

1/15/2020

Annual Work Plan 2020



Ministry of Finance Development
Somaliland

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Minister's Foreword

As custodians of the public's money, our Ministry will continue to pursue an efficient, inclusive and transparent fiscal approach to catalyse Somaliland's development. We have made several strides in the past year to inform the public about the government's fiscal objectives in 2020 and the medium-term and have encouraged their participation to help inform our policies. It is therefore crucial that we build on our successes, learn from our shortcomings, plan ahead, work smarter and together in order to deliver on the aspirations of the Somaliland people.



The following annual work plan sets-out the core activities and deliverables of the Ministry in 2020. It is in line with our five-year strategic plan (2019-2023) which maps out the vision, mission, mandate and core values of the MoFD and encompasses all the current legislation, policies and values of the Ministry within the spirit of Somaliland's National Vision 2030 and the NDPII. The 2020 work plan is geared towards achieving the following objectives of the Ministry's five-year strategic plan:

- ⇒ Domestic revenue increase and budget credibility.
- ⇒ Economic development and stability through fiscal sustainability and solvency of surplus budget.
- ⇒ Managing Public Debt.
- ⇒ Public financial management reform and budget transparency.
- ⇒ Resource mobilization and management.
- ⇒ Broadening the tax base and migrating reliance on Customs to Inland Revenue.
- ⇒ Development cooperation and regional integration.
- ⇒ Public investment management; i.e. to strengthen and reinforce the new and existing legal, regulatory and/or policy frameworks.
- ⇒ Fiscal policy development.
- ⇒ Macroeconomic policy development.
- ⇒ Private sector development.
- ⇒ Financial sector development.
- ⇒ Institutional capacity development.
- ⇒ Broadening public assets.

I expect all departments to work diligently towards the achievement of the objectives. I would like to thank everyone involved in the drafting of this 2020 annual work plan.

Dr. Saad Ali Shire

Minister of Finance Development

Director General's Foreword



In line with the MoFD's five-year strategic plan (2019-2023), we successfully implemented several reforms to our core operations in fiscal year 2019. We have made significant progress towards the full automation of our processes to instil efficiency in our service delivery. We have also made strides in improving the planning phase of the budget preparation cycle with the drafting and publication of: a budget calendar, budget outlook paper and a Macro-Economic and Fiscal Policy framework. These documents are expected to help focus our policies and outputs and ensure we are held accountable to our target deliverables.

Furthermore, we have implemented reforms to the Inland Revenue and customs department (e.g. introduction of TINs and GST and drafting of customs acts and regulations) and have expanded and constructed revenue collection agencies to help improve our revenue collection performance. Moreover, we have strengthened the capacity of the Auditor General and Accountant General's offices to help ensure the public's money is used as intended by the Parliament.

I would like to thank every staff at the MoFD, consultant and international partner who contributed to our outputs in fiscal year 2019. We need to sustain and continue implementing reforms to ensure we can provide the public, government and private institutions with the required services to help stimulate growth in Somaliland. In this spirit, I would like to present the following annual work plan of the ministry and I expect everyone's full commitment in ensuring we succeed in meeting our 2020 targets.

Maxamed Cabdi Gurxan
Director General

1. Ministry's Mandate

- ✓ To formulate sound economic and fiscal policies that mobilizes internal and external financial resources for public expenditure.
- ✓ To enhance national economic stability, by focusing on socio-economic development as a tool of poverty reduction.
- ✓ Regulate financial management, oversee national planning, ensure effectiveness and efficiency on revenue and expenditure and set the directions of the strategic development initiatives for economic growth.
- ✓ The mandate further seeks to manage budget planning, state revenue fund, and formulation of the macroeconomic policy, state assets, liabilities, and revenue fund and debt management.

1.1. Vision

A catalyst institution that promotes sustainable economic development.

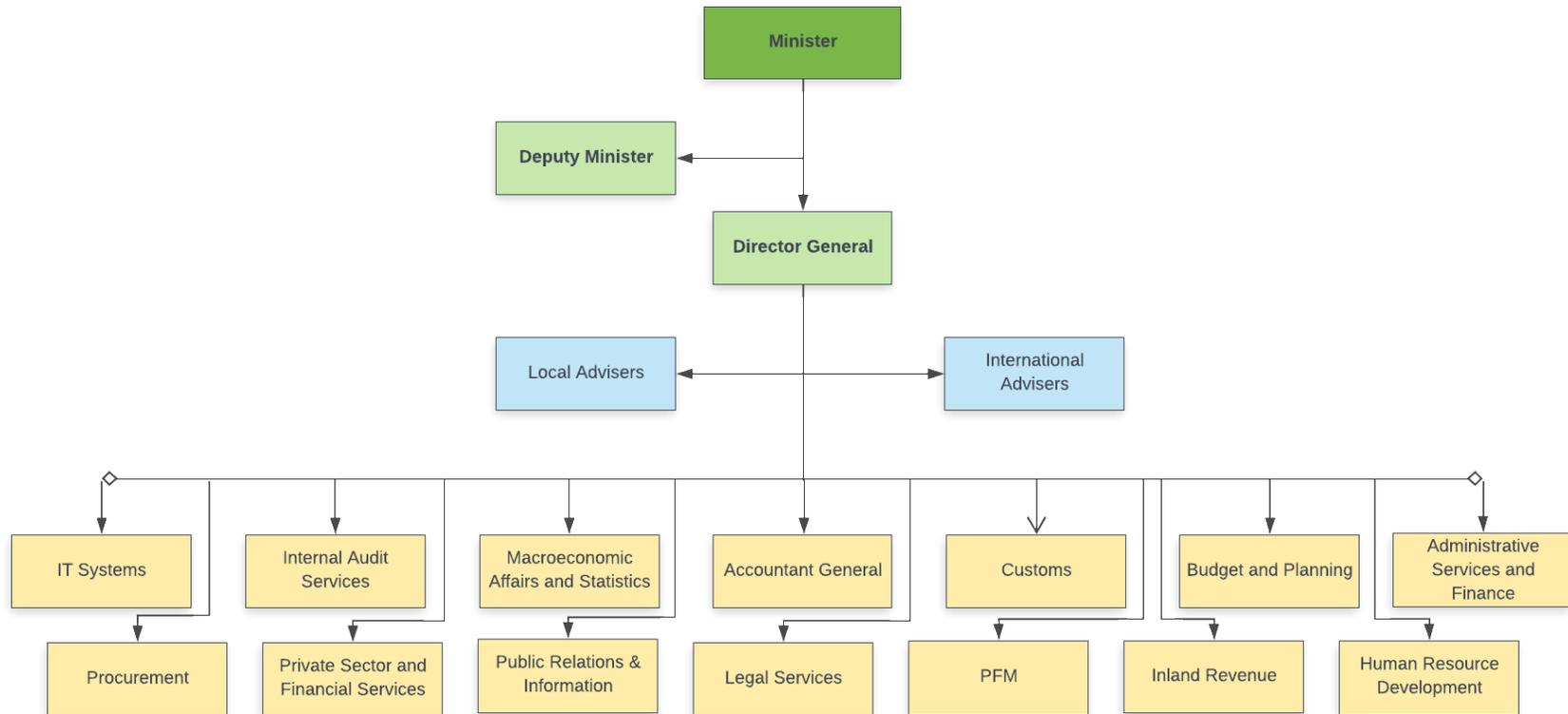
1.2. Mission

Revenue mobilization improvement to set the country's economic direction of macroeconomic and fiscal policy management, formulate effective policies for public resource accountability, transparency and long-term sustainable development.

1.3. Core Values

The core values of the Ministry of Finance Development will identify principles of behaviour standards to fulfil the constitutional mandate, pursue the vision and accomplish the mission of the ministry. Hence, the following guiding principles will dictate the behaviour of all members and external stakeholders to determine the right path in the course of performing individual and collective duties and responsibilities.

2. Structure of the Ministry of Finance Development



Title:	Annual Work Plan 2020														
Department:	2.1. Admin and Finance Department														
Objective and Activities	Timeframe Jan – December 2020														
	Q-1			Q-2			Q-3			Q-4			Responsible Person	Budget	Source of Budget
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec			
<i>Objective 1: To improve financial management</i>															
1. Conduct Departmental financial needs assessment					X	X							Director/Deputy Director		
2. Prepare the 2021 Budget of the Ministry							X	X					Director/Deputy Director		
3. Prepare payroll payment	X	X	X	X	X	X	X	X	X	X	X	X	Head of Payroll Unit		
4. Ensure timely payment of all Vouchers	X	X	X	X	X	X	X	X	X	X	X	X	Accountant		
5. Prepare Expenditure Warrants	X			X			X			X			Accountant		
6. Prepare Departmental Warrants	X			X			X			X			Accountant		
7. Develop executive dashboard tracking of payments						X							Director		

8. Roll out the use of	X	X	X	X	X	X	X	X	X	X	X	X	X	Head of Payroll		
Title: E-payment for														unit and Cashier		
Department: Employee Salary																
2.2. Human Resource Department																
<i>Objective 2: To implement FMIS System and automate</i>																
Objective and Activities	Timeframe: January - December 2020															
	Q-1			Q-2			Q-3			Q-4			Responsible Person	Budget	Source of Budget	
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec				
Objective1: To improve employee internal communications																
1. HR Advisor		X														
2. Logistics module			X													
3. Follow up with staff	X															
4. Debt management new email accounts module							X									
5. arrangements	X	X														
3. Conduct		X														
3. Organize weekly Registering new Staff/Directors assets and update meeting and maintain asset registration records of all meeting	X		X	X	X	X	X	X	X	X	X	X	X	Head of Asset Registration Unit		
Module minutes for future reference																
<i>Objective 3: To Deliver all Logistical Services</i>																
1. Provide logistic services	X	X	X	X	X	X	X	X	X	X	X	X	X	Head of Logistics		
4. Follow up and ensure materialization of (Transportation, agreed action points for the weekly and meetings Accommodation for external				X												
5. Share action points of consultants)								X					X			
2. meetings with the Organize and senior management of the Ministry transportation	X	X	X	X	X	X	X	X	X	X	X	X	X	Head of Logistics		
services (Vehicle,																

6. Review and file Minutes of staff	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
Objective 4: To ensure																	
Objective 2: To improve training and development																	
1. Identify, organize and coordinate the priority staff training services	X	X	X	X	X	X	X	X	X	X	X	X	X	X		Head of Logistics	
Objective 5: To organize international sanitation training and landscaping of the MO																	
1. Organize intensive courses for the staff	X	X	X	X	X	X	X	X	X	X	X	X	X	X		Head of Administration	
4. Organize academic waste management of all offices for the ministry and organize a	X	X	X	X	X	X	X										
3. Maintain for each department 2020				X	X	X	X	X	X	X						Head of Administration	
6. Evaluate offices staff									X	X	X	X	X				
Objective 6: To improve planning and reporting																	
1. Prepare programs					X												
Objective 3: To review Staff remuneration																	
1. Review all Minutes	X	X	X	X	X	X	X	X	X	X	X	X	X	X		Deputy Director	
1. Review responsibility progress reports	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
2. Review financial taxes	X	X	X	X	X	X	X	X	X	X	X	X	X	X		Deputy	
3. Review (overnight) allowances	X	X	X	X	X	X	X	X	X	X	X	X	X	X		Director/ Accountant	
Objective 7: To Operate cost Employee Capacity and motivate																	
1. Review Operation cost	X	X	X	X	X	X	X	X	X	X	X	X	X	X			

Objective 4: To improve recruitment and selection																			
1. Achieve CSC in	X	X													X	X			
5. Staff recruitment and selection						X	X				X	X	X				Director/ Deputy Director		
Objective 8: To improve management of Public Debts.																			
2. Register Public Debts	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Head of Asset Registration Unit		
3. Design staff batches			X					X								X	Unit		
Objective 5: To safeguard and manage equipment and																			
1. Identify staff required	X	X																	
2. Recommendations	X	X																	
1. Inspect equipment and apply	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		Accountant		
3. General's proper usage	X	X	X	X			X	X	X	X				X	X				
Objective 7: To copy best																			
Objective 6: To introduce attendance system																			
1. Awareness								X								X	Deputy Director		
2. Develop awareness				X				X				X				X			
messages for the staff, and publish on the PR's Quarterly Magazine																			
3. Introduce attendance program for all remaining MofD	X	X																	

locations by installing fingerprint machine																
4. Ensure all staff are registered in the finger print machines		X	X													
5. Conduct monthly staff attendance review	X	X	X	X	X	X	X	X	X	X	X	X				
6. Organize employee awareness and information sessions	X					X						X	Head of Discipline			
7. Identify list of Idle staff and other employees out of the office for some reasons	X	X														
<i>Objective 7: To improve Collaboration with CSC on staff Affairs</i>																
8. Liaise CSC about staff affairs	X	X	X	X		X	X	X	X		X	X				
1. Produce weekly, monthly and annual work plan	X	X	X	X	X	X	X	X	X	X	X	X	Head of payroll preparation			
<i>Objective 8: To improve employee health and safety</i>																
1. Identify staff with medical issues and prepare necessary treatment process	X	X									X	X				
2. Procure first aid kits for MoFD main office buildings	X															

Objective 9: To maintain clear roles and responsibilities															
1. Classify right person for the right position, based on experience and qualification			X			X			X			X			
2. Organize a meeting with departmental directors to discuss organizing staff job description	X	X													
3. Design job description formats and forms	X	X													
4. Ensure all staff are Familiarized with their job description	X	X	X	X	X	X	X	X	X	X	X	X			
Objective 10: To improve HR management															
1. Review existing human resource manual and policy		X													
2. Produce a revised HR manual			X	X											
3. Implement and enforce the manual and policy guidelines						X	X								
4. Circulate and share the manual with staff							X	X	X	X	X	X			
Objective 11: To improve accountability															
1. Organize code of conduct orientation			X												
2. Nominate Discipline committee members	X														

3. Establish rules and regulation	X															
4. Record and maintain confidential information for disciplinary measures		X														
5. Produce and circulate a report at the end of every quarter			X			X			X			X				
Title:	Annual Work Plan for 2020															
Department:	2.3. Budget & Planning Department															
Objective and Activities	Timeframe: January – December 2020															
	Q-1			Q-2			Q-3			Q-4			Responsible Person	Sources of Fund	Budget	
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec				
Objective 1: <i>To improve reporting and documentation</i>																
1. Produce Monthly revenue reporting	X	X	X	X	X	X	X	X	X	X	X	X	Budget & Planning			
2. Produce quarterly revenue & expenditure for budget execution report			X			X			X			X	Budget & Planning			
3. Close collaboration with MDAs for budget execution management	X	X	X	X	X	X	X	X	X	X	X	X	Budget & Planning			

Objective 2: <i>To improve Department facilities and capacity.</i>															
1. Request Office space, furniture (executive chairs, equipment's (multifunctional printer/ photocopies, laptops and scanners)	X	X												Budget & Planning	
2. Recruit a TA		X												Budget & Planning	
3. Review the 2020 Budget preparation process by the TA			X											Budget & Planning	
4. Conduct training needs Assessment			X											Budget & Planning	
5. Organize a training for the staff to be provided by WYG		X						X						Budget & Planning	
6. Organize a training for the staff, to be facilitated by the TA			X											Budget & Planning	

7. Conduct a study tour and bench marking			X															Budget & Planning
<i>Objective 3: To ensure budget preparation process in line with international best practice and SCOAs</i>																		
1. Update 2020 Budget	X																	Budget & Planning
2. Review FIMIS Budget preparation and exclusion						X	X											Budget & Planning
3. Review assessment, training and implementation of PEFA tool						X	X	X										Budget & Planning
4. <i>Implement budget preparation module</i>	X	X	X															Budget & Planning
5. Review assessment, Training and implement COAs to the autonomous			X	X	X													Budget & Planning

agencies and local Govt.																	
<i>Objective 4: To improve Budget preparation process in line with PFM act and international standard.</i>																	
1. Publish the Budget Calendar 2020		X														Budget & Planning	
2. Organize Budget hearing event					X											Budget & Planning	
3. Train MDAs on budget Preparation and Implementation				X												Budget & Planning	
4. Develop Budget Framework				X												Budget & Planning	
5. Implement MTEF and MFF					X											Budget & Planning	
6. Budget Circular						X										Budget & Planning	
7. Submit 2021 Budget							X									Budget & Planning	
8. Organize Budget Negotiations between MDAs and MOF								X								Budget & Planning	
9. Seek approval for the 2021 Budget from the cabinet and Parliament								X	X	X						Budget & Planning	

10. 2021 Budget book submission to the MDAs												X	Budget & Planning		
11. Close Collaboration with parliamentary economic committee for expanding budget to the automatous agencies and external assistance budget including				X	X	X	X						Budget & Planning		
<i>Objective 5: To review MOF strategic plan and Work plan</i>															
1. M&E supervision			X			X			X			X			
2. Revise the plan			X										Budget & Planning		
3. Establish a communication mechanism with MDAs to solicit feedback													Budget & Planning		
4. Assess and identify the gaps and develop a road map applicable to each Dept													Budget & Planning		

5. Produce Quarterly report			X			X			X			X	Budget & Planning		
6. Produce Annual performance report and new action plan for the next year												X	Budget & Planning		

Title:	Annual Work Plan for 2020
Department:	3.4. Customs Department

Objective and Activities	Time Frame: January – December 2020												Responsible Person	Source of Budget	Budget
	Q-1			Q-2			Q-3			Q-4					
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec			
<i>Objective 1: To Improve Revenue Collection</i>															
1. Develop Import procedure.		X	X										CRMS/Customs Managers	MOF	
2. Develop Export procedure.				X									CRMS/Customs Managers	MOF	
3. Identify average time for clearing goods from Berbera & Zailac customs			X			X			X			X			
4. Develop Transit procedure.				X	X								CRMS/Customs Managers	MOF	
5. Transshipment.				X	X								CRMS/Customs Managers	MOF	
6. SI-fmis revenue collection module		X	X												
7. Visa collection module		X	X												
8. Rollout customs procedure to all custom stations.							X						CRMS/Customs Managers	MOF	
9. Implement self-declaration by traders/brokers		X											CRMS/Customs Managers	MOF	
10. Monitor and evaluate implementation			X	X	X	X	X	X	X	X	X	X	CRMS	MOF	

of GDP at all Customs Stations.																	
11. Adopt WCO Valuation rules. (Priority)		X															MOF
12. Produce invoices with all goods declarations.	X													MOF/Department director			MOF
13. Continue the development of the Customs Valuation Database through invoice data and local market/internet research.	X	X	X	X	X	X	X	X	X	X	X	X		TCCVS			MOF
14. Conduct training for the staff on the use of Valuation database provided to Customs Stations.		X												TCCVS			MOF
15. Communicate with traders to advice on policy/legislation.			X											TCCVS			MOF
16. Review the valuation book based on real values of products.			X								X	X		TCCVS			MOF

17. Implement transaction value.				X	X	X	X	X	X	X	X	X	TCCVS/Customs Managers	MOF	
18. Review and modernize Customs Tariff of Somaliland using WCO HS coding and nomenclature.	X	X	X										TCCVS	MOF	
19. Develop guidance material for Customs and Trade in use of Customs Tariff.			X	X									TCCVS	MOF	
20. Implement new Customs Tariff using WCO HS coding and nomenclature.				X	X	X	X	X	X	X	X	X	TCCVS	MOF	
21. Seek approval of Tax Exemption Regulations by MoFD.	X	X											Exemption office	MOF	
22. Distribute the tax exemption regulations to all Customs Stations, Line Ministries, and publish on MoFD website.			X	X	X								Exemption office	MOF	
23. Draft Tax Exemption Guidance Manual to ensure correct	X	X											Exemption office	MOF	

application of exemption procedures.																	
24. Design and implement procedures for monitoring of tax exemption processes.						X	X							Exemption office	MOF		
25. Establish simple and clear guidelines for determining corporation tax.						X	X	X						Customs director/ CRMS	MOF		
26. Implement collection of Excise Tax and GST.	X													MOF/DG/ Director Department	MOF		
27. Implement sahal database system to all customs office		X	X														
28. Clear statistic report			X														
Objective 2: To build staff capacity																	
1. Conduct staff training needs assessment.		X												CRMS	MOF		
2. Organize and conduct training based on identified needs				X	X	X	X	X						CRMS	MOF		

Objective 3: <i>To improve Trade Facilitation.</i>																
3. Review Pre-arriving declaration process PAD.		X												CRMS/ Berbera Custom Manager		
1. Monitor and evaluate Pre-arriving declaration process PAD.			X	X			X				X			CRMS/ Berbera Custom Manager		
2. Implement simplified, standardized and harmonized customs procedure.					X	X	X							CRMS/Customs Managers		
3. Draft Terms of Reference for Somaliland Trade Facilitation Forum						X	X							CRMS		
4. Establish a forum for Somaliland trade facilitation.								X						CRMS/DD/Chamber of commerce/MOT		
5. Improve collaborations between MoFD, trade and other Ministries.								X	X	X	X	X		CRMS/DD/Chamber of commerce/MOT		
6. Identify all stakeholders at border points and encourage regular			X			X			X			X		Customs Managers/anti smuggling		

stakeholder meetings.																
7. Establish Risk Management section' at Customs HQ.	X	X												Risk management/CRMS		
8. Establishment risk assessment section at Berber, Zaylac and EIA.			X											Risk management/CRMS		
<i>Objective 4: To tackle illegal trade and human trafficking</i>																
Establishing two offices for Anti-smuggling sections in Hargeisa and Burao.		X												Anti-smuggling section/ Customs Managers	MOF	
Cooperation with stake holders to detect smuggling.	X	X	X	X	X	X	X	X	X	X	X	X	X	Anti-smuggling section	MOF	
1. Develop guidelines to mitigate anti-contraband activities in the country.			X	X										Anti-smuggling section/Department Director	MOF	
2. Train staff on Customs Act and regulation to enhance their			X	X	X	X	X	X						CRMS	MOF	

knowledge of legislation in Customs.																	
3. Publish more copies of customs act and customs regulation.			X	X	X									CRMS	MOF		
4. Develop and Implement standard operating procedures for seizure of goods in all stations in Somaliland.	X	X	X											CRMS	MOF		
5. Train staff on seizures forms and procedure to all custom stations.			X											CRMS	MOF		
6. Publish list of restricted and prohibited goods.			X											CRMS	MOF		
7. Develop auction procedure.		X												CRMS/department director	MOF		
8. Implement auction process and Establish auction committee.				X	X	X								CRMS/department director	MOF		
<i>Objective 5: To improve customs structure and facilities</i>																	

1. Review Customs organizational structure.											X	X	CRMS	MOF	
1. Identify other Customs organizational structures and draft a recommendation for restructuring of Somaliland Customs.										X	X	X	CRMS	MOF	
2. Liaise with Sahal Tech to develop new system for sending daily revenue reporting.		X	X										Revenue section	MOF	
3. set up Dropbox for sharing information/reports in Customs.	X	X	X	X	X	X	X	X	X	X	X	X	CRMS	MOF	
4. Revise the timeline for the distribution of code of conduct.			X										Department director	MOF	
5. Organize a Study Tour for best practice of customs procedure.						X	X						MOFD/Department director	MOF	

6. Conduct assessment of infrastructure and equipment needs in Customs Stations.					X									MOFD/Department director	MOF	
7. Building a store and office for anti-smuggling in the HQ					X	X								MOFD/Department director	MOF	
8. Establish a new Custom Station at Haleya Check Point.			X	X										MOFD/Department director	MOF	
9. Procure a Pick Up vehicle for Customs Reform and Modernization		X	X	X										MOFD/Department director	MOF	

Title	Annual Work plan for January – December 2020													
Department	Inland Revenue Department													
Objective and Activities	Timeframe												Responsibility	
	M ₁	M ₂	M ₃	M ₄	M ₅	M ₆	M ₇	M ₈	M ₉	M ₁₀	M ₁₁	M ₁₂		
Objective 1: To implement IRD automation (itax system)														
Finalization of the contract of the firm conducting the assessment needs of IRD	x													PFM Office Inland Revenue IT/SLFMIS
Start the implementation of the IRD automation (itax) as per the assessment needs				x										PFM Office Inland Revenue IT/SLFMIS
Have TA on IRD automation as per the assessment needs				x										PFM Office Inland Revenue IT/SLFMIS
Objective 2: Implementation of E-payment, E-cashier and Banking payment of taxes (BoS and Commercial Banks)														
Start the implementation of IRD e-payment and mobile payment on taxes as per the needs assessment				x										Inland Revenue IT/SLFMIS
Prior implementation of paying taxes through Bank of Somaliland, existing mobile money (Zaad and E-dahab) and other existing commercial banks	x													Inland Revenue IT/SLFMIS
Objective 3: Implementation of E-tax (E-services) Registration, returns, etc														
Putting registration forms and other self-assessment forms online	x													Inland Revenue IT/SLFMIS
Implementation of E-tax registration	x													Inland Revenue IT/SLFMIS
Implementation of taxpayer E-filings (Payroll, GST, Rental and PIT/CIT)		x	x											Inland Revenue IT/SLFMIS
Objective 4: Development and introduction of Tax Dispute functions														
Develop ToRs for the tax appeal unit and structure of the unit	x													Inland Revenue Legal Services

Start head count registration at Marodi-jeh Region			x											Inland Revenue PFM Office IT/SLFMIS
Objective 7: Improve and extend Taxpayer Registration and TIN Issuance across the country														
Extend taxpayer registration services & forms to regions	x	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue IT/SLFMIS
Provide Hands-on training to complete registration form needed and upgrading Reg system ensure important field are pre-requisite	x	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue IT/SLFMIS
Provide hands-on training on sectors & segmentation	x	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue IT/SLFMIS
Educate taxpayer on registration forms & requirements & upgrade the IT system	x	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue IT/SLFMIS
A point registration staff in all district & regions	x													Inland Revenue IT/SLFMIS
Sahal-tech to provide access of registration system to districts & regions	x	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue IT/SLFMIS
Objective 8: Provision of TIN to Civil Servants														
Gather data for all civil servants	x													Inland Revenue IT/SLFMIS
Start TIN provision to civil servants		x												Inland Revenue IT/SLFMIS
Communicate TIN for civil servants to relevant MDAs			x											Inland Revenue IT/SLFMIS
Objective 9: Implementation of Withholding Tax														
Refine, approve and introduce Withholding tax legislation and forms	x													DG of MoFD Inland Revenue Accountant G
Support the processing of and reporting on withholding tax forms	x													DG of MoFD Inland Revenue Accountant G
Star mobilizing withholding tax		X												DG of MoFD

Equip and structure revenue reporting performance and forecasting section		x													Inland Revenue IT/SLFMIS
Objective 16: Taxpayer Education and Awareness Programs															
Design effective taxpayer education and awareness programs	x														Inland Revenue Public Relations
Implement awareness and education campaigns across the year		x	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue Public Relations
Objective 17: Review of IRD existing tax laws (Revenue Act)															
Nominate the review committee and start reviewing the revenue act	x														Inland Revenue Legal Services MoFD Elders
Submit the draft changes			x												Inland Revenue Legal Services MoFD Elders
Objective 18: Prepare IRD ToRs															
Review the current structure of IRD and propose a functional structure	x														Inland Revenue HRM
Prepare the ToRs		x													Inland Revenue HRM
Objective 19: Appoint IRD reform committee															
Prepare the ToRs of the committee	x														Inland Revenue
Nominate the committee and provide meeting space		x													Inland Revenue
Start reform engaging activities of the committee across the year			x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Objective 20: DRM Course															
Select the course students and embark the course	x														Inland Revenue PFM Office HRM
Monitor the progress of the students		x	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue PFM Office HRM

														Procurement
Objective 26: Simplification of tax tariffs														
Review of all IRD taxes and propose a simplification of taxes	x	x												Inland Revenue
Share proposed plan with Senior MoFD management			x											Inland Revenue
Objective 27: Introducing Taxpayer National Day														
Design the purpose of Taxpayer National Day and propose the day		x												Inland Revenue Public Relations
Objective 28: Improve and extend taxpayer return filing and the payment system across the country (IRD takeover)														
IRD to takeover responsibilities of return processing from Sahal-tech		x												Inland Revenue
Train & supervise staff on return processing & Sahal Tech system		x												Inland Revenue
To advised taxpayers through reminders to file a very month	x	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
To education or advise taxpayer on how to complete tax returns	x	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Ensuring taxpayers indicate their TIN or remind them their TINs during return filing	x	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
A point return processing officer in all the districts and regions	x													Inland Revenue
System should be upgraded to capture the GR number & amount on return	x													Inland Revenue
Annex the copy of the GR on taxpayers filed return	x	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Objective 29: Improve and extend Taxpayer Debt Management Function														
Assessment notices generated system and managed by Debt management unit	x	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Issue default assessment notice & audit assessment	x	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Sending debt reminder to taxpayer & implement instalment arrangement	x	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue

Issuing tax clearance certificate based on taxpayer compliance	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Sending third party demand notices & seizures notice to debtors	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Filing lien on taxpayer's immovable property	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Auction of taxpayer movable property	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Court actions measures			x	x	x	x	x	x	x	x	x	x	Inland Revenue
Objective 30: Improve and extend Tax Audit function													
Conduct desk audits	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Conduct field audits	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Issue assessment notices to taxpayers	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Implement risk audit selection criterion	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Objective 31: Introduce fully functioning Large Taxpayer Office at the IRD HQ													
Draft & approve the concept note for introducing large taxpayer office at HQ	x												Inland Revenue
Draft & discuss the concept note with MoFD senior Management	x	x											Inland Revenue
Transfer all the large taxpayer files from districts to HQ		x	x										Inland Revenue
Provide trainings needed for the staff			x										Inland Revenue
Objective 32: Improve and extend Taxpayer Help and Information Desk													
Carry out necessary works for raising tax consciousness,	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Inform taxpayers about their legal rights and obligations,	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Ensure services for taxpayers are published rapidly & effectively,	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Ensure protection of taxpayers' rights are respected	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Evaluate taxpayer complaints and to take necessary measures on this subject,	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue

Measure and evaluate taxpayer satisfaction,	x	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Take measures ensuring fair enforcement of tax legislation	x	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Objective 33: Develop capacity building staff for IRD staff														
Develop clear Organizational structure & job description of IRD including districts & regions	x													Inland Revenue
Work with HR within the Ministry of finance to develop capacity building plan for the IRD		x	x											Inland Revenue
Develop training of trainers plans				x										Inland Revenue
Objective 34: ID cards for IRD Staff														
Finalise the necessary items for ID card production and start giving ID cards to IRD marodi-jeh staff	x													Inland Revenue Admin Finance Procurement HR
Start giving ID card to IRD staff in other regions		x												Inland Revenue Admin Finance Procurement HR
Objective 35: Enhance the IT Capacity of IRD Staff and transition to itax in the future														
Upgrade sahal-tech system to merge with data entry system at HQ & district	x	x												Inland Revenue SL/SLFMIS
Discuss & implement TIN requirement for custom importers	x	x												Inland Revenue SL/SLFMIS
Discuss with Sahal-tech the possibility of system integration (IRD & Custom system)	x	x												Inland Revenue SL/SLFMIS
Discuss & develop strategy for ITAS in IRD		x	x											Inland Revenue SL/SLFMIS
Objective 36: IRD staff motivation (Incentives)														
Design the IRD motivation strategy with the committee and make a concept note	x													DG of MoFD Inland Revenue Admin Finance HRM

Finalize the signing of the agreement for conducting the research	x															Inland Revenue Admin Finance Procurement
Finalize the first draft of the findings		x														Inland Revenue Admin Finance Procurement
Submit the final draft of the research paper		x														Inland Revenue Admin Finance Procurement
Objective 40: Optimize stakeholder relations in revenue mobilization																
Design and review an effective strategy for stakeholder optimization strategy for revenue mobilization	x															Inland Revenue Budget Accountant G
Draft technical working groups for each stakeholder		x														Inland Revenue Budget Accountant G
Conduct regular meetings with these stakeholders			x													Inland Revenue Budget Accountant G
Objective 41: Eliminate the collection of illegal fees by MDAs																
Upgrade and finalize the list of MDAs collecting illegal fees and propose a concept note	x	x														DG of MoFD Inland Revenue Internal Audit Accountant G
Consult with the Accountant General for MDAs having separate Bank Account at private commercial banks	x															DG of MoFD Inland Revenue Internal Audit Accountant G
Implement a strategy to eliminate of all illegal fees by MDAs		x														DG of MoFD Inland Revenue Internal Audit Accountant G
Objective 42: One-stop System within Ministry of Transport																

Make ToRs for the staff and nominate	x													Inland Revenue Admin and Procurement
Equip office for the staff	x													Inland Revenue Admin Finance Procurement
Objective 46: Preparation of annual revenue forecast 2021														
Review actuals against estimates of IRD revenues	x	x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Prepare the annual revenue forecast of IRD revenues						x								Inland Revenue Budget
Submit the final report of the revenue forecast									x					Inland Revenue Budget
Objective 47: Enhance enforcement of tax payments														
Design an effective strategy for enforcement of tax payment and provide a concept note	x													Inland Revenue
Implement upgraded enforcement of tax payments across the year		x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Review mid-year of how the strategy is working and make necessary adjustments						x								Inland Revenue
Objective 48: Set revenue targets for reach revenue head for each revenue office														
Report actual revenues of all revenue collecting offices across the country	x													Inland Revenue
Set revenue targets for all IRD offices across the country	x													Inland Revenue
Make a mid-year revenue of how these allocations are met and make necessary revenue allocation adjustments						x								Inland Revenue
Objective 49: Enhance tax legislation fairness														
Design and tax legislation fairness across IRD offices	x													Inland Revenue

Implement tax legislation fairness across IRD offices		x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Objective 50: Enhance voluntary compliance														
Design an upgraded taxpayer voluntary compliance strategy	x													Inland Revenue
Implement taxpayer voluntary compliance strategy		x	x	x	x	x	x	x	x	x	x	x	x	Inland Revenue
Objective 51: Official launch of two working shift hours														
Review and design an official afternoon working hours and services	x													Inland Revenue
Nominate office managers and assign staff		x												Inland Revenue
Official launch to taxpayers and citizens of afternoon services		x												Inland Revenue
Objective 52: Organize specialised study tour (EFD/GST machines, automation of IRD)														
Participate the rescheduled KRS study tour on February		x					x							Inland Revenue PFM Office SL/SLFMIS
Participate a GST machine tour on regional countries (Ethiopia and Djibouti)			x											Inland Revenue PFM Office SL/SLFMIS
Participate IRD reforms on automation in Tanzania							x							Inland Revenue PFM Office SL/SLFMIS
Objective 53: Produce reports														
Assign competent person for IRD reports	x													Inland Revenue
Produce reports as necessary	x	x	x	x	x	x	x	x	x	x	x	x	X	Inland Revenue
Objective 54: Prepare work plans														
Finalize and prepare comprehensive IRD work plans	x													Inland Revenue
Prepare individual work plans for head sections														Inland Revenue
Finalize IRD and WB work plan														Inland Revenue
Finalize IRD and OPM work plan														Inland Revenue

Finalize IRD and other revenue mobilizing stakeholder work plans		x													Inland Revenue
Objective 55: Prepare TWG for stakeholders															
Design the working strategy of all stakeholders and restructure office of Public Institutions	x														Inland Revenue
Prepare TWG for all stakeholder and coordinate with them		x													Inland Revenue
Make a mid-year review and propose a necessary changes to the strategy						x									Inland Revenue
Objective 56: Launch revenue collection campaigns															
Design and propose a concept note for IRD revenue collection campaigns	x														Inland Revenue Public Relations
Implement a revenue collection campaigns on quarterly basis			x			x			x				x		Inland Revenue Public Relations

Title:	Annual Work Plan for 2020														
Department:	1.6. PFM Department														
Objective and Activities	Timeframe: January – December 2020														
	Q-1			Q-2			Q-3			Q-4					
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Responsible Person	Budget	Source of Budget
<i>Objective 1: To build the institutional capacity of the reform stakeholders</i>															
1. Hire Treasury Single Account Consultant		X													
2. Hire IPSAS Cash basis Technical Assistant		X													
3. Hire a Budget Advisor			X												
4. Hire a Procurement Capacity Building			X												
5. Contract signature for Integrity Tax Automation System				X											
6. Finalize the DRC contract signing		X													
7. Finalize contract for SLFMIS Quality Assurance firm			X												
8. Hire a SLFMIS Technical Assistant					X										
9. Contract Extension for key consultants	X														
10. Procure Mini Buses for Auditor General, and SLFMIS Unit		X											PFRCU		

11. Procure Mini Buses for the Ministry of Finance, and Accountant General						X								
12. Procure SLFMIS equipment for NTB														
13. Procure Furniture for NTB														
14. Submit a proposal to the World Bank for possible study tour for key stakeholders			X										PFRCU	
15. Organize 3 workshops on PFM for Manager Workshop				X				X				X		
16. Organize 2 Budget Reforms Workshop			X					X						
17. Organize PFM Staff Capacity Building Workshops and Trainings				X				X				X		
18. Organize and conduct change management training for the PFM Staff			X			X			X			X		
19. Organize and conduct institutional capacity building training for the National Tender Board						X								
20. Organize and conduct Revenue Trainings for the Inland Revenue Depart							X							

21. Organize and conduct Intuitional Capacity Building for Auditor General Office, PAC and Internal Audit Department	X	X	X	X	X	X	X	X	X	X	X	X			
<i>Objective 2: To improve communication and engage stakeholders</i>															
1. Organize PFM Joint Steering Committee Meeting (ministers, Heads of Agencies, Governor of Central Bank, PFM Coordinator and Donors)			X			X			X			X	PFRCU		
2. Organize Monthly PFM Technical Committee Meeting (DG, Directors of departments, DG of the Central Bank and PFM Coordinator)	X	X	X	X	X	X	X	X	X	X	X	X	PFRCU		
3. Organize PFM Technical working Groups Meeting on monthly basis (all pillars and components)	X	X	X	X	X	X	X	X	X	X	X	X	PFMRCU		
4. Organize PFMRCU weekly Staff Meeting	X	X	X	X	X	X	X	X	X	X	X	X	PFMRCU		
5. Develop a Calendar for all PFM stakeholder meetings	X												PFMRCU		

6. Establish an Email group for TWG stakeholders		X												PFMRCU		
7. Produce Quarterly PFM Program Bulletin Magazine			X			X			X			X				
8. Update PFM Website and Social Media Accounts on regular basis to showcase reform achievements and processes	X	X	X	X	X	X	X	X	X	X	X	X				
9. Produce a documentary film to showcase PFM reform achievements		X										X				
10. Translate and distribute PFM Cycle diagram				X												
11. Establish and maintain a photo bank for the PFM Program	X															
12. Develop and Disseminate Informative Messages to keep the General Public Informed about the PFM Progress		X														
13. Organize and conduct monthly TWG Meetings	X	X	X	X	X	X	X	X	X	X	X	X				
14. Produce a visibility material for the PFM	X	X	X	X	X	X	X	X	X	X	X	X				
Title				Annual Work plan for 2020												

supported workshops and seminars																	
15. Produce monthly, quarterly and annual progress reports	X	X	X	X	X	X	X	X	X	X	X	X					
Objective 3: To Improve Monitoring and Evaluation																	
1. Prepare and review the Annual Work Plan		X		X			X			X			M&E PFRCU				
2. Submit a Monthly Report	X	X	X	X	X	X	X	X	X	X	X	X	M&E PFRCU				
3. Result tracking report				X			X			X			M&E PFRCU				
4. Risk log monitoring report				X			X			X			M&E PFRCU				
Department	1.7. IT Systems Department																
Plan activities and sub Activities	Time Frame January – December, 2020												Responsible Party	Sources of Fund	Plan Budget Amount USD		
	Q-1			Q-2			Q-3		Q-4								
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec					
Objective1 : Development of Purchasing Module																	
1. Data Gathering and Conceptual Design				x													
2. Coding and Development					x												
3. Test and Pilot						x											
4. Full implementation							x	x									

Plan activities and sub Activities	Time Frame January – December, 2020												Responsible Party	Sources of Fund	Plan Budget Amount USD	
	Q-1			Q-2			Q-3		Q-4							
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec				
<i>Objective 2 : Development of Inventory Management Module</i>																
1. Data Gathering and Conceptual Design	x															
2. Coding and Development		x	x													
3. Test and Pilot				x												
4. Full implementation					x											
<i>Objective 3: Development of Cash planning and Forecasting Module</i>																
1. Data Gathering and Conceptual Design							x									
2. Coding and Development								x								
3. Test and Pilot									x							
4. Full implementation										x	x					
<i>Objective 4: Development of Procurement (Tender Automation) Module</i>																

Plan activities and sub Activities	Time Frame January – December, 2020												Responsible Party	Sources of Fund	Plan Budget Amount USD	
	Q-1			Q-2			Q-3		Q-4							
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec				
1. Coding and Development of the Module									x							
2. Test and Pilot										x						
3. Fully roll out											x	x				
Objective 5: SLMIS Mobile Application (Dashboards and Workflow Approval) development																
1. Analysis, Data collection and Design								x								
2. Coding and testing									x							
3. Pilot and fully roll out										x	x					
Objective 6: To Improve system security (Authentication)																
1. Development of Web services to send code via Email or SMS					x											
2. Implementation of Firewalls		x														
3. Procure multi licensed antivirus			x													
4. Domain Controller for all MOF Computers in Hargeisa		x	x	X	x											

Plan activities and sub Activities	Time Frame January – December, 2020												Responsible Party	Sources of Fund	Plan Budget Amount USD	
	Q-1			Q-2			Q-3		Q-4							
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec				
5. Conducting SLFMIS Quality Assurance (Auditing)			x	X	x											
<i>Objective 7: Implementation of Payroll Module in the regions</i>																
1. Collect payroll Data		x														
2. Upload Payroll Data of all the regions into the system			x													
3. Conduct Trainings for all regions				x												
4. Test and Implement payroll module in all the regions					x	x										
<i>Objective 8: To Implement Asset Management Module</i>																
1. Conduct Asset Module Training for all MDAs				x												
2. Implementation of Asset Module					x	x										

Plan activities and sub Activities	Time Frame January – December, 2020												Responsible Party	Sources of Fund	Plan Budget Amount USD
	Q-1			Q-2			Q-3		Q-4						
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec			
Objective 9: To Develop IPSAS Reporting Module															
1. Data Collection and designing							x	x							
2. Implement IPSAS Report Module									x						
Objective 10: To Develop IFMIS For Public Enterprises (Finance and Billing)															
1. Data Collection and Design									x						
2. Coding and Piloting										x					
3. Full Implementation											x	x			
Objective: 11: To Implement Payroll E-Payment Option (ZAAD & E-Dahab)															
1. Registration of All Civil servants		x	x	x											
2. Create Bank Accounts for all Civil servants					x										
3. Test and implement payroll E-Payment						x	x	x							

Plan activities and sub Activities	Time Frame January – December, 2020												Responsible Party	Sources of Fund	Plan Budget Amount USD
	Q-1			Q-2			Q-3		Q-4						
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec			
Objective 12: To Implement Revenue Collection Module															
1. To conduct Training for all revenue collection agencies – Hargeisa Region	x	x													
2. Implement Revenue Collection Module – Hargeisa Offices			x	x											
3. Organize and conduct Revenue Collection Module training for Regions				x	x										
Objective 13: To improve payment options for taxpayers															
1. Implement E-cashier payment option	x	x													
1. Development of the E-sign						x									
2. Test and Pilot							x	x							
Objective 14: To improve Integration of SMS and Payment Gateways															
1. Development of the intended web services		x													

Plan activities and sub Activities	Time Frame January – December, 2020												Responsible Party	Sources of Fund	Plan Budget Amount USD	
	Q-1			Q-2			Q-3		Q-4							
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec				
to integrate with SMS and Payment Gateways																
2. Test and Implement			x	x												
Objective 15: To improve revenue collection system																
1. Conduct GST Module Training	x	x														
2. Procure GST devices				x	x	x										
3. Conducting Domestic revenue Automation need assessment				x	x	x										
Objective 16: To Rout out Tax Payer Registration Module																
1. Train Tax payer Registration Section			x													
2. Roll Out Entire Module				x												
Objective 17 : Procurement of DRC Equipment																
1. Procure ICT infrastructure equipment for the DRC Site			x													
2. Configure servers and test				x												

Plan activities and sub Activities	Time Frame January – December, 2020												Responsible Party	Sources of Fund	Plan Budget Amount USD	
	Q-1			Q-2			Q-3		Q-4							
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec				
3. operationalize the DRC Site					x											
<i>Objective 18 :To Improve system backups</i>																
1. Renew cloud Membership contract	x															
<i>Objective 19: To Implement Intranet (Wide Area Network) Connection (Hargeisa offices)</i>																
1. Design and prototype fiber connection network					x											
2. Test and Pilot						x										
<i>Objective 20: To Develop IT Policies</i>																
1. Develop General IT Policy		x														
2. Develop Professional Email Policy		x														
3. Develop Password Policy			x													
4. Develop Data Center Policy			x													
5. Develop Minimal Standards for IT procurements				x												

Plan activities and sub Activities	Time Frame January – December, 2020												Responsible Party	Sources of Fund	Plan Budget Amount USD
	Q-1			Q-2			Q-3		Q-4						
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec			
Objective 21: To build the capacity of SLFMIS Team															
1. Train the IT Team	x	x	x	x	x	x	x	x	x	x	x	x			
2. Develop a ToR for IFMIS Team Study			x												
Objective 22: To improve the capacity of SLFMIS End-users															
1. Conduct Module based trainings to all users	x	x	x	x	x	x	x	x	x	x	x	x			
Objective 23: To Engage SLFMIS Stakeholders															
1. Circulate Monthly Progress reports with all stakeholders	x	x	x	x	x	x	x	x	x	x	x	x			
2. Organize SLFMIS Users Conference		x													
3. Reward and Motivate			x												
Objective 24: To improve the capacity of the IT Department Structure															
1. Establish Applications development Section	x														
2. Development of Help Desk App		x													

Plan activities and sub Activities	Time Frame January – December, 2020												Responsible Party	Sources of Fund	Plan Budget Amount USD	
	Q-1			Q-2			Q-3		Q-4							
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec				
3. Establishment of Troubleshooting section	x															
<i>Objective 25: To Harmonize payment Vouchers</i>																
1. Implement one Standard Payment Voucher	x	x														
<i>Objective 26: To Implement the integration SLFMIS system and Central bank system</i>																
1. <i>Implement the integration SLFMIS system and Central bank system</i>				x												

Title:	Annual Work Plan for January – December 2020
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Department:	2.8. Internal Audit Department																
Objective and Activities	Timeframe: January – December 2020														Responsible Person	Budget	Source of Budget
	Q-1			Q-2			Q-3			Q-4							
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec					
Objective 1: <i>to carry out Internal audit and control review in Customs and In land Revenue</i>																	
1. Conduct Internal Control Review of the Customs Offices of Seila, Lawyacado and Asha-Ado	X		X		X					X	X				Revenue Assurance Section/ Director		
2. Conduct Internal Control Review of the Customs Offices of Ber-Bera and Inland Revenue		X				X			X						Revenue Assurance Section/ Director		
3. Conduct Internal Control Review of Kalabaydh, Wajaale and Abaarso Customs Offices			X												Revenue Assurance Section/ Director		
4. Conduct Internal Controls Review of the customs Offices of Marodijex and the Inland	X			X			X			X					Revenue Assurance Section/ Director		

Revenue Offices Of Hargeisa																
5. Conduct Internal Control Review of the Customs and Inland Revenue Offices of the Togdheer Region		X			X			X			X			Revenue Assurance Section/ Director		
6. Conduct Internal Control Review of the Customs and Inland Revenue Offices of the Saaxil Region	X			X			X			X				Revenue Assurance Section/ Director		
7. Conduct Internal Control Review of the Customs and Inland Revenue Offices of the Sool Region		X			X			X			X			Revenue Assurance Section/ Director		
8. Conduct Internal Control Review of the Customs and Inland Revenue Offices of Sanaag Region	X			X				X			X			Revenue Assurance Section/ Director		
9. Conduct Internal Control Review of the Customs and Inland Revenue Offices of Awdal Region		X			X			X			X			Revenue Assurance Section/ Director		

Objective 2: <i>To safeguard assets and ensure efficiency</i>															
1. Conduct Procurement Audit and Assets Management Review of selected Regions				X									Procurement and asset Management Assurance Section/Director		
Objective 3: <i>Review of the development projects</i>															
1. Conduct Quarterly Internal Audit Review of selected Projects			X			X			X			X	Development Projects Assurance section/Director		
2. Conduct Internal Control Review of the Eastern projects funded by the Government of SL	X			X			X			X			Eastern regions projects section/Director		
Objective 4: <i>To review the World bank funded projects as per Auditor-General recommendation</i>															
1. Conduct Quarterly Internal Audit Review of selected Projects		X				X			X			X	Development Projects Assurance section/Director		
2. Conduct Internal Control Review of EAFS	X			X			X			X			Development Projects Assurance section/Director		

Objective 5: <i>To review the Payroll expenditure and HR practices</i>																
1. Conduct Internal Control Review of HR and Payroll expenditure		X			X			X			X			HR and Payroll section/ Director		
Objective 6: <i>To investigate special cases as required</i>																
1. Conduct special investigations as directed by The Minister and DG	X	X	X	X	X	X	X	X	X	X	X	X		Special Investigations and Forensics section/IAD		
Objective 7: <i>To ensure Supervision and Oversight:</i>																
1. Validate the developed Somaliland Internal Audit Department and Audit Committee Charters		X	X											PFM Unit/ Director General/ Internal Audit Department		
2. Following up recommendations suggested by the Auditor-General	X	X	X	X	X	X	X	X	X	X	X	X		Internal Audit Department		
3. Support the implementation of Charter and manuals all in MDAs	X	X	X	X	X	X	X	X	X	X				Internal Audit Department		
4. Conduct Quarterly meetings of the			X			X			X			X		Internal Audit Department		

Ministry's Internal Audit Committee																
5. Participate PFM Pillar 5 (Auditor-General, PAC and Internal Audit) Technical Committee Monthly Meetings	X	X	X	X	X	X	X	X	X	X	X	X	X	PFM Unit		
<i>Objective 8: To build the Capacity of the department through professional development:</i>																
1. Conduct series on the job trainings for the staff	X	X		X	X	X	X		X					Internal Audit Department		
2. Conduct IT auditing training			X											Internal Audit Department		
3. Conduct two study tours for the Internal Audit senior team to Uganda and another selected country to understand how various government internal audit functions operate				X				X						PFM Unit/ Director General/ Internal Audit Department		PFM
4. Register the Internal Audit Senior Management and			X											PFM Unit/ Director General/ Internal Audit Department		PFM

Section Heads with the Institute of Internal Auditors (IIA)																
5. Enroll at least 4 staff of Internal Audit for the Certified Internal Auditor (CIA) professional qualification					X									PFM Unit/ Director General/ Internal Audit Department		PFM
6. Develop the Annual Training Plan for the Department	X													Director of IAD		
7. Organize Quarterly 5- day Intensive Audit Technical Training workshop	X		X		X			X						Director of IAD, and PFM Unit		PFM
8. Attend 2 of the Institute of Internal Auditors' African Regional conferences and seminars by at least 5 internal audit department senior staff				X			X							PFM Unit/ Director General/ Internal Audit Department		PFM
Objective 9: To improve Audit Operational functions:																
1. Dedicated budget and petty cash for	X	X	X	X	X	X	X	X	X	X	X	X	X	Director General		

the Internal Audit Department															
2. Developing Three years strategic Plan	X												Internal Audit Department		
3. Restructure and develop new terms of references for the Internal Audit Department	X												Internal Audit Department		
4. Develop the Internal Audit Manual			X										Internal Audit Department		PFM
5. Acquisition of at least 4 additional cars dedicated to the Internal Audit Department.			X										PFM Unit/ Director General/ Internal Audit Department		
6. Procure 20 Laptops for the department		X											PFM Unit/ Director General/ Internal Audit Department		PFM
7. Pilot the use of the Internal Audit Methodology			X										Internal Audit Department		
8. Conduct On-the-job technical assistance to the internal audit teams by the Audit Advisors (<i>at least 3 audits per quarter</i>)			X			X			X			X	Internal Audit Department/PFM unit		

9. Conduct Internal Audit Review of World Bank projects. (at least 3 projects audited per quarter)			X			X			X			X	Internal Audit Department/PFM Unit		
10. Ensure improved scope of internal audit and increased focus on the Ministry's internal control environment.	X	X	X	X	X	X	X	X	X	X	X	X	Internal Audit Department		
11. Develop Annual Risk Based Audit Plan and Budget	X	X											Internal Audit Department		
12. Review the PFM Act		X											Internal Audit Department		
Title:	Annual Work Plan 2020														
Office:	2.9. Accountant General's Office (AGO)														
Planned activities and objectives	Time Frame January – December, 2020												Responsible Party	Source of Fund	Planned Budget Amount USD
	Q-1			Q-2			Q-3			Q-4					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec			
Objective 1: <i>To review functions of the Accountant General's Office</i>															
1. Review and restructure the Office of the Accountant General.		X	X	X									AGO	Gov't	

Title:	Annual Work Plan 2020														
Office:	2.9. Accountant General's Office (AGO)														
Planned activities and objectives	Time Frame January – December, 2020												Responsible Party	Source of Fund	Planned Budget Amount USD
	Q-1			Q-2			Q-3			Q-4					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec			
2. Review OAG Business Process and automated workflow with the help of the			X										AGO	WB	
3. Conduct Extension and renovation of AGO buildings both head	X	X											MoF	Gov't	
4. Procure office furniture and IT for the extensions to be made for OAG HQ.			X										PFM Project	WB	
5. Identify more qualified staff for the Consolidation, Reporting and Fixed Asset Management Sections.		X	X										AGO	Gov't	
Objective 2: To Safeguard Public Assets															
1. Finalize Fixed Asset Management Policy (translation to Somali language and validation)	X							X					PFM Project	WB	

Title:	Annual Work Plan 2020														
Office:	2.9. Accountant General's Office (AGO)														
Planned activities and objectives	Time Frame January – December, 2020												Responsible Party	Source of Fund	Planned Budget Amount USD
	Q-1			Q-2			Q-3			Q-4					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec			
2. Pilot Registration of MDAs Fixed Asset Management, draft and produce report about the pilot registration			X										AGO	Gov't	
<i>Objective 3: To Standardize Financial Reports</i>															
1. Translate IPSAS Standards into Somali language	X												PFM Project	WB	
2. Conduct a Comprehensive IPSAS Training for OAG Staff as a TOT for all MDAs			X	X	X	X	X	X	X	X	X	X			
3. Conduct Study and benchmarking tour for IPSAS	X												PFM Project	WB	
4. Provide IPSAS Training to MDA with the help of IPSAS TA together with IFMIS TA.					X	X	X	X	X	X	X	X	AGO	WB	

Title:	Annual Work Plan 2020														
Office:	2.9. Accountant General's Office (AGO)														
Planned activities and objectives	Time Frame January – December, 2020												Responsible Party	Source of Fund	Planned Budget Amount USD
	Q-1			Q-2			Q-3			Q-4					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec			
5. Produce financial reporting guidelines and reporting templates to all MDAs for quarterly and monthly reports.				X									AGO	Gov't	
6. Develop Mapping forms, templates and other required processes into the SL-IFMIS.				X									AGO	WB	
7. Organize Preparatory activities for the Implementation of IPSAS-compliant		X	X	X	X	X	X	X	X	X	X	X	AGO	WB	
8. Develop reporting templates for Commercial Public Entities and Local Governments with the help of the IPSAS TA.				X	X								AGO	WB	

Title:	Annual Work Plan 2020														
Office:	2.9. Accountant General's Office (AGO)														
Planned activities and objectives	Time Frame January – December, 2020												Responsible Party	Source of Fund	Planned Budget Amount USD
	Q-1			Q-2			Q-3			Q-4					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec			
9. Develop reporting templates for Commercial Public Entities and Local Governments with the help of the IPSAS TA.				X	X								AGO	WB	
<i>Objective 4: Modernizing Cash Management Arrangements</i>															
1. Establish Cash Management Unit.				X									AGO	WB	
2. Implement Treasury Single Account and Cash Management Policy with concerned		X	X	X	X	X	X	X	X	X	X	X	AGO	WB	
<i>Objective 5: Strengthening Financial Controls</i>															
1. Review and finalize expenditure control guiding manual and	X												AGO	Gov't	

Title:	Annual Work Plan 2020														
Office:	2.9. Accountant General's Office (AGO)														
Planned activities and objectives	Time Frame January – December, 2020												Responsible Party	Source of Fund	Planned Budget Amount USD
	Q-1			Q-2			Q-3			Q-4					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec			
2. Conduct assessment in MDAs internal control efficiency and produce report about the findings.										X	X		AGO	Gov't	
3. Monitor existing MDA accounts and authorize the opening of new accounts both Bank of Somaliland and private banks.	X	X	X	X	X	X	X	X	X	X	X	X	AGO	Gov't	
4. Conduct Regular inspections for all public institutions both central and local government (Continuous).	X	X	X	X	X	X	X	X	X	X	X	X	AGO	Gov't	

Title:	Annual Work Plan for January – December 2020
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Department:	2.10. Macroeconomic Affairs & Statistics																
Objective and Activities	Time frame: January – December 2020														Responsible Person	Budget	Source of Budget
	Q-1				Q-2				Q-3				Q-4				
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec					
Objective 1: <i>To publicize the Economic Statistics, Fiscal policy and External Aid Report</i>																	
1. Produce and publish a report about the below economic variables: <ul style="list-style-type: none"> • GDP Growth • Unemployment • Inflation • Trade (imports - Exports) • Investment • Consumption • Revenue • Expenditure • Aid flows • Other Demographic Activities 		X			X			X				X		All Sections			
2. Produce quarterly analysis about Education, Health, unemployment		X			x			x				x					

rate and livestock information															
3. Produce economic journal that contribute Macroeconomic Information		X			x			x			x				
4. Collect and analyse customs and inland revenue data		X		X		X		X			X				
<i>Objective 2: To Develop Macroeconomic Policies and Models</i>													Macroeconomic Section		
5. Develop and Implement Macroeconomic policies		X													
Develop fiscal policy for measuring revenue and expenditure				X											
6. Producing reliable macroeconomic statistics					x						x				
					x						x				
<i>Objective 3: To improve collaboration and networking</i>															
1. Conduct Semi-annual and annual					x						x		Macroeconomic Section		

economic analysis conference															
2. Re-establish Somaliland Economic Association															
3. Implement berbera corridor project(trade and transit agreement)			x			x			x			x			
<i>Objective 4: To produce Yearly Budget Outlook paper</i>															
1. Organizing a monthly meeting for the macroeconomic working group to discuss budget outlook paper						X	x	X	x	x			Macroeconomic & Fiscal Policy Section		
2. Present the budget outlook paper to the budget policy committee									x	x					
<i>Objective 5: To develop Macroeconomic Fiscal Framework (MFF)</i>															

Title:	1. Draft the MFF based on BPC's feedback												Annual Work Plan for 2020											Macroeconomic & Fiscal Policy Section		
Department:	2.11. Legal Services Department																									
Objective and Activities	Timeframe: January – December 2020															Responsible Person	Budget	Source of Budget								
	Q-1			Q-2			Q-3			Q-4																
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec														
Objective 1: To ensure and maintain contracts																Director/Legal Development Section										
Development expenditure contracts with partners and suppliers	X	X	X	X	X	X	X	X	X	X	X					Section----										
Objective 2: To organize and improve filing system																										
Objective 7: To Conduct, Fiscal Policy Analysis and Regulations	X															-----										
1. Conduct the policy analysis of MoD		X					X			X						Fiscal Policy										
2. Monitor the compliance of all laws and regulations	X	X	X	X	X	X	X	X	X	X	X	X				Director/Monitoring Section										
3. Prepare all Ministerial Decrees for the Ministry	X	X	X	X	X	X	X	X	X	X	X	X				-----										
4. Provide Legal Advice to MoD	X	X	X	X	X	X			X							Director/Legal Development Section										
1. Draft PFM Budget act regulations				X			X			X						Director/Legal Development Section										
Objective 8: To Track government revenue and expenditure																										

2. Liaise with the legislature and judiciary to identify legal issues relevant to	X	X	X	X	X	X	X	X	X	X	X	X	X	Director/ policy and regulation reform section		
Objective 9: To Collect and maintain data for international negotiations (Bilateral Agreements, Loans and Financial Agreements)														External Aid		
5. Represent the Ministry of FD in international assistance	X	X	X	X	X	X	X	X	X	X	X	X	X	Director		
6. Represent the MoFD in international assistance	X	X	X	X	X	X	X	X	X	X	X	X	X	Director/ Solicitor General Office		
7. Objective 3: To educate the public about relevant legal issues														Legal Department/ Department of Public Relation		
1. Develop key messages to be communicated				X				X					X	-----		
2. Prepare and print leaflets				X				X					X	-----		
3. Distribute the leaflets		X		X	X			X				X	X	Director /Deputy		
Objective 4: To identify legal gaps														Director/PFM Department		
1. Develop legal needs assessment tool			X			X			X					-----		
2. Organized and conduct staff training based on identified needs			X			X			X					-----		
3. Analyze and evaluate staff performance and provide		X	X		X	X		X	X			X		-----		

3. Review of laws			X			X			X				-----		
4. Necessary amendments to															
4. Assess and identify		x			x			x			x		Director /Deputy		
8. Objective 5: To build staff capacity													Director/ Human resource Department		
1. Conducting needs assessment			X			X			X				-----		
2. Conducting annual plans and reports needs			X			X			X		x		Director /Deputy director		
9. Objective 6: To Establish a Tax Appeals Tribunal															
Develop a ToR	X												-----		
Develop road map	X												-----		
Appoint judges	X												-----		
Appoint chairman															
Objective 7: To improve planning and reporting															
Prepare monthly progress report	X	X											-----		
Prepare quarterly progress report	X	X											-----		
Prepare annual report	X	X											-----		
Objective 8: External Arrangements to represent the Ministry of Finance Development															
D. A. Parliament, Solicitor General			X			X			X			X			

Office, Courts/ Cases, Extra.																
Objective 9: Draft Legal Document Awareness Referring Financial acts																
A. Creating leaflet, Creating leaflet, Slogans.			X			X			X			X				

Title:	Annual Work Plan for 2020														
Department:	2.12.Public Relations and Information Department														
Objective and Activities	Timeframe: January – December 2020														
	Q-1			Q-2			Q-3			Q-4			Responsible Section	Budget	Source of Budget
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec			
<i>Objective 1: To promote transparency and improve citizen engagement</i>															
1. Conduct seminars and public hearings on quarterly basis (4 events in total)			X			X			X			X	Event Management & Coordination Section		
2. Organize public outreach and dialogue tours to engage with the general public and taxpayers (3 events)			X			X			X				Event Management & Coordination Section		
3. Participate public private dialogue of taxpayer perception with OPM-Busara team	X	X	X	X									Event Mgt. & Coordination Section		

4. Enhance collaborate with local government for tax orientation.			X			X			X			X			
5. Enhance relationship between tax payer and mof			X			X			X			X			
6. Develop series questions and answers about types of tax on monthly basis, to educate the public	X	X	X	X	X	X	X	X	X	X	X	X	Production and Customer care Sections		
7. Distribute the budget Citizen book (for 2020) in public outreach events and in Minister's public meetings	X	X											Event Mgt and Customer Care Sections		
8. Produce and publish 1 video clip (2 minutes) and a radio program (10 Minute) - that provide budget (2020) summary overview		X	X	X									Promotion and Production Sections		
9. Prepare, design and print budget Citizen book (for 2021) (No of Pcs will be negotiable)											X	X	PR with Budget and planning Department		
10. Inform and involve the public about relevant information and progress of the various activities as they happen	X	X	X	X	X	X	X	X	X	X	X	X	Promotion Section		
11. Regularly update Website and the social media pages (Facebook,	X	X	X	X	X	X	X	X	X	X	X	X	Promotion Section		

YouTube, Instagram and twitter)																	
12. Produce quarterly Magazine (4 magazine yearly)			X			X			X			X	Production Section				
13. Develop new messages and slogans and revise existing slogans and messages			X	X	X	X	X	X	X	X	X		Promotion and Production Sections				
14. Analyze the feedback from the public to redesign messages			X	X	X	X	X	X	X	X	X		Promotion Section				
15. Promote achievements of capital projects in the budget of 2020								X	X	X	X	X	Production Section				
16. Print and distribute leaflets and guidelines on taxes (e.g. excise and withholding tax)	X												Promotion and Production Sections				
17. Identify taxpayers to be awarded twice a year						X						X	Customer C. Ev. Mgt. Sections with IRD Department				
18. Prepare, coordinate and publish 1 Video drama about the importance of Tax in development					X	X	X						Event Mgt, production and Promotion Sections				
<i>Objective 2: To Promote the visibility of MoFD</i>																	
1. Print Business Cards for Directors, DG, Vice Minister and the Minister	X												Production Section				

2. Print and publish MoFD branded calendar, Note Books and Pens for 2020		X												Production and Customer Care Sections		
1. Organize monthly press releases to showcase achievements and progress			X			X			X			X		Event Mgt. and Coordination Section		
2. Organize event-based press conferences when necessary	X	X	X	X	X	X	X	X	X	X	X	X	X	Event Mgt. and Coordination Section		
3. Promote the customer charter to other departments within the Ministry			X									X		Customer Care Section		
4. Train the customer care staffs of PR, IRD, Admin and Customs Departments						X								Customer Care Section		
5. Regularly respond to customer inquiries and react to feedback on daily bases	X	X	X	X	X	X	X	X	X	X	X	X	X	Customer Care Section		
6. Locate the list of directors and other heads of customs and inland revenue offices to share with hot issues from taxpayers and other concerned citizens					X	X								Customer Care Section		
7. Inform the public about how budget has been spent on quarterly basis			X			X			X			X		Customer Care Section		

<i>Objective 3: To identify fake news and react</i>																
1. Analyze daily news and articles of all media related to the MoF	X	X	X	X	X	X	X	X	X	X	X	X	Promotion Section			
2. Carry out research on public opinion towards MoFD through Facebook Polling			X			X			X			X	Customer Care Section			
3. Prepare a report on finding of media crisis analysis	X	X	X	X	X	X	X	X	X	X	X	X	Promotion Section			
4. Arrange and coordinate the Minister's public appearance upon request, by using the communication tools	X	X	X	X	X	X	X	X	X	X	X	X	Event Mgt. and Coordination Section			
<i>Objective 4: To organize information and publicize events</i>																
1. Identify the number of existing ministry/sector policies, bills and drafts bylaws						X		X					Promotion Section			
2. Coordinate and prepare the agenda of the Minister, Deputy Ministers and Secretary General with regard to their visits abroad and prepare all necessary documents for MoF officials business trips abroad	X	X	X	X	X	X	X	X	X	X	X	X	Event Mgt. and Coordination Section			

<i>Objective 5: To build the staff capacity</i>																		
1. Organize staff training			X			X											Human Resource Department	
<i>Objective 6: To Improve production capacity of the department</i>																		
1. Establish a studio room for the production section and additional office space if needed					X												Admin/Finance and Procurement	

Title:	Annual Work Plan for January – December 2020																	
Department:	2.13.Financial Services and Private Sector Department																	
Objectives and Activities	Timeframe: January - December, 2020																	
	Q-1				Q-2			Q-3				Q-4			Responsible Person	Budget	Source of Budget	
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec						
<i>Objective 1: Provide technical support to the development of the financial sector.</i>																		
1. Establish Database for financial service institutions			X														Financial Sector	
2. Collaborate with the central bank and facilitate the payroll E-payment system for Ministry of Financial staff.			X			X											Financial Sector	

3. Develop Strategic plan for the Financial Sector and other relevant Institutions.		X											Financial Sector		
4. Produce quarterly publications and articles about the financial Sector.			X			X			X			X	Financial Sector		
5. Implement and follow up the action points of Somaliland banking and finance conference and Somaliland ICT conference		X			X								Financial Sector		
6. Organize a study tour to neighbouring countries to gain experience and knowledge about how financial institutions operate.				X			X			X			Financial Sector		
<i>Objective 2: Facilitate the development of legal, regulatory and operational framework</i>															
1. Review the monetary policy of the Central Bank			X										Financial Sector		
2. Organize a conference and Exhibition of financial Institutions					X										

3. Follow up the financial laws, that have not yet been approved, including commercial banking law.	X	X	X	X	X	X	X	X	X	X	X	X	X	Financial Sector		
<i>Objective 3: To foster close partnership between the private sector and the public sector</i>																
4. prepare aconference encouraging the expansion of the existing local businesses, as well as attracting foreign investors.									X					Private Sector		
5. Organize a quarterly round table meeting between businesses and government		X		X		X		X		X				Private Sector		
6. Develop a Strategic plan of the private sector in collaboration with relevant ministries.						X								Private Sector		
7. Review the tax policy and its effect on financial Institutions and private sector.			X									X		Private Sector		
8. Collaborate with the Ministry of Investment and Ministry of Trade, Industry and Tourism to seek approval for the trade license law, Investment Law, public-			X				X			X				Private Sector		

private partnership law and Free zone Act law, and Laws that are important to businesses that have not yet been approved.															
9. Conduct a research on conditions private sector.	X						X							Private Sector	
10. Establish committee of private Sector and public sector Stakeholders (chamber of commerce and Ministry of trade)	X													Private Sector	
11. Organize Business associations on basis of sector, size in collaboration with relevant ministries and agencies	X	X	X				X	X	X					Private Sector	
12. Implement the recommendations of the world bank report of “doing business in Hargeisa” and collaborate with relevant ministries to resolve challenges mentioned in the report.				X	X	X	X	X	X	X	X	X		Private Sector	

13. Develop industrial zones jointly with the Ministry of Investment.	X	X	X	X	X	X	X	X	X	X	X	X	X	Private Sector		
<i>Objective 4: To Improve collaboration with Public private enterprises</i>																
1. Identify and list active Public private partnership enterprises										X				Public-Private		
2. Follow up the Public-private partnership law, that have not yet been approved,	X	X	X	X	X	X	X	X	X	X	X	X	X	Public-Private		

Title:	Annual Work Plan for 2020														
Department:	2.14.Procurement Department														
Objective and Activities	Timeframe: January – December 2020														
	Q-1			Q-2			Q-3			Q-4			Responsible Person	Budget	Source of Budget
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec			
<i>Objectives1: To build the capacity of the department</i>													Director of Procurement Department		

1. Hire a procurement adviser	x																
2. Assess and Identify staff training needs	X																
3. Organize and conduct a training based on identified training needs		X															
<i>Objectives 2: To improve systems and processes</i>														Compliance and checking Section			
4. Design a temporary database with the help of the IT Depart	X																
1. Develop and implement database applications		X															
2. Train staff on use of the database			X														
3. Apply the database				X													
4. Train staff on Inventory Management Module				X													

5. Train staff on Purchasing Module									X								
Apply and implement E- procurement												X					
Objective 3: To establish a storage space															Director of procurement		
1. Locate space	X																
2. Submit Mof planning building for 2020		X															
3. Develop a design for the storage space	X																
4. Prepare the B.O.Q.		x															
5. setup fire extinguisher				X													
Objectives 4: To re-evaluate MoFD rented spaces															Compliance Section		
1. Review contracts of all offices rented by MoFD in the regions	X																
2. Assess physical conditions of the rented offices in all regions	X																
3. Develop contracts for rented offices that	X																

who no previous agreements																
4. evaluate the needs of regional offices (stationary, equipment and fuels)	X															
Objective 5: to improve reporting														Compliance & checking		
1. Produce weekly, monthly and annual reports	X	X	X	X	X	X	X	X	X	X	X	X	X			
2. Report for value changed in the purchase of Mof												X				
Objectives 6: To supervise and monitor Constructions														Construction and Maintenance Section		
1. Supervise on-going construction projects	X	X	X	X	X	X	X	X	X	X	X	X	X			
2. Supervision of solar installations			X													
Objectives 7: To improve construction quality														Construction and Maintenance Section		

1. consult construction beneficiary Department before construction			X			X			X						
2. Develop construction guidelines		X													
3. Contract management	X	X	X	X	X	X	X	X	X	X	X	X			
Objectives 8: To improve Reporting													Construction and Maintenance Section		
1. Prepare and submit quarterly Progress report			X			X			X			X			
2. Prepare an submit Cost report	X	X	X	X	X	X	X	X	X	X	X	X			
3. Prepare and submit quality report	X	X	X	X	X	X	X	X	X	X	X	X			
4. Maintenance report	X	X	X	X	X	X	X	X	X	X	X	X			
Objectives 9: To Set Standards for buildings													Construction and Maintenance Section		
1. Develop a guideline for construction standards	X			X			X			X					

2. Monitor operational processes to ensure quality	X	X	X	X	X	X	X	X	X	X	X	X			
Objectives10: <i>To improve procurement processes</i>													Purchaser section		
1. Develop procurement manual		X													
2. Conduct a Market research to identify price of goods and services	x														
3. Procurement department will cooperate the national tender more than \$5000 projects	X	X	X	X	X	X	X	X	X	X	X	X			
4. Collect quotations from suppliers	X	X													
5. Select suitable vendor		X													
6. Estimate quarterly required stationary by Departments	X			X			X			X					
7. Procure a vehicle to be used for transporting goods from suppliers to departments			X												

8. Monitor fuel & oil price fluctuations			X			X			X			X			
9. Review the capacity and quality of garages providing services to MoFD	X														
10. Assess and identify required repairs and rehabilitation in MoFD facilities	X	x	X	x	x	X	x	x	X	x	x	X			
11. Purchase a solar equipment			X												
12. Set up a solar equipment and pilot in MoDF			X										Construction and Maintenance Section		