

**STATES FISCAL TRANSPARENCY, ACCOUNTABILITY AND SUSTAINABILITY (SFTAS)**

**PROGRAM FOR RESULTS**

**OVERVIEW OF TOOLKIT**

**ON**

**BUDGET PERFORMANCE REPORTING**

# 1. Introduction

1. The Nigerian Governors’ Forum (NGF) has developed toolkits to provide support to State Governments to help them achieve the Eligibility Criteria (EC) and Disbursement Linked Indicators (DLIs) under the World Bank States Fiscal Transparency, Accountability and Sustainability (SFTAS) Program for Results.
2. This toolkit was prepared to support effective delivery of the SFTAS Technical Assistance (TA) on Budget performance Reporting. The toolkit contains guidance notes (briefing and instruction notes), a diagnostic template, manual and excel-based template models to aid and ease the domestication of key reforms.
3. The objective of this toolkit is to provide States with a comprehensive and consistent set of instruments/ tools which will support the development of high-quality budget performance reporting that help achieve the core principles of PFM, including transparency and decision making. The tools will support the production of quarterly Budget Performance Reports in accordance with the templates laid out by FAAC (Federation Account Allocation Committee). The budget performance report will in turn be part of the overall effort aimed at increasing fiscal transparency and accountability, which is a key result area of SFTAS.
4. The tools in this toolkit have been designed to be consistent and to interface with the tools in other toolkits, particularly those related to the Chart of Accounts, and the Annual Budget formulation and compilation. The aim of the toolkit is to facilitate two key features of a strong PFM system:

* Management Information for Better Decision Making; and
* Transparency and Accountability.

1. This toolkit should be used in conjunction with the following toolkits:

* **Domesticating NCOA (this is a necessity for the use of the Budget Performance Reporting MS Excel template)** – this toolkit covers all six segments of the NCOA as approved by the Federation Account Allocation Committee (FAAC) COA/Budget classification system – only two are required for the Budget Performance Reports – Economic and Administrative;
* **Fiscal Strategy Paper and Annual Budget** – the Budget Performance Reporting MS Excel templates need to be populated with the Annual Budget as well as actuals. The Annual Budget can be exported from the Budget Consolidation templates in this toolkit.
* **Preparing MTEF** - data from budget performance reports can be used as part of the fiscal forecasting and envelope setting.
* **Integrated Financial Management Information System (IFMIS)** – The State IFMIS should provide the actual expenditure and revenue information required for budget performance reporting.

1. Each tool has been developed after several years of ‘road-testing’ and improvement at Federal and State levels, meaning that as well as providing technical rigour, the tools are designed to be both practical and easy to use. The MS Excel templates are not Off-the-shelf software – they require careful domestication in each State which itself requires high-level proficiency in MS Excel. If the models are not properly domesticated and tested, they may yield erroneous results and outputs. States should seek support from the NGF in this regard.
2. As mentioned, the toolkit is especially important in helping to underpin efforts aimed at strengthening fiscal transparency and accountability as part of the overall SFTAS programme. It will assist States in accessing SFTAS performance-based grants linked to the achievement of the program’s Disbursement Linked Indicator (DLI) 1 ‘Improved financial reporting and budget reliability’.
3. **Despite the COVID-19 outbreak, related restrictions in movements which have limited the extent to which NGF can mobilise TA to States, and understanding the urgency for fiscal adjustment, the NGF will, on-demand, provide virtual support in form of technical advisory and consultative sessions to assist States in the domestication of required reforms.**

# 2. Budget Performance Reporting

## 2.1 Link to PFM Cycle

1. The set of Toolkits developed under this SFTAS programme cover key components of the PFM cycle. The relevant stage of the PFM cycle covered by this specific Toolkit is *Accounting and Reporting* and is highlighted in the diagram below.

Figure 1 – PFM Cycle

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zGtUcErdwbRJo2USSImd24sD8uF3enPTtTBpLblzcRqkhUROQcOWGR24/GtPqz7mSxaeyHR6UgGJ7lUfymk2BSSMZ6/lQuleayhZkj3eWqhsnczrkdqFQts9RPEa6rQil05obH7S8qg/LhNp5znv07VRrGpT5HZnRSqe0V0Fd54E/5B1z/ANdP6Cu3LP4/yOHNf93+Z5L4s/5GvUv+uxrGr6hbHwFT42OjUPKinozAV0Fz4d83V5NOsdnnKX2KbhJDJtOP4funGTg46GhjjHmRGvhW7kiV4ZUffgodrBWUttB3Yx749KqHSA2Db3kcy+ckJIVlwzE+o9qLjdNotyaDEhiRbgzTPbySMmCuCpYcHv8AdpF8MyPcNCt7bkxNIk5w2ImRGcjpyPlIyKLjdO73My+szZTqnmrKrosiOoIBUjI4NVaZk1Z2D6V3el2n2LTooSPnxuf6nrUTOzBx95s39AtfterwrjKod7fhXo1ZnoBRQAUUAIRkYPevLvEennT9YlUDEch3p+NedmcOajfsenlU+WvbujGYZX37UqnK5r54+kFqdbuZY1jDfKqGMDA6E5P604ycXdEzgpqzJ4tTlW4E0io7BGXOwZJKkZPr1700andBy25c5BAKDC4GBgdsVr7d20MXh4t3ZGL2cSK+4EqhTkA5U9j69aUX9yGRg4yjIy/KOCowtT7WRToQZYuNRSexWExsXCqoLYwuO44zzWdRVqc7uOjTdONgrvPAn/IOuf8Arp/QV2ZZ/H+RxZr/ALv8zyXxZ/yNepf9djWNX1C2PgKnxsVWKsGHUHIrRbXL5rh7hWiimfO6SKJUY5OTyB60xKVhH1u9kKszRb0bcjiJQy854OMgZ7U5Nevo5C6GBSSGwIEwGByCBjrz1pWK52RnWL0qAZFyFdQ3lruwxJIzjOMk1I+vag7lzKgZg+4rGo3llKsTgckgnk+tFhc7KM9xLcGMytnYgjXjGFHSoqZLdzU0Ky+16grsMxw/M317CuzrKe56WEjaF+52nhGw8q1e7cfNKcL9BXS1J1BRQAUUAFc94t0v7dpvnRrmWH5h7jvWVeHtKbibYep7OrGXY83pv3Wz2P8AOvkrW0PsL31HUUhhRQAUUAFFABXeeBP+Qdc/9dP6CvRyz+P8jzc1/wB3+Z5L4s/5GvUv+uxrGr6hbHwFT42FFMkKKACigApVVndUQEsxwAO5oBK7sd1plithZLFxvPzOfU1q2Fm99ex26D7x5PoO9Yt3PahHlikemQQrbwJEgwqDAqSkUFFABRQAUhAZSCMg0AeaeJ9HOmagZI1/cSnK+x9KwiMjBr5fG0vZ1mj6zA1fa0E/kNBx8p/A+tOrlOsKKQBRQAUUAFd54E/5B1z/ANdP6CvRyz+P8jzc1/3f5nkviz/ka9S/67GsavqFsfAVPjYUUyQooAKKACuo0DSjEBeTrh2H7tT2HrUydkdGGhzTv2N+u48L6UbS2+0zLiaUcA9hWR6h0NFABRQAUUAFFAFPU9Pi1Oye3lHUcH0NeWahYzadePbzKQyng+o9a8nNKN4qouh7GU1rTdN9SoRkUA9j1rwz3xaKQBRQAUUAFd54E/5B1z/10/oK9HLP4/yPNzX/AHf5nkviz/ka9S/67GsavqFsfAVPjYUUyQooAKKAOg0TRTKVurpcIDlEPf3PtXT1lJ3Z6mHp8kNepv8AhvRjezi6mX/R4z8oP8R/wrugMDAqToCigAooAKKACigArI13RItXtccLOvKPUVIKcXF9S6c3TmproeZ3VrNZXDQToVdT0qAjNfJ1abpzcX0PsKVRVYKa6iZx1/OnVBoFFIAooAK7zwJ/yDrn/rp/QV6OWfx/kebmv+7/ADPJfFn/ACNepf8AXY1jV9Qtj4Cp8bCimSFFADkRpHCIpZmOAAOTXS6ToAiInvAGfqsfUD61MnZHRh6XPK72R0Faui6LJqswZsrbKfmb+97Csj1D0CGGO3hWKJQqKMACpKACigAooAKKACigAooAyta0K31eDDjbMo+SQdRXm+o6ZdaZcGK4jI/ut2avJzLDcy9rHdHsZXiuWXspbPYp0mMdPyrwz3wyPpS0AFFIArvPAn/IOuf+un9BXo5Z/H+R5ua/7v8AM8l8Wf8AI16l/wBdjWNX1C2PgKnxsKKZIVp2Oh3d4QzL5MX95x1+gpN2NKdN1HZHT2Gl21guY1zIRy7dau1k3c9WEFBWRt6L4em1BhNcAx2w9er/AP1q7qCCO2hWKJAiKMAAUiySigAooAKKACigAooAKKACq15Y29/AYbiMOp9e1JpNWY02ndHCax4QubMtLZ5mh67f4h/jXNkFWKsCGHUHtXzuNwjoy5o7M+mwGMVaPLL4kJSY9DivPPQDn0zRn2NMA3D1rvfAhH9nXP8A10/oK9DLP4/yPNzX/d/meU+JYXuPGV/DGMu85AqLVdLkglt4LaGSRVi+ZlUnLZ5zX017WPh3TclJruQRaHqEv/LAoPVyBWjb+FmJBuLgAdxGOfzNDkOnhZS1kbFrpVnaYMUILf3m5NXahu53whGCsiW3tpruXyreNpH9h0+tddpHhWOArPfYkkHIT+Ff8aRZ0oAUAAYA7CloAKKACigAooAKKACigAooAKKACsnUvDthqeWkiCSdpE4NTOEZrlkVCcoS5o7nI6h4MvrYl7Ui4j9OjVz81vPbttmheNh2ZcV4GKwEqb5oao+iwmYxqLlnoyKivOaa3PTTT2Cu38B58q89Miu/LP4552af7u/VHKXNgsXiTU7tx+9kmIXI+6v/ANepK+kbPloR5VYKQkDqaRZattOvb1gLe2dgf4iML+ZrorHwceHvps/7EfH60AdNa2VvZRCO3iWNR6CrFABRQAUUAFFABRQAUUAFFABRQAUUAFFABUU1tBOu2WJHB/vDNAGRc+E9Jucn7P5bHuhxWXN4CgJ/c3kq+zAGuWrg6VTVo66WNrU9Eyo/gO4H3LxD9U/+vXQeHdEk0aCVJJRI0jZyBis6GBhRnzxZpXx861PkkiHxLoou4PtUC/v4xyB/EK5vR9DfVzIRceUseAcLkmu44Dfh8F2a8zXE0vtnA/StW20LTbTBitUyO5GTQBoKqqMKAB7UtABRQAUUAFFABRQAUUAFFABRQAUUAFFABRQAUUAFFABRQAdRiqlpp8FnNNJCu3zTlh70AW6KACigAooAKKACigAooAKKAP/Z/+Ex6Gh0dHA6Ly9ucy5hZG9iZS5jb20veGFwLzEuMC8APD94cGFja2V0IGJlZ2luPSfvu78nIGlkPSdXNU0wTXBDZWhpSHpyZVN6TlRjemtjOWQnPz4NCjx4OnhtcG1ldGEgeG1sbnM6eD0iYWRvYmU6bnM6bWV0YS8iPjxyZGY6UkRGIHhtbG5zOnJkZj0iaHR0cDovL3d3dy53My5vcmcvMTk5OS8wMi8yMi1yZGYtc3ludGF4LW5zIyI+PHJkZjpEZXNjcmlwdGlvbiByZGY6YWJvdXQ9InV1aWQ6ZmFmNWJkZDUtYmEzZC0xMWRhLWFkMzEtZDMzZDc1MTgyZjFiIiB4bWxuczp4bXA9Imh0dHA6Ly9ucy5hZG9iZS5jb20veGFwLzEuMC8iPjx4bXA6Q3JlYXRvclRvb2w+V2luZG93cyBQaG90byBFZGl0b3IgMTAuMC4xMDAxMS4xNjM4NDwveG1wOkNyZWF0b3JUb29sPjx4bXA6Q3JlYXRlRGF0ZT4yMDE5LTExLTA4VDExOjU2OjE2LjMzNzwveG1wOkNyZWF0ZURhdGU+PC9yZGY6RGVzY3JpcHRpb24+PC9yZGY6UkRGPjwveDp4bXBtZXRhPg0KICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgIAogICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgCiAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAKICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgIAogICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgCiAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAKICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgIAogICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgCiAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgICAgIC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1. An ‘acid test’ for the success in using the toolkit will be the extent to which States are able to produce more credible and quality budget performance reports. This will be critical in achieving the SFTAS Disbursement Linked Indicator 1 ‘Improved financial reporting and budget reliability’.

## 2.2 Best Practice Statements

1. Each of the toolkits aim at achieving a set of “best practice statements” based on various resource materials such as the PEFA Indicator Framework, OECD-SIGMA PFM Principles, Tax Administration Diagnostic and Assessment Tool (TADAT), and more importantly the SFTAS eligibility criteria and disbursement-linked indicators.
2. The “best practice statements” under the *Budget Performance Reporting* Toolkit are:

|  |
| --- |
| 1. In-year budget execution reports are routinely made available to the public within one month of their issuance 2. Annual budget execution report is made available to the public within six months of the fiscal year’s end. |
| 1. Coverage and classification of data allows direct comparison to the original budget. Information includes all items of budget estimates. Expenditures made from transfers to de-concentrated units within state government are included in the reports. |
| 1. Budget execution reports are prepared monthly[[1]](#footnote-1), and issued within two weeks from the end of each month. |
| 1. There are no material concerns regarding data accuracy. An analysis of budget execution is provided by whatever budget classifications are in use. Information on expenditure is covered at both commitment and payment stages. |

1. More information on the requirements of PEFA can be found on the PEFA website, and in BPR5 (best practice, as dictated by a score of A, for all indicator dimensions related to budget performance reporting).
2. Below is the SFTAS APA guideline for DLI 1.1 on budget performance report 2018 - 2022:

| **Disbursement-Linked Indicator** | **Disbursement-Linked Results** | | | |
| --- | --- | --- | --- | --- |
| **Year 1 - 2018** | ***Year 2 – 2019*** | ***Year 3 – 2020*** | ***Year 4 – 2021*** |
| **DLI 1: Improved financial reporting and budget reliability** | 1.1 FY18 quarterly budget implementation reports published on average within 6 weeks of quarter-end to enable timely budget management | 1.1 FY19 quarterly budget implementation reports published on average within 6 weeks of quarter end to enable timely budget management | 1.1 FY20 quarterly budget implementation reports published on average within 4 weeks of quarter end to enable timely budget management | 1.1 FY21 quarterly budget implementation reports published on average within 4 weeks of quarter end to enable timely budget management |
| ***DLR 1.1 value*** | ***$0.3m per state*** | ***$0.3m per state*** | ***$0.3m per state*** | ***$0.3m per state*** |
| **Definition/Description of DLR achievement**  Quarterly budget implementation reports are the same as quarterly budget execution reports. The reports are to be posted to the state official website on average within the specific timelines defined for each of the Program years in the DLI Matrix. For 2019, the average timeline is 6 weeks after the end of the quarter while this changes to 4 weeks for 2020 and 2021.  The reports should include, at a minimum, the approved budget appropriation for the year for each organizational units (MDAs), and for each of the core economic classifications of expenditure (Personnel, Overheads, Capital, and Other expenditures). Where states have amended/revised or passed supplementary budgets, the reports should show both the approved original budget AND the approved amended/revised/supplementary budgets. The report should state the actual expenditures for the quarter attributed to each MDA and each expenditure classification as well as the cumulative expenditures for year to date. It should also state balances against each of the revenue and expenditure appropriations. The balances should also be provided on a consolidated basis across the four (4) expenditure classifications.  Note that ‘Other Expenditures’ will include debt servicing, and transfers, or other expenditures not attributable to any of the other three (3) expenditure classifications. | | | | |

## 2.3 Interlinkages between Toolkits and Technical Areas

1. The SFTAS toolkits, and the broader SFTAS programme, support most areas of the traditional PFM cycle (as laid out in Figure 1 above). Some of the toolkits are fundamentally linked – these linkages are summarised below.

Table 1: Interlinkages with other Toolkits / SFTAS DLIs

| Toolkit | Linkage |
| --- | --- |
| Preparing State Budget using the NCOA | Direct: The NCOA format feeds directly in the to the Budget Formulation Performance Reporting templates. The templates cannot be used without the NCOA format as provided in the NCOA |
| Preparing FS using NCOA and IPSAS | Indirect: whilst Financial Statements and Budget Performance reports serve different purposes, data sources and processes for their production will have significant commonality. |
| Preparing MTSS | Indirect: Data from budget performance reports should be used by sectors / MDAs to support the annual performance assessment of MTSSs and subsequently roll-forward |
| Preparing MTEF | Direct: Data from budget performance reports can be used as part of the fiscal forecasting (see below) and envelope setting |
| FSP and Annual Budget | Direct: The output of the Budget Formulation and Compilation templates will be used to populate the Budget Performance Reporting templates. Data from the budget performance reports should be used in the forecasting of revenues and expenditures in the FSP. The EFU-FSP-BPS Forecasting Tool has an option to use current in-year performance as part of the forecasting process. |
| TSA and Cash Management Strategy | Indirect: Implementation of TSA will help generate more timely data on cash flows (revenues and expenditures) which will facilitate more timely and accurate budget performance reporting |
| IFMIS | Direct: IFMIS will be able to provide quick access to data required for budget performance reporting. |
| Revenue Code | None |
| Tax policy and Admin | None |

# 3. Structure of the Toolkit

1. The toolkit comprises report templates, questionnaires, spreadsheet-based models and manuals.

Table 2: Toolkit Modules

| ID No. | Tools | Format/(Type)\* | Description |
| --- | --- | --- | --- |
| BPR1-FAAC BPR Format | BPR Template (FAAC) | MS Excel | FAAC performance monthly reporting Format |
| BPR2-B | Diagnostic Questionnaire | White Label document (Word) | Table for compiling the findings from the Desk Review and Interviews with government. |
| BPR3-A | BPR Template – Period (Quarterly) | MS Excel | MS Excel spreadsheet template for preparing Quarterly Budget Performance Reports – data entry for actuals is by quarter |
| BPR3-B | BPR Template – Date | MS Excel | MS Excel spreadsheet template for preparing Quarterly Budget Performance Reports – data entry for actuals is by date |
| BPR3-C | BPR Publication Template | White Label document (Word) | MS Word Template into which BPR Reports can be pasted |
| BPR3-D | BPR Template Instructions | White Label document (Word) | User Instructions for the BPR Templates |
| BPR4 | Annual Performance Assessment Guideline and Verification Protocol | Word Document | Provides information for participating States on the SFTAS PforR Eligibility Criteria, Disbursement-Linked Indicators (DLIs) and Results, Annual Performance Assessment (APA) and Verification Protocol |
| BPR5 | Relevant PEFA Indicators and Best Practice | Word Document | Provides an overview of relevant PEFA indicators and best practice |

**\* Note: the MS Excel based tools will only work on genuine MS Excel, 2010 or later.**

# 4. Processes and Procedures for Budget Performance Reporting

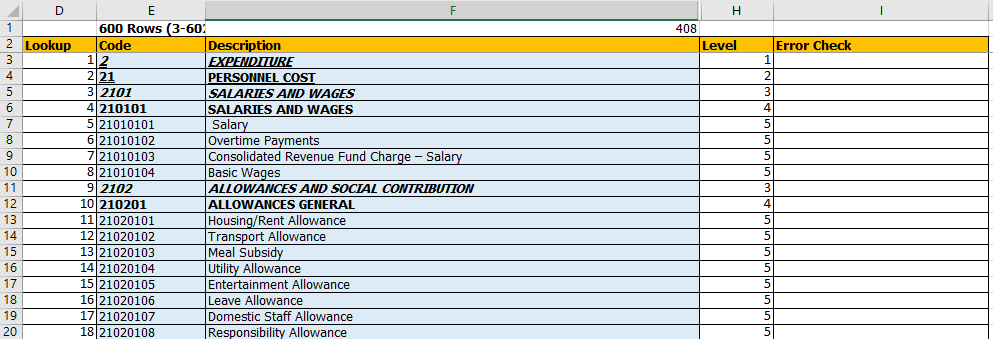
## 4.1 Roles and Responsibilities

1. The responsibility for producing the Budget Performance Reports should ideally reside with a department that has easy access to both budget and, more importantly, actuals data. Typically, this would be the Final Accounts Department within the office of the Accountant General and Budget Department in the Ministry of Budget and Planning (or equivalent).
2. It should also be agreed to whom, internally within government, the reports are distributed too, and how. Users of these reports will include ExCo and SHoA, MDAs, Budget Department, and others.
3. The administrator of the State Government website should also be responsible for uploading the reports for public consumption.

## 4.2 Load State Chart of Accounts segments to MS Excel Template

1. In order to populate the report formats, the **BPR Template** needs to be populated with two segments of the chart of accounts – economic (revenue and expenditure) and administrative are mandatory, functional and location have also been provided (for expenditure only).
2. Instructions on how to load the Chart of Accounts is provided in the **BPR Instructions template**, and the Chart of Accounts should be generated by the Chart of Accounts tool and be consistent with the Budget Formulation and Compilation tools provided in other SFTAS Toolkits.
3. The worksheets for the budget classification typically look like the below.

Figure 2 – Chart of Accounts Segment population



1. Cells that are blue require data. Conditional formatting is automatically applied.

## 4.3 Update / Finalise Report Format

1. As noted previously, the APA requirements for Budget Performance Reporting require reports to cover two of the six segments of the NCOA – Administrative and Economic. As States further domesticate the NCOA, it may be that other segments are added – Functional, Programme and Location in particularly (see section 5 on domestication).
2. The **BPR Template** have been designed to match the APA DLI1 requirements as well as FAAC reporting requirements. For Administrative, the templates capture any level in the coding structure but will summarise (tally) to main org level. For economic segment, tallying is at all levels.
3. The template is intended to be used for whole of State Government although it could be modified to be used by an individual MDA (see section 5 of this report on domestication).

It provides:

* Annual Budget Provision
* Current Period (Quarter) Revenue/ Expenditure
* Total Revenue/ Expenditure Year to Date
* Percentage collected/ spent Year to Date
* Balance

1. A summary of the reports is provided below.

Table3: BPR Formats

| Worksheet No | **Title** | **Description** |
| --- | --- | --- |
| A.1 | * Performance Overview | Summary of revenue and expenditure by the main economic heads |
| B.1 | * Revenue by Economic | Total revenue by economic classification, including tallying at all levels |
| B.2 | * Revenue by Administrative Unit | Total revenue by Administrative, tallied at Main Org level |
| C.1 | * Total Expenditure by Economic | Total revenue by economic classification, including tallying at all levels |
| C.2 (i-iv) | * Expenditure by Administrative Type (Total, Personnel (Econ code 21), Other Recurrent (Econ code 22), Capital (Econ code 23)) | Total Expenditure by Administrative, tallied at Main Org level |
| C.3 (i-iv) | * Expenditure by Function (Total, Personnel (Econ code 21), Other Recurrent (Econ code 22), Capital (Econ code 23)) | Expenditure by Function |
| C.4 (i-iv) | * Expenditure by Location (Total, Personnel (Econ code 21), Other Recurrent (Econ code 22), Capital (Econ code 23)) | Expenditure by Location |

1. Screenshots of the report formats are presented in the figures below (unpopulated and abridged).
2. Modification to the report formats will require high-level proficiency in MS Excel. If in doubt, the State should seek support from the NGF.

Figure 3 – Performance Overview



Figure 4 – Revenue by Economic



Figure 5 – Revenue by Administrative



Figure 6 – Expenditure by Economic



Figure 7 – Expenditure by Administrative



Figure 8 – Expenditure by Function

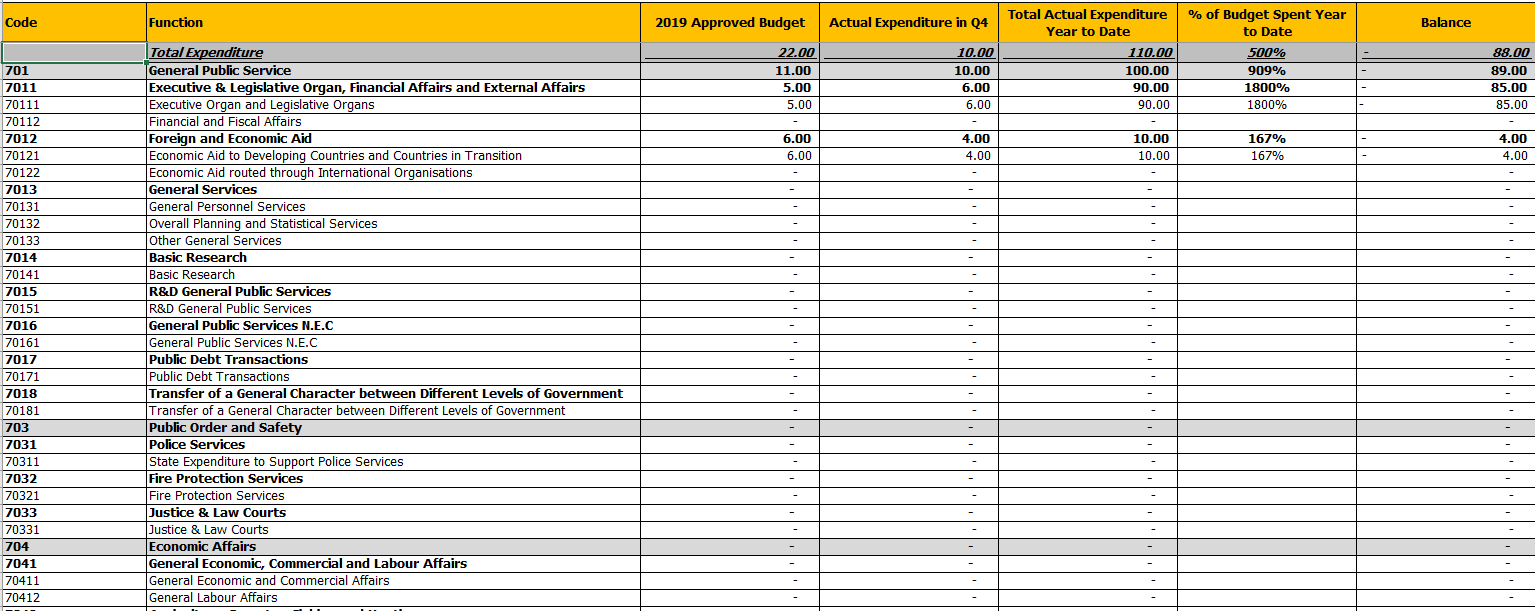
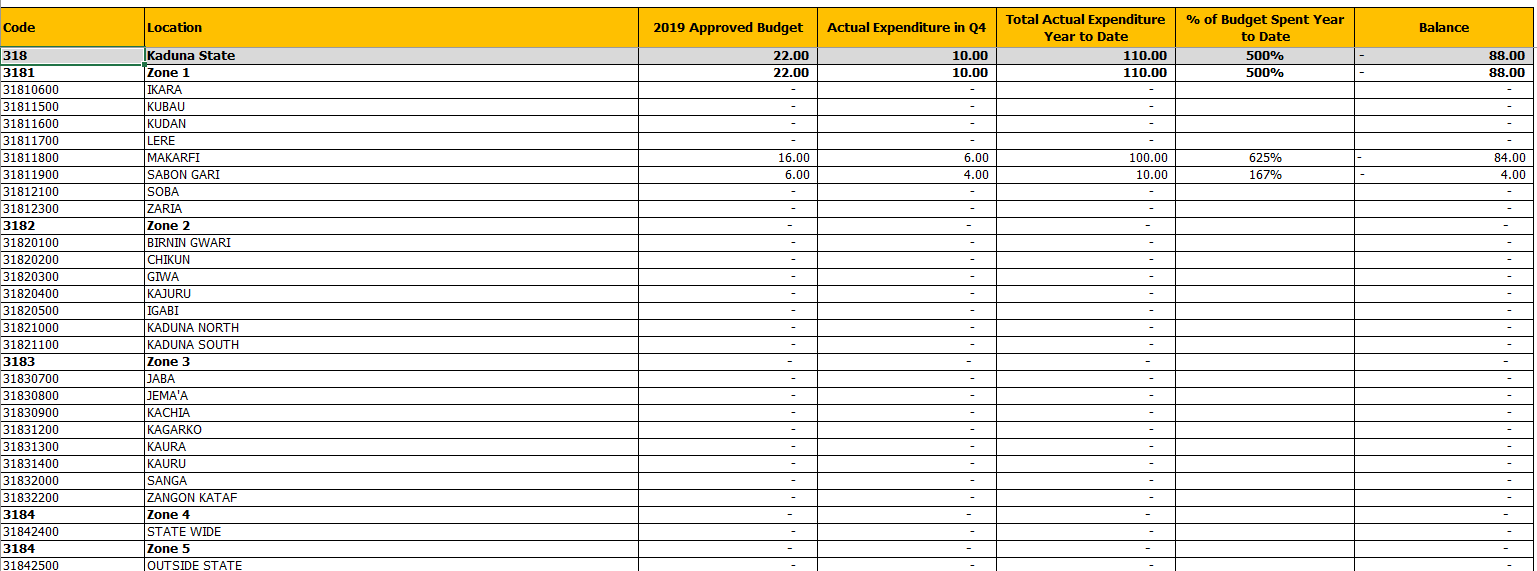


Figure 9 – Expenditure by Location



## 4.4 Data Sources

1. Data sources can be split into two categories – budget and actuals.
2. For Budget Data, this can be transferred directly from the **Budget Formulation and Compilation Templates** as contained in the SFTAS Toolkit “FSP and Annual Budget”. Otherwise it would need to be generated from another means – either directly from the State integrated financial management system or by extracting the data from an MS Excel version of the budget. For revenue, personnel expenditure and overhead expenditure, the format is a simple three-column data entry:

* Admin Code
* Economic Code
* Budget Provision
* Function (Expenditure Only)
* Location (Expenditure only)

1. It should be noted that budget performance reports should reflect any virements/ supplementary appropriations.
2. Actuals are pasted into the same worksheet in the appropriate columns, either by date or by period (see **BPR Instructions template**). Screen shots Revenue, Personnel/ Overheads (separate worksheets but the same structure) and Capital Expenditure are provided in the figures below.

Figure 10 – Revenue Actuals by Period

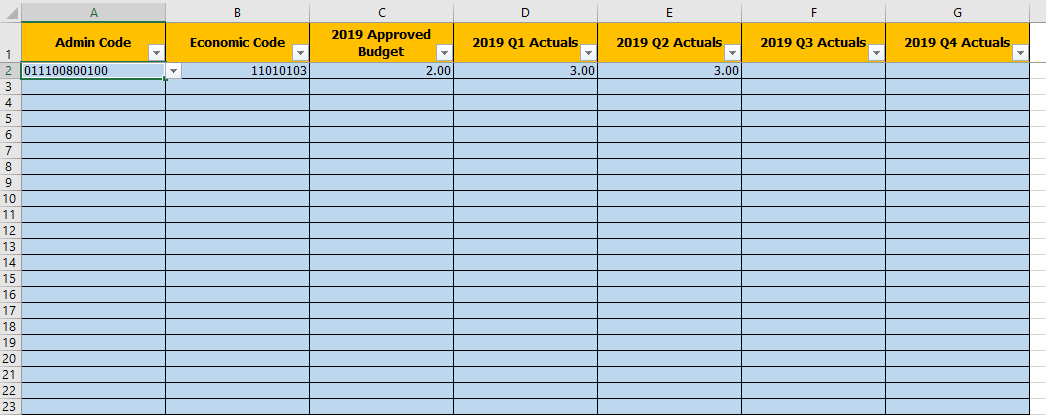


Figure 11 – Personnel and Overhead Actuals by Period



Figure 12 – Capital Expenditure Actuals by Period

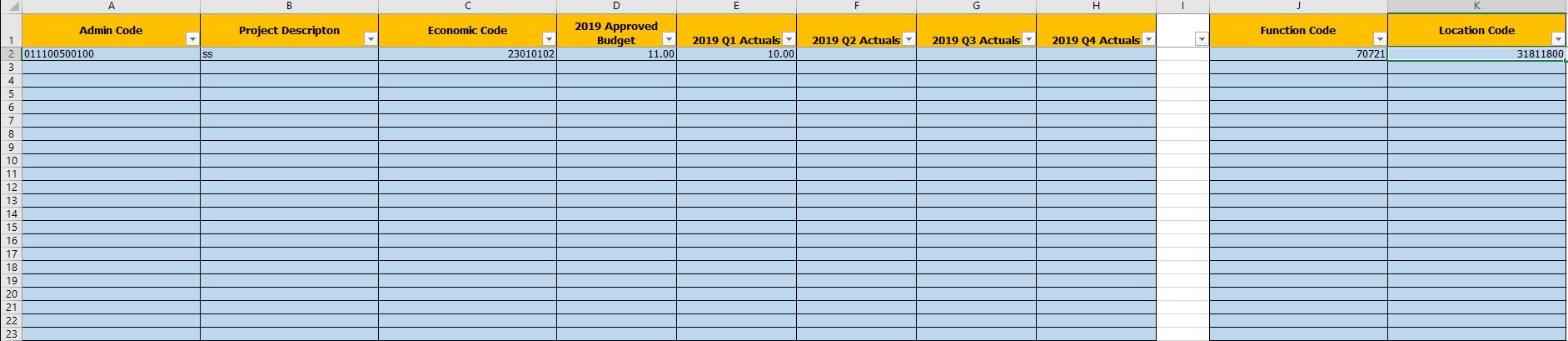


Figure 13 – Revenue Actuals by Date

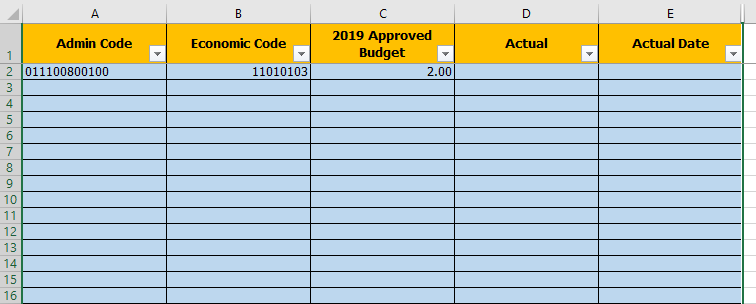


Figure 14 – Personnel and Overhead Actuals by Date

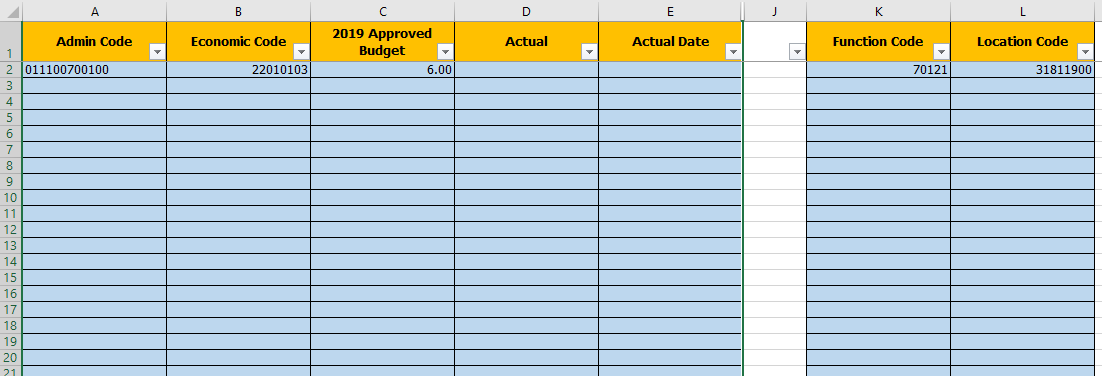
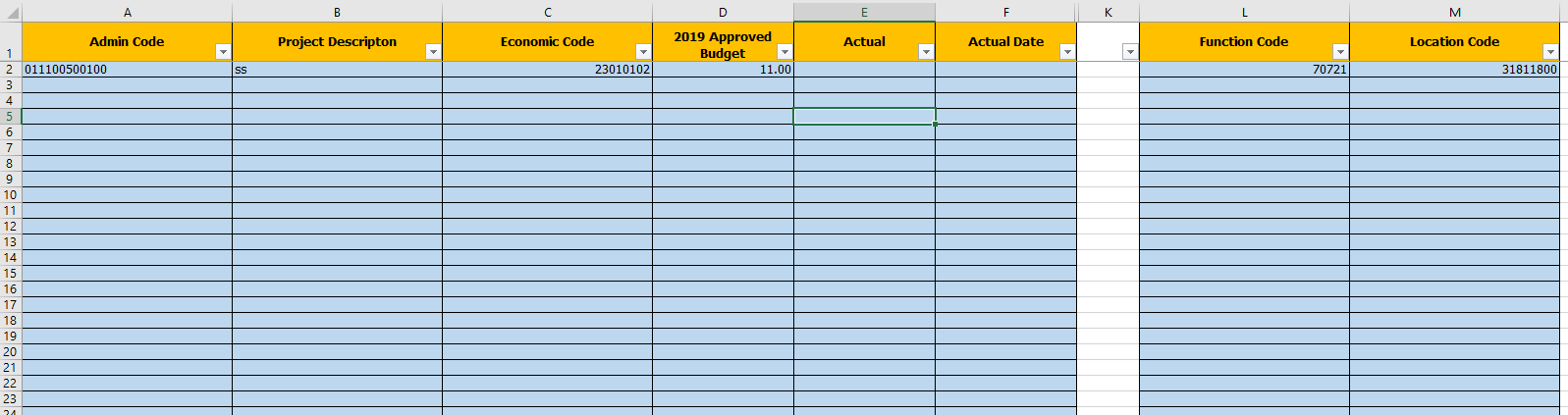


Figure 15 – Capital Expenditure Actuals by Date



## 4.5 Producing the Budget Performance Report

1. The high-level process for producing the report on a quarterly basis is:

* Confirmation from the Director Final Accounts that all financial transactions for the quarter have been captured in State IFMIS/ equivalent or a single central location
* Output raw data into MS Excel workbook in a format that can be imported into the MS Excel **BPR Template** (some modification might be needed)
* Populate MS Excel **BPR Template** with data
* Check report formats to ensure numbers tally correctly
* Copy report formats into MS Word document (**BPR Publication Template**)
* Disseminate Budget Performance Reports accordingly to stakeholders.

1. This process should be repeated on a quarterly basis using the same MS Excel workbook (the process is additive – i.e. Q2 data is pasted in below Q1 data in the same workbook so that cumulative figures can be reported.

## 4.6 Publishing Budget Performance Reports

1. The Budget Performance Reports should be published on a State website. This requires a website to be in operation. If there is currently no website, the State should take steps to develop one.

# 5. Domesticating the Toolkit within the State Context

## 5.1 Budget Performance Reporting Templates

1. The Budget Performance Reporting MS Excel templates come in two versions – one for transaction level data by date, and one for summary data by quarter. Depending on the data availability and sources in the State, the appropriate template should be chosen.

### MS Excel Templates

1. The workbooks involve some intermediate level MS Excel manipulations, including:

* SUMIF(S) statements
* Lookup Tables
* Drop-Down Lists (and conditional dropdowns)

1. As noted in section 6.B.2, the templates require the NCOA structure to be inserted for the data entry and summary sheets to function. The NCOA must be inserted into sheets for each of the following segments:

* Economic – Expenditure
* Economic – Revenue
* Administrative
* Functional
* Location

1. The above classifications, which need to include the full hierarchy of the coding structure for each segment, define both the drop downs in the data entry worksheets and the summary sheets that use SUMIF statements.
2. Any further modification beyond the Chart of Accounts will require intermediate to advanced MS Excel skills involved the manipulations noted above.
3. If Function and or Location segments are not needed, the worksheets for reports and NCOA segments can be hidden.

|  |
| --- |
| Box 1 – Hiding Worksheets in MS Excel  Hiding Worksheet - Right click on the worksheet that needs to be hidden and click on “Hide” in the menu box. To unhide a worksheet, right click on any worksheet that is visible and choose “Unhide” – a list of hidden worksheets will appear, choose the one that you wish to unhide. |

1. Finally, it might benefit the user of this template to protect the worksheets with a password (they are currently protected without password) just for added level of protection against accidental interference. If a password is added, it should be noted somewhere in the “0. Summary” worksheet.

|  |
| --- |
| Box 2 – Protecting Worksheets    Go to the review menu and clock on “Protect Worksheet”. A dialogue box will appear asking for a password. To protect without a password, simply click “ok”. To protect with a password, type the password in and click “ok”, and second dialogue box will appear asking you to repeat the password. Type the same password again and click “ok”. The worksheet is now protected (all cells that are protected will not be editable). |

### 

### MS Word Template

1. A simple White Label MS Word template for pasting the tables from the MS Excel has been included. This includes a caption and page for all reports in the MS Excel document.

### Instructions

1. The instructions should be updated to reflect any changes as to the MS Excel templates.

# 6. Glossary

Glossary of terms and abbreviations

| Term | Meaning |
| --- | --- |
| APA | Annual Performance Assessment – formalised review of a States performance in key result areas against DLIs and DLRs. |
| BPR | Budget Performance Report – showing actual revenue and expenditure relative to budget |
| COA | Chart of accounts – standardised financial coding list applied to all departments/ divisions of the organisation |
| DLI | Disbursement-linked indicators – performance management indicators used in determining how funding is allocated to States |
| DLR | Disbursement-linked results – the specific results to be achieved in each programme under a DLI |
| Economic code | Main segment of the NCOA used as the basis for processing transactions in the general ledger and for generating a trial balance |
| FAAC | Federation Accounts Allocation Committee |
| NCOA | National Chart of Accounts – standardised financial coding list issued by the Federation Accounts Allocation Committee (FAAC) |
| White Label | A document that is available for specified recipients to convert to their own format / branding (i.e. the label is blank) for further use |

1. This toolkit adopts a quarterly reporting schedule. Once this is in place and operating efficiently and effectively, States should consider moving to monthly reports [↑](#footnote-ref-1)