

KINGDOM OF CAMBODIA

Nation Religion King



Ministry of Economy and Finance

General Secretariat, Steering Committee
of the Public Financial Management Reform

No: ...O.G.I...M.E.F./G.S.C...

Phnom Penh, 15 February 2016

Ms. Leah April

Senior Public Sector Management Specialist
The World Bank Cambodia Country Office
113 Norodom Boulevard, Phnom Penh, Cambodia.

Subject: Submission of Interim Unaudited Financial Reports as of 31 December 2015

Public Financial Management Modernization Project-Grant No. TF015434

Dear Ms. Leah April,

We are pleased to submit herewith Interim Unaudited Financial Reports (IFRs) of Public Financial Management Modernization Project as of 31 December 2015.

The IFRs comprise of (1) Executive Summary of Progress Report (2) Project Balance Sheet, Statement of Sources and Uses of Funds by Disbursement Category, Use of Fund by Project Component (3) Procurement Monitoring Report for Goods, Consultant Services, Training & Workshop and Procurement Tracking Forms and (4) Annexes.

Should you have any comments in this regards, please contact us.

Thank you for your kind assistance and cooperation.

Yours faithfully,

Ros Seilava

Secretary General
General Secretariat, PFMRS

CC: H.E. Aun Pornmoniroth

Minister, Ministry of Economy and Finance
Chairman of the PFMRS

Kingdom of Cambodia
Nation Religion King

Ministry of Economy and Finance (MEF)

Public Financial Management Reform Program (PFMRP)

Public Financial Management Modernization Project (PFMMP)

Grant No.: TF015434

Start Date: 07-Nov-14

Completion Date: 14-May-16

INTERIM UNAUDITED FINANCIAL REPORT

Period: 01 October - 31 December 2015

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1. EXECUTIVE SUMMARY OF PROGRESS REPORT

1.1 Summary of Activities

A. Project Overview

In December 2004 the Royal Government of Cambodia (RGC) adopted the Public Financial Management Reform Program (PFMRP), which is a long-term reform program based on stage/platform approach that addresses the overarching and systemic public financial issues. It remains a sector-wide approach.

On 07 November 2013, Public Financial Management Modernization Project (PFMMP) was established to build on the successes of the ongoing Public Financial Management and Accountability Project (PFMAP). Total proposed project cost is USD 12 million, agreed to be financed by standalone Recipient Executed Trust Fund (RETF), Investment Project Financing (IPF) under the Public Financial Management Trust Fund.

The initial periodic contribution from the donors to this trust fund is covering the period from November 07, 2013 to May 14, 2016 in the amounts of US\$ 5,903,013 under the Grant No.TF015434. With the additional financing contributed to the project in the amount of USD 7,600,000 in letter dated April 21, 2015, the grant amount equal to USD 13,503,013. The project development objective is to enhance public financial management through two main components:

- (i) strengthening revenue mobilization strategy and implementation monitoring and
- (ii) improving budget execution process through the acquisition and implementation of FMIS. Summary of activities under these components is highlighted below.

B. Progress Activities

Based on the no-objection from the World Bank in an email dated 23 February 2015, total original approved Annual Work Plan and Budget (AWPB) for PFMMP in 2015 was in the amount of USD 10.24 million. Later on, the AWPB was revised with the approval from the World Bank through an email dated 08 September 2015 in the amount of USD 8.38 million in which FMIS and Goods Categories represented 49% of the total amounts.

In the 4th quarter of 2015, PFMMP Project disbursed USD 1,142,538.19 or 23% comparing with the quarterly budget of USD 4,891,963.9. Though the disbursed amount significantly increased comparing with previous quarter, the cumulative amounts for year 2015 were much behind the planned amount. The main reasons for such differences were due to the considerable time spent in the Goods procurement process as well the slow disbursement of FMIS contract, leading to outstanding commitment of around USD 1.7 million by the end of December 2015.

In brief, from disbursement perspective in year 2015, the project could disburse USD 3,149,604.65 or 38% comparing with the revised annual budget of USD 8,383,189.95. It made the cumulative year to date amount reached USD 5,877,255 or 45% of the signed amount of USD 13,503,013 in Grant Agreement.

Table 1 below shows the summary figure of budget vs. actual expenditure by project component for the 4th Quarter of 2015.

Table 1: Summary Project Disbursement by Component

No.	Project Components	October-December 2015			
		Budget (USD)	Actual (USD)	Variance (USD)	Different (%)
1	Strengthening Revenue Mobilization Strategy and Implementation Monitoring				
1.1	Mobilization of Revenue	846,618.00	212,390.87	634,227.13	75%
1.2	Implementation Support-GSC	648,100.90	136,877.35	511,223.55	79%
Total Component 1		1,494,718.90	349,268.22	1,145,450.68	77%
2	Improving Budget Execution Process through the Acquisition and Implementation of FMIS				
2.1	Budget Execution Process and Core Treasury System (FMIS Contract)	1,000,000.00	204,849.92	795,150.08	80%
2.2	FMIS Implementation Support	2,397,245.00	588,420.05	1,808,824.95	75%
Total Component 2		3,397,245.00	793,269.97	2,603,975.03	77%
TOTAL EXPENDITURE		4,891,963.90	1,142,538.19	3,749,425.71	77%

B.1 Progress of Component 1: Strengthening Revenue Mobilization Strategy and Implementation Monitoring/Support

Component 1.1: Mobilization of Revenue

Total budget under this sub-component in the amount of USD 846,618.00 was anticipated to mainly support implementing General Departments in training activities and particularly in the supply of office equipment and vehicle. Total disbursement was only USD 212,390.87 or 25% of the budget resulting from the long procurement process for the supply of office equipment and vehicles. Major activities are summarized below.

General Department of Economic Policy and Public Finance (GDEPPF)

- *Oversea Study Tour on "Taxation Practice"*: this activity was not originally raised in the AWPB. With case-by-case NOL from the World Bank, 10 GDEPPF management and officials were financed for Study Tour Visit in Hanoi, Vietnam from 08-14 November 2015. The other study visit will be held in France in early 2016. The main object was to oversee the taxation reform such as legal enforcement, E-tax filing system, tax management system.
- *Training on "M & E of RMS 2014-2018"*: was held on 23 Oct 2015 at Siem Reap. It was part of in-house training to improve capacity of GDEPPF officials on the M&E of Medium Term Revenue Mobilization Strategy.
- *Training on TOFE/GFS*: was held on 16 Nov 2015 at Siem Reap Province to increase awareness about the preparation of TOFE/GFS.
- *Training on Revenue-Expenditure Forecasting*: similar to training on M & E of RMS, it was another kind of in-house training held on 19 December 2015 at Sihanouk Vile for about 40 officials.
- *Workshop on MEFinfo Database*: this in-house training was held on 26-27 December 2015 at Mondulhiri Province.

General Department of Internal Audit (GDIA)

- International Internal Audit Advisor and Local IT Auditor continue to provide technical assistant to GDIA.
- *Workshop on introduction to performance audit*: was held on 06-07 October 2015 at Siem Reap Province. It was designed to build the capacity of internal audit officials from LMs/Institutions about 130 participants.

General Department of Taxation (GDT)

- In addition to 7 sessions of dissemination workshops on “*Medium Term Revenue Mobilization Strategy*” for central level, GDT was given additional funds to conduct the same activities for provincial levels. As a result, 26 workshops were delivered to all provinces and two tax branches in Phnom Penh with four main topics: 1) Dissemination of Tax Culture 2) Tax Administration Reform 3) RMS and 4) NAA Recommendation.
- To support GDT in revenue forecasting strategy, GSC has completed the process of selecting four Local Analysts on Tax Revenue Forecasting Model Development. As a result, two consultants were on board in September 2015.

Component 1.2: Implementation Support-GSC

Under the ongoing implementation support of PFMMP, in this quarter, GSC could totally disburse only USD 136,877 or 21% of the budget resulting from the long procurement process for the supply of office equipment and vehicles. Though disbursed amount was quite low, major progress has been notably achieved as highlighted below:

- GSC has closely worked with two internal consultants regarding the evaluation on the Public Financial Management System of Cambodia based on PEFA. Dissemination workshop of PEFA was conducted among relevant stakeholders on 21 October 2015. Finally, PEFA report was adopted by PEFA Secretariat and published in PFM Website for public access.
- Following a long cooperation with all implementing General Departments, Consolidated Action Plan 3 (CAP3) for PFMMP has been finalized. CAP3 Book will be printed out for CAP3 launching in 2016.
- Based on the evaluation report of PFM 2014, GSC has organized workshop to raise awareness among top managements from Line Ministries in order to push the strengthening of their ownership on the implementation of PFM related activities.
- To facilitate and improve the PFMMP coordination, GSC has jointed local, oversea trainings and study tour with other implementing General Departments. In addition, GSC management and officials attended training on Public Sector Financial Reform Program organized by Civil Service College of Singapore.
- Completed the preparation of Consolidated Annual Work Plan and Budget 2016 for PFMMP for submitting to the World Bank for review and approval.
- Has prepared evaluation report on the implementation of CAP2. It would be finalized in the first quarter of year 2016.
- Progress Report for Q4-2015 of PFMMP has been prepared and would be finalized in the first quarter of year 2016.

B.1 Progress of Component 2: Improving Budget Execution Process through the Acquisition and Implementation of FMIS

Component 2.1: Budget Execution Process and Core Treasury System

The project has budgeted USD 1,000,000 for payment to FMIS Contractor during the 4th Quarter 2015. Following a slow request for payment to contractor, in December 2015, FMWG submitted two requests for payment against 1) Goods Delivered in the amount of USD 204,849.92 and 2) Services Performed in the amount of USD 1,022,683.61.

Payment for FMIS Contract usually based on the actual goods and services provided. Since the second request above related with unclear Withholding Tax statement for services performed, it has been raised for further discussion, while the first request was completely released. Therefore, from disbursement point, only 20% of the planned amount was released. Significant FMIS progress can be summarized based on the 5

major Phases, in which Phases 1, 2, and 3 were completed and Phase 4 and 5 are anticipated to be accomplished by the 2nd Quarter 2016.

Description	Major Activities	Status
1. Interception Phase	FMIS Project Plan	100%
2. Elaboration Phase	To be Business Process	100%
3. Construction Phase	System development and configuration	100%
4. Transition Phase	Training and testing	86%
5. Production Phase	Pilot and roll-out (system go-live)	65%

Component 2.2: FMIS Implementation Support

To support FMIS Implementation, the project disbursed only USD 588,420 or 25% comparing with the budget plan of USD 2,397,245 but the overall progress was significantly increased, particularly in FMIS related training activities for FMIS end users and FMWG Support Team. As once highlighted above, the main reasons for such differences were due to outstanding commitment of two big procurement packages, office equipment and vehicles, as well one pending payment of FMIS contract. Progress activities under this sub-component are summarized below.

General Department of National Treasury (GDNT)

- In addition to the provincial missions for IT Training conducted at Sihanouk Ville, Kampong Cham, Kampong Thom, Prey Veng and Svay Rieng provinces in last quarter, GDNT has continued the training program at Takeo, Battambang and Banteay Meanchey provinces. It was part of a mechanism to improve the overall capacity of provincial staff for the up-coming FMIS System.
- To ensure efficiency and effectiveness of cash management planning and to monitor national revenue and expenditure, two days training on Cash Management Planning was organized on 24-25 December 2015 for finance officials from Line Ministries/Institutions.
- Local Consultant to develop Online Web Based Application already completed their assignment for Cash Management Department of GDNT.
- GDNT had arranged consultation meeting from 13-17 December 2015 as a lesson learned opportunity for their officials to exchange experience about Accounting Standard with two technical experts from French.

General Department of Budget (GDB)

- Financial Affairs Department of GDB had organized four sessions of training on "Program Budgeting Execution" for Budget Entities of Line Ministries who will implement full Program Budgeting in Year 2016. One session was financed under PFMMP, while the three remaining sessions were supported by UNICEF.

General Secretariat of MEF (GS-MEF)

- Several missions were conducted by Personnel Department to improve Human Resource Management at provincial levels. In addition, the department had organized two retreats in which the first one was held at Sihanouk Ville on 21-23 Oct 2015 and the other held in Phnom Penh on 21-23 December 2015 in order to get input for 8 draft notifications.
- In this quarter, EFI has led the arrangement some activities such as Seminar on "Public Financial Management Reform of China Experience" and Training on "Budget Entity and Program Budget Execution".
- Retreat of GS-MEF on GDAP-3 was held on 06-07 November 2015 at Kep Province.

FMIS Working Group (FMWG)

To support day-to-day FMIS project implementation, FMWG has received technical assistants from international FMIS Functional Advisor, Change Management Advisor and PeopleSoft Functional Advisor and Trainer. In addition 21 ICT and BA local consultants are continued to support FMWG. At the same time, more consultants are being recruited to support all related sections.

Major progress can be seen in FMIS related training program as the following:

- Two sessions of training program on User Acceptance Test
- Workshop on Champion and Change Agent Network
- Five sessions of training program on FMIS End Users
- Joined the presentation on the Successful Launch of Cambodia FMIS at USA
- 11 sessions of Training Program on Oracle and People system at Singapore
- Attended PEMNA Treasury Community of Practice Korea
- Mission to build wall point and setup PC, Printer, Scanner for Provincial Treasuries

1.2 Variance Analysis by Disbursement Category Items

The Table below shows the financial performance under each category of PFMMP by comparing the actual disbursed amounts against the budget projection in the reported quarter.

No.	Category Expenditure	October – December 2015			
		Budget (USD)	Actual (USD)	Variance (USD)	Different (%)
1	Goods-FMIS	1,000,000.00	204,849.92	795,150.08	80%
2	Goods-General	1,620,250.00	18,677.80	1,601,572.20	99%
2	Consultant Service	960,165.90	248,245.70	711,920.20	74%
3	Training & Workshop	1,252,170.00	642,348.91	609,821.09	49%
4	Incremental Operating Cost	59,378.00	28,415.86	30,962.14	52%
Total		4,891,963.90	1,142,538.19	3,749,425.71	77%

Goods-FMIS: FMWG has managed day-day implementation of the contract and payment to contractor, FPT Information System, by adhering to Implementation Schedule, Price Schedule, and Inventory Table.

During this quarter, FMIS Contractor submitted two invoices requesting payment against 1) Goods Delivered in the amount of USD 204,849.92 and 2) Services Performed in the amount of USD 1,022,683.61. The first invoice was completely released by December 2015 and the other was in the payment process. Therefore, only 20% of the planned amount was reached during this reporting period.

Goods-General: The project has budgeted up to USD 1,620,250.00 for the supply and delivery of printing several legal text books for MEF, Office Equipment and Vehicle. The failure in the procurement process of printing 12,000 Books for Legal Affair Department and the long process of two NBC-packages, Office Equipment and Vehicles (in the delivery stage) left the actual disbursement totally behind the planned amount.

The recorded figure of USD 18,677.80 was just to show the adjusted transaction from IOC to Goods Category for goods purchased in Year 2014 under exceptional approval from the World Bank and the supply of printing 3,000 Books of Legal Lexicon for MEF.

Consultant Service: Total actual disbursed amount of USD 248,245.70 was made to the National and International consultants of PFMMP, which was around 26% compared to the budget plan of USD 960,165.90. During this period, further consultants have been recruited and contracted to provide technical assistant to some implementing General Departments as well FMWG, while some other have not yet been proposed for recruitment. On the other hand, there were about USD 100,000 outstanding commitment by the end of December 2015.

Training & Workshop: the project could disburse in the amount of US\$ 642,348.91 or 51% of the budget of USD 1,252,170.00. The significant of under spending came from the huge amount of outstanding commitment estimated around USD 170,000 for local and oversea training, as well as meeting room packages for training/workshop. On the other, some training program of EFI and GDB were financed by other source of fund.

Incremental Operating Cost: the actual disbursed amount under this category was USD 28,415.86 comparing with the budget of USD 59,378.00. The reduction in expenditure was resulting from one adjusted transaction regarding the purchase of goods as explained above, as well less spending on office supply and stationery and other operating expenses.

1.3 Request Revised Budget 2015

GSC has continued to revise the budget for quarter 3 and 4 for year 2015 by incorporating WB recommendation with updated figure shown in the table below. The long process in NCB and ICB packages for office equipment has lower budget projection for the whole year. There is minor correction for budget figure by Category and Components resulting from error coding but total amount remain the same.

Project Costs by Categories	Budget 2015 (in USD)					Previous Approved by WB	Revised Budget 2015	Final WB Approval Budget 2015
	Fund Commitment	Additional Financing	Total Fund	Expense 2014	Fund Available			
1-Goods	12,000,000	7,500,000	19,500,000		16,772,349			
1.1 - FMIS				1,958,260		2,370,000	2,370,000	-
1.2 Goods (general)						1,752,950	1,752,950	-
2-Consultant Service				549,094		1,843,817	1,843,817	-
3- Local Training/WS				115,117		2,250,218	2,250,218	-
4-Operating Cost				105,180		166,205	166,205	-
Total	12,000,000	7,500,000	19,500,000	2,727,651	16,772,349	8,383,190	8,383,190	

Project Costs by Components	Budget 2015 (in USD)					Previous Approved by WB	Revised Budget 2015	Final WB Approval Budget 2015
	Fund Commitment	Additional Financing	Total Fund	Expense 2014	Fund Available			
1-Strengthening Revenue Mobilization Strategy and Implementation Monitoring	500,000	1,500,000	2,000,000	183,639	1,816,361	2,035,260	2,035,260	-
1.A-Mobilization of Revenue	250,000	1,000,000	1,250,000	51,117	1,198,883	1,102,141	1,102,141	-
1.B- Project Implementation Support	250,000	500,000	750,000	132,521	617,479	933,118	933,118	-
2-Improving Budget Execution Process through acquisition of FMIS	11,500,000	6,000,000	17,500,000	2,544,012	14,955,988	6,347,930	6,347,930	-
2.A- Supply and Implementation of FMIS Contract	10,000,000	4,000,000	14,000,000	1,958,260	12,041,740	2,370,000	2,370,000	-
2.B- FMIS Implementation Support	1,500,000	2,000,000	3,500,000	585,752	2,914,248	3,977,930	3,977,930	-
Total	12,000,000	7,500,000	19,500,000	2,727,651	16,772,349	8,383,190	8,383,190	

1.4 Summary of Procurement Activities

Procurement Activities for Consultant Services in the 4th Quarter 2015

Package No.	Contract No.	Description	Method	Prior/ Post Review	Procuring Agency	Estimate/ Actual Cost	Consultant Name	Contract Completion Date	Process
CS-12/15	PFM/GSC-108-15 and PFM/GSC-109-15	4 Local Analysts on Tax Revenue Forecasting Model Development	IC	Post	GSC	\$28,200	Mr. Sun Vuthy Mr. Sim Piseth	14 May 16	Contract signed
CS-19/15	PFM/GSC-087/14 (1st Amd.)	IT and Administrative Assistant	IC	Post	GSC	\$11,880	Mr. Noun Ratanaksambath	14 May 16	Contract Signed
CS-24/15		International Consultant to Support the amendment of LOT and other domestic tax law for 30 days (for GDT)	IC	Prior	GSC	\$30,000			Cancel
CS-25/15		International Consultant to support the draft Prakas and other regulation regarding the CGT for 3 month (for GDT)	IC	Prior	GSC	\$30,000			The PRC approve to increase budget of CGT and seek the World Bank for NOL.
CS-26/15		International Consultant to support the draft Prakas and other regulation regarding the PIT for 3 months (for GDT)	IC	Prior	GSC	\$30,000			Cancel
CS-27/15		International Consultant to support the strategic plan for negotiation for 3 months (for GDT)	IC	Prior	GSC	\$30,000			Cancel
CS-34/15		Change Management Coordinator	IC	Post	GSC	\$36,000			The TOR sent to WB for review and NOL
CS-35/15		6 ICT Technicians	IC	Post	GSC	\$48,000			The TOR sent to WB for review and NOL
CS-36/15		Electric Power / HVAC Engineer	IC	Post	GSC	\$12,000			The TOR sent to WB for review and NOL
CS-12/15		2 Analysts on Tax Revenue Forecasting Model Development (Local)	IC	Post	GSC	\$36,000			The CEC is ongoing to evaluate the CV of candidate

Procurement Activities for Goods in the 4th Quarter 2015

Package No	Contract No.	Description	Method	Prior/ Post Review	Procuring Agency	Estimate/ Actual Cost	Supplier Name	Contract Completion Date	Process
G-01/15	PFMMP/ NBC-G-001	11 Vehicles for PFMMP (07 SUV, 03 Pick Up and 1 Van)	NCB	Prior	GSC	\$284,690.00	HGB Auto Co., Ltd		Contract Signed
G-10/15	PFMMP/GS C-G-004/15; PFMMP/GS C-G-004/15;	Supply of Computer Equipment (185 units of Desktop, 51 units of Laptop, 12 units of Printer, 1 Photocopier, 2 units of LCD Projectors and 4 units of Scanner) for MEF	NCB	Prior	GSC	\$253,903.10	1) Neeka Limited 2) PTC Computer Co., Ltd		Contract Signed
G-5/15		Supply of Computer Equipment (269 units of Desktop, 116 units of Laptop, 14 units of Projector, 35 units of Scanner, 18 units of Photocopier, 93 units of Black and White printer and 4 units of color printer) for MEF	ICB	Prior	GSC	\$624,100.00			In process of bid evaluation
G-4/15		Printing and Supply of 6000 Books of State Property and Non Tax Revenue and 6000 Books of Book of Public Finance Compendium for GSMEF	NCB	Post	GSC	\$280,000.00			Sent to WB for review and approval on bid evaluation report
G-11/15		Supply of 1 Set of Server and 4 Desktops for MEF	NS	Post	GSC	\$26,400.00			Advertisement
G-7/15		Supply and Installation of Server Equipment for GDNT	NS	Post	GSC	\$34,400.00			Draft bidding document

Phnom Penh, 15 February 2016 



Ros Seilava
Secretary General, GSC
Ministry of Economy and Finance

2. PROJECT BALANCE SHEET AS OF 31 DECEMBER 2015

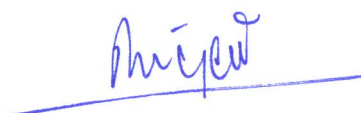
	As of 31 Dec 2015 (USD)	As of 30 Sept 2015 (USD)
ASSETS		
Current Assets		
Bank (TF)*	179,844.43	234,205.32
Advance to Policy Component		
Advance to Revenue Management		6,000.00
Advance to General Support	42,632.00	8,150.00
Advance to Budget Execution	5,607.00	
Advance to admin and finance		2,108.00
Petty Cash	212.71	37.91
Total Current Assets	228,296.14	250,501.23
Project Expenditure		
Goods (General)	44,518.80	25,841.00
Goods (FMIS)	2,721,213.71	2,516,363.79
Consultant's service	1,641,285.28	1,393,039.58
Training/Workshops	1,246,001.33	603,652.42
Incremental Operating Cost	224,236.08	195,820.22
Total Project Expenditures	5,877,255.20	4,734,717.01
TOTAL ASSETS	6,105,551.34	4,985,218.24
FINANCING		
Receive from MDTF-Replenish	2,233,603.77	1,559,986.59
Receive from MDTF-Direct Payment	3,871,947.57	3,425,231.65
TOTAL FINANCING	6,105,551.34	4,985,218.24

Approved by,



Ros Seilava
Secretary General

Verified by,



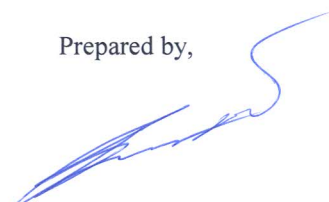
Yeth Vinel
Deputy Secretary General

Checked by,



Tes Puthera
Office Manager

Prepared by,



Tep Borita
Accountant

2.1 Statement of Sources and Uses of Funds by Disbursement Category as of 31 December 2015

Description	Actual (USD)		Budget (USD)		Variance (USD)		Life of Project (USD)
	Current QTR Actual	Year to Date	Current QTR	Year to Date	Year to Date	Cumulative to Date	
Opening Balance							
Bank (TF)	234,205.32	18,716.96					
Advance to admin and finance	2,108.00	0.00					
Advance to revenue management	6,000.00	0.00					
Advance to general support group	8,150.00	0.00					
Petty Cash	37.91	1,000.00					
A-Total Opening Balance	250,501.23	19,716.96					
Fund Received							
Receive from MDTF-Replenish	673,617.18	1,850,855.89					
Receive from MDTF-Direct Pay	446,715.92	1,507,327.94					
B-Total fund received	1,120,333.10	3,358,183.83					
Uses of Funds							
Goods (General)	18,677.80	44,518.80	1,620,250.00	1,752,950.00	1,601,572.20	1,708,431.20	1,781,000.00
Goods (FMIS)	204,849.92	762,954.04	1,000,000.00	2,370,000.00	795,150.08	3,455,835.87	4,481,843.00
Consultant's service	248,245.70	1,092,191.18	960,165.90	1,843,817.20	711,920.20	833,908.92	5,327,532.00
Training/Workshops	642,348.91	1,130,884.27	1,252,170.00	2,250,218.00	609,821.09	1,257,268.67	1,611,360.00
Incremental Operating Costs	28,415.86	119,056.36	59,378.00	166,204.75	30,962.14	46,180.67	301,278.00
Supplement Allowance/POC	0.00	0.00	0.00	0.00	0.00	0.00	0.00
C- Total Uses of Fund	1,142,538.19	3,149,604.65	4,891,963.90	8,383,189.95	3,749,425.71	7,301,625.33	13,503,013.00
CLOSING BL (A+B-C)	228,296.14	228,296.14					
Represented by							
Bank (TF)	179,844.43	179,844.43					
Advance to Budget Execution	5,607.00	5,607.00					
Advance to General Support	42,632.00	42,632.00					
Petty Cash	212.71	212.71					
CLOSING BL	228,296.14	228,296.14					

2.2 Use of Funds by Project Components as of 31 December 2015

Description	Actual (USD)		Budget (USD)		Variance (USD)		Life of Project (USD)			
	Current QTR Actual	Year to Date	Cumulative to Date	Current QTR	Year to Date	Cumulative to Date				
Component 1: Strengthening Revenue Mobilization Strategy and Implementation Monitoring										
1.1 Mobilization of Revenue	212,390.87	400,103.17	451,220.63	846,618.00	1,102,141.00	1,256,521.00	634,227.13	702,037.83	805,300.37	1,178,980.00
GD of Economic and Public Finance	38,871.37	81,739.16	81,739.16	144,530.00	216,286.00	307,666.00	105,658.63	134,546.84	225,926.84	
GD of Internal Audit	65,420.20	172,114.19	223,231.65	119,350.00	214,350.00	277,350.00	53,929.80	42,235.81	54,118.35	
GD of Custom and Excises	0.00	0.00	0.00	63,100.00	63,100.00	63,100.00	63,100.00	63,100.00	63,100.00	
GD of Taxation	108,099.30	136,029.82	136,029.82	350,900.00	411,900.00	411,900.00	242,800.70	275,870.18	275,870.18	
GD of State Property and Non Tax Revenue	0.00	10,220.00	10,220.00	78,213.00	105,980.00	105,980.00	78,213.00	95,760.00	95,760.00	
GD of Financial Industry	0.00	0.00	0.00	90,525.00	90,525.00	90,525.00	90,525.00	90,525.00	90,525.00	
GD of Inspection	-	-	-	-	-	-	-	-	-	
1.2 Implementation Support - GSC	136,877.35	502,586.76	634,911.41	648,100.90	933,118.95	1,134,297.95	511,223.55	430,532.19	499,386.54	821,020.00
Total Component 1	349,268.22	902,689.93	1,086,132.04	1,494,718.90	2,035,259.95	2,390,818.95	1,145,450.68	1,132,570.02	1,304,686.91	2,000,000.00
Component 2: Improving Budget Execution Process through the Acquisition and Implementation of FMIS										
2.1 Budget Execution Process and Core Treasury System (FMIS Contract)	204,849.92	762,954.04	2,721,213.71	1,000,000.00	2,370,000.00	6,177,049.58	795,150.08	1,607,045.96	3,455,835.87	4,481,843.00
2.2 FMIS Implementation Support	588,420.05	1,483,960.68	2,069,909.45	2,397,245.00	3,977,930.00	4,611,012.00	1,808,824.95	2,493,969.32	2,541,102.55	7,021,170.00
GD of Budget	17,694.20	55,642.43	119,676.37	335,865.00	384,365.00	473,465.00	318,170.80	328,722.57	353,788.63	
GD of Sub National Adm. Finance	0.00	102,034.39	102,034.39	64,900.00	201,050.00	201,050.00	64,900.00	99,015.61	99,015.61	
GD of Public Procurement	8,940.50	8,940.50	8,940.50	95,200.00	95,200.00	95,200.00	86,259.50	86,259.50	86,259.50	
GD of National Treasury	11,571.00	40,148.48	46,659.08	202,513.00	278,031.00	298,583.00	190,942.00	237,882.52	251,923.92	
GD of General Secretariat of MEF	550,214.35	1,277,194.88	1,792,599.11	1,698,767.00	3,019,284.00	3,542,714.00	1,148,552.65	1,742,089.12	1,750,114.89	
Total Component 2	793,269.97	2,246,914.72	4,791,123.16	3,397,245.00	6,347,930.00	10,788,061.58	2,603,975.03	4,101,015.28	5,996,938.42	11,503,013.00
TOTAL EXPENDITURE	1,142,538.19	3,149,604.65	5,877,255.20	4,891,963.90	8,383,189.95	13,178,880.53	3,749,425.71	5,233,585.30	7,301,625.33	13,503,013.00