinator/EIF Programme Officer.

Qualifications:

- Bachelor's degree in management, finance, economics or any other relevant subject;
- Minimum three years' experience in project administration and finance;
- Proven knowledge of office management and administration;
- Experience in similar UN/Donor funded projects;
- Prior knowledge of UN financial management and reporting system would be an advantage;
- Effective written/verbal communication skills in English;
- Good interpersonal skills and result orientation; and
- Good efficiency in computers and information management (MS Office, Excel, etc.).

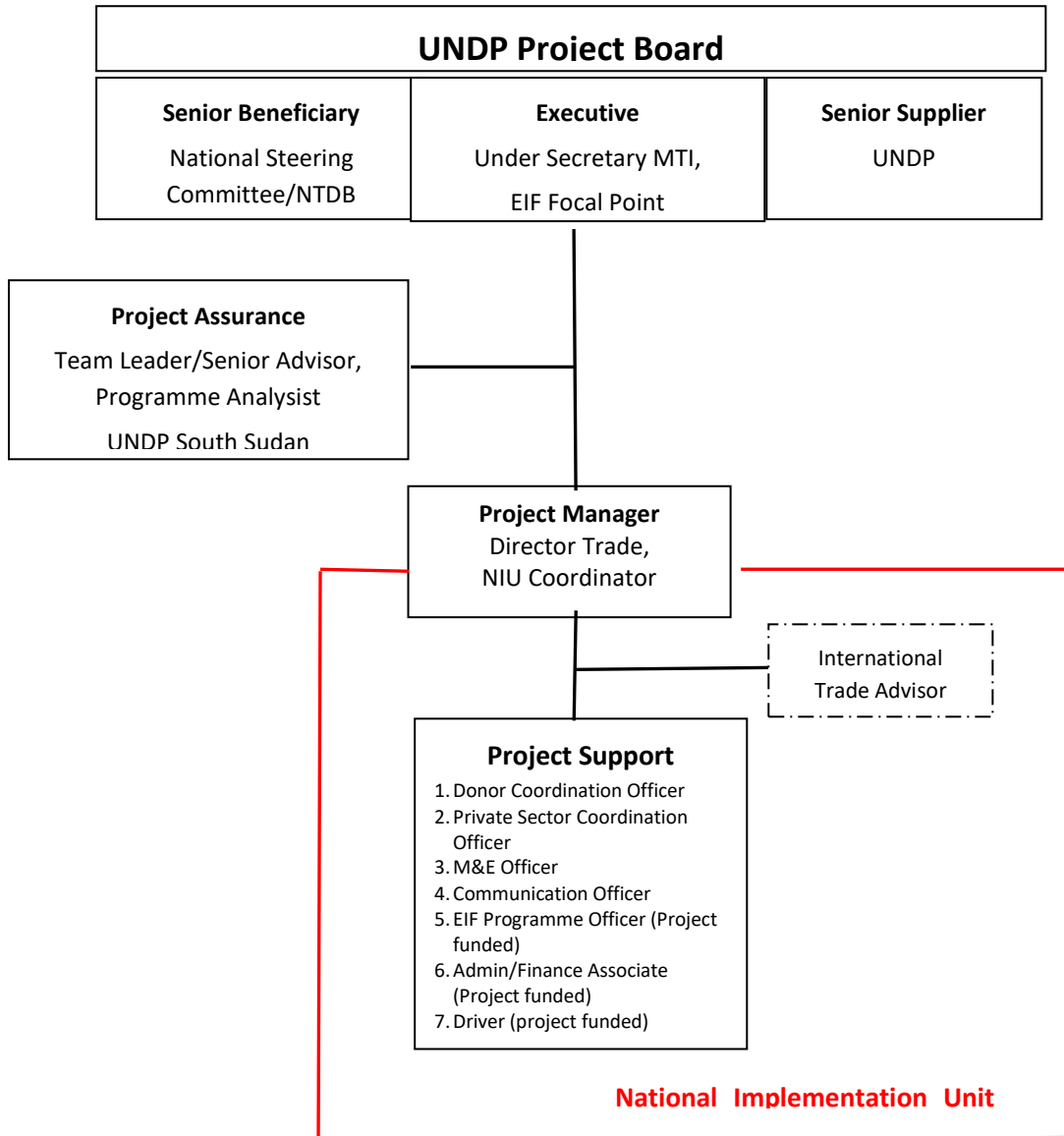
13) Driver cum Office Assistant (Project funded)

- Work under the direct supervision of EIF Programme Officer and overall guidance of the NIU Coordinator;
- Operate and maintain assigned vehicle, report all maintenance requirement and keep daily log book;
- Abide by the guidelines laid by the MIE (UNDP) on vehicle use and;
- Assist EIF Programme Officer in maintaining the office and logistics.

ANNEX V:

Project Management Arrangements

This project will be nationally implemented by the Ministry of Trade and Industry (MTI) through UNDP's National Implementation Modality (NIM). The project organisation structure is presented below:



Responsibilities for the various roles in the project organisation structure are as follows:

Project Board: Provides overall guidance on the project management and ensures the quality of project outputs. The Project Board has a tripartite structure consisting of the **Executive** which is the national implementing entity, MTI, represented by the Under-Secretary who is also the EIF Focal Point in South Sudan; the **Senior Beneficiary** or national stakeholders represented in the EIF National Steering Committee and the **Supplier** which is UNDP. The EIF Secretariat and the EIF Trust Fund Manager (UNOPS) are invited to join the project Board.

Project Assurance Role: UNDP country office in South Sudan performs the project assurance role supporting the project Board and UNDP Management carrying out objective and independent project oversight and monitoring function.



MINISTRY OF TRADE, INDUSTRY & INVESTMENT
Director for Bilateral and Multilateral Trade

Wednesday September 13, 2017

National Steering Committee Meeting

Agenda

- 1) Opening prayer
- 2) Communication from the chair (Hon. Undersecretary/ FP)
- 3) Tier 1 (one) Project proposal
- 4) Any Other Business (AOB)

Min. 1- Opening prayer was led by the Deputy Director of Domestic Trade Rev. Fr. Charles

Min. 2- Communication from the chair (Hon. Undersecretary/FP)

As per the rules of procedure for the National Steering Committee meeting the meeting was chaired by **The Hon. Biel Jock Thich the Undersecretary of Ministry of trade, Industry and East Africa Community Affairs/ Republic of South Sudan EIF Focal Point**. The Hon. Undersecretary/ FP overwhelming welcomed all the members for the meeting and he thanked the members for convening the meeting. FP Hon. Biel emphasized that National Steering Committee is key and in this regard we must embrace the concept and practice of overseers all the activities of Tier one project the Hon. Undersecretary wished the members fruitful deliberations. The Hon. Biel requested the Director of Bilateral and Multilateral Trade who is also the NIU Coordinator to moderate the meeting.

Min. 3- The Coordinator of NIU presented the agenda of the meeting to the National Steering Committee members and took the house through the Tier one project proposal after long and honest deliberation; the national steering committee members adopted the Tier one project proposal

Adaptation of the Tier one project proposal by National Steering Committee

The National Steering Committee adopted the Tier one Project proposal with no amendment

The Deputy Director of Trade Fair and Exhibition and Member of National Steering Committee said that, Tier one project proposal covered all the important areas identified in DTIS and distinguish members should pass the document which will help in enhancing the capacity of NSC, purchases of stationaries, supplies, equipment, trainings, travelling both local and foreign among others. soft copy of the Tier one proposal were circulated to the members so that they can provide additional inputs to the document and thereafter, they passed the document with no amendment.

The Director of Bilateral and Multilateral Trade/ NIU Coordinator was authorized to disseminate to all the Members, the soft copy of Tier one Project proposal for their documentation. The meeting observed and recommended that the Tier one Project Proposal covered all the key areas identified during the formulation of Tier one by Consultants and above all it also covered all the areas identified in DTIS

The NIU Coordinator took the members of National Steering Committee through the summary activities of Tier one as indicated below and the members were very happy.

1. Trade policy, Trade Laws upgrading or review
2. Studies tours to foreign countries on Bilateral and Multilateral trade issues
3. Cross – Border Trade
5. Office Management and Ethics
6. Role of Commercial Attaches
7. International Economics Issues
8. Diplomacy and negotiations in multilateral, regional, and bilateral trade agreements: WTO, COMESA, EAC
- 9- Short courses on Management, Computer training, English Language, records keeping, filling and Etc
- 10-Capacity building on communication
- 11- Capacity building for National Steering Committee (NSC)
- 12- Capacity for National implementation unit (NIU)

13- V-sets for the NSC and NIU

14 –Computers

15-Heavy duty Printers

16 –Heavy duty Photocopiers

17- Office cabinets

18- Office tables

19- Office chairs

20-stationaries

The NIU Coordinator also clarified to the National Steering Committee Members their roles and responsibilities in managing tier one project, he said that any expenditures or activities are subject to discussion and deliberation and thereafter they will approve.

Hon. Technical Advisor also thanked the National Steering committee members for their valuable work and commitment in supporting developmental activities in the Republic of South Sudan. Hon. Technical Advisor reminded the meeting that such exercise is good. He also brought to the attention of the meeting that, the implementation of such activities in Tier one should be through the approved budget lines

Hon. Legal Advisor said that as per rules of procedure for the implementation of the public institutions project like Tier one should be align to the budget codes and accountability should be encourage by all the parties including the main implementing entity like UNDP.

The Director General of Planning, Research and Statistics said that the implementation of Tier one project will improve the capacity of the staff in the Ministry and other public sector who have activities link to trade

The Director of External Trade viewed the issue of Tier one project proposal on broader and strategic way by saying that it is key set of priorities that the Ministry will benefit from implementing Tier one and if well implemented the country will benefit from Tier two. He reminded the members to look at issues with positive and constructive ideas. The Director also thanks the members for the meaningful and professional work. The Director of external trade said that, implementing this Tier one project is in line with the Ministry roles and responsibility

will support the accession to WTO hence technical assistant can be extended to the Republic of South Sudan

The Director General of Private Sector Development said that private sector has to be involve in the activities of the project because of the roles they play in promoting economic activities in the country

Resolution of the National Steering on Tier one Project Proposal

- 1- All the members of the National Steering committee has approved Tier one Project Proposal for the Republic of South Sudan
- 2- All the members of national steering committee agreed to meet quarterly for the monitoring and evaluation of the activities of the project
- 3- The meeting thanks the NIU Coordinator for disseminating the Tier one Project proposal in time for additional inputs and above all for managing communication with head office in Geneva
- 4- The meeting direct NIU Coordinator to start now to sensitizing other stakeholders about their roles and responsibility in EIF project
- 5- .The meeting considers that, Tier one project proposal should be submitted to the head quarter in Geneva for approval since they are very much happy with the project.t
- 6- Closing prayer was led by the Deputy Director of Domestic Trade- Rev Fr. Charles

Departure at 2:35 Afternoon

Attendance

S/N	Name	Position	Remarks
1	Hon. Moses Hassen	Minister of Trade and Industry	
2	Hon. Salvatore Garang Mabiordit	Technical Advisor to Ministry of Trade and Industry	
3	Mr. Stephen Doctor Matatia	D/G External Trade	
4	Mr. John Pan Paguir	D/G of Planning, Research and Statistics	
5	Mr. Paul Riak Lugi	D/G of Admin. And Finance	
6	Hon. Roben Peter	Legal Advisor	
7	Mrs. Mary Akech Milla	D/G of Private Sector Development	
8	Mr. Leo Okwahi Lole	D/G of Industry	
9	Dr. Christine Ijjino	Director of Trade Fair and Exhibition	
10	Mr. Undo Eliasa	Director of Public Relation	
11	Alfred Sokiri	Executive Director- Minister Office	
12	Eng. Moses Kur	Director of Training, Research	

		and Statistics	
13	Mr. Augustine Kenyi	Director of Bilateral & Multilateral Trade	Secretary
14	Mr. Kuot Madhor	Director of External Trade	
15	Mr. Hassen Yonotana	Director of Admin. Fin	
16	Mr. Joseph Ukongo	Director of Planning and Budget	
17	Mr. Louis Legge Lako	Director of Domestic Trade	
18	Mr. Sunday Gach	Director of Private Sector Development	
19	Mr. Jok Ajok	Director of Industry	
20	Mr. Aleu Kuac Jok Aleu	Director of Import and Export	
21	Ms. Monica Okero	Deputy Director for Duty of Trade Fair	
22	Mr. Alison Onesimo	Deputy Director of External Trade	
23	Mr. Louis Kamsu	Ag. Director of IT	
24	Mr. Levi James	D/D of External Trade	
25	Mr. Bior Ajang Aguer	Controller of Accounts	
26	Mr. Charles Soroba Bakisse	D/D of Domestic Trade	
27	Mr. John Abit	Human Resources Officer	
28	Mr. Okot James	Planning and Budget	
29	Mr. Charles Manasi	Media Dept	

Good Luck











Sign-----

Mr. Augustine Kenyi
Director of Bilateral and Multilateral Trade
NIU Coordinator and Secretary of the Meeting

NATIONAL STEERING COMMITTEE








ATTENDANCE LIST FOR APPROVAL OF THE I PROJECT PROPOSAL FOR REPUBLIC OF SOUTH SUDAN 13th 09-201

ATTENDANCE:

S/n	Name	Position	Directorate	Contact	Signature
1.	Joseph Akong	Director	Planning	0955258928	
2.	Ken Kwae Top	Director	Exp. and import	0956588530	
3.	Louis Lege Lako	Director	Domestic Trade	0955070883	
4.	Charles Samba Bathisse	Dir	Domestic Trade	0954168822	
5.	Kust Madhor	Dir	External Trade	0920440828	
6.	Prudo Elisa	Director	Planning	0951443284	
7.	Sunday Gaah	D/P	Private sector	0950005033	
8.	Npcas Kuer	Director	Planning	0955715994	
9.	Leo Okwaki Lole	D/G	Industry	095669407	
10.	Richard Romsek	D/G	EAC Affairs	0956200190	

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11.	John van Ragsvir	DLA	Planning	095523926	
12.	Mou Mou Athian Kwal	U/S	Ext Affairs	0954542002	
13.	Biel Jack	U/S	MFI		
14.	Panl Rick Luzzi	DG AdF	MTFI	0956883684	
15.	Stephan Dohler	Sty Lt. in Charge	MFI/Res	0954233333	
16.	Christine Sino Dyank	DFE	MTI-Ext	0954931241	
17.	Louis Komde Phanel	Stn. HRM	MFI, Res	09154895232	
18.	Wassan Potam	Adm. in Charge	Adm. & Finance	0956883900	
19.	Gabriel Leog	Ad/Dir	Adm. & Finance	095576982	
20.	Bior Hing Ayer	Controller Gen	Adm. & Finance	0955235531	
21.	Angelo Ngot Mayan	D/Director	Bilateral Trade	0926211110	
22.	Sidwanta Ap Wasony	D/Direct	Adm. & Finance	0953366994	

23.	AQUILA Tombo	ADirector	Directorate Democratic Trade	0956819254	
24.	Eng. General Abubakar	Head of Internal Audit	Internal Audit	0955860088 0926860088	
25.	Eng. Louis KAMBU	ADIRECTOR OF IT	Directorate of Admin. & Finance	0905751451	
26.	Elia Spans Lewis Awook	officer	Mss. Economic Info.	09554882009	
27.	Khastouma Moses Makoi	S/Inspector for	Directorate of Industry	0955022255	
28.		Industrial strategy development and information			
29.	Alfred Solomi	Executive Director	Office of the Minister	0955947472	
30.	Ahisa Abune	Director	External Trade	095566387	
31.					
32.					
33.					
34.					