
Economics Performance Evaluation, a Case Study Ministry of Finance and Planning, South Sudan

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Abstract

The important of research is about economic evaluation performance in the Country of South Sudan. After defining economics as posted by early writers in recognition of the economics as production of economic resources and allocation of scarce resources to competing unlimited wants. The article identified economics resources as income in which fiscal budgetary planning is prepared including other resources of agricultural sectors. The study has identify roads building as a factor of development that can improved the production making easy transport of inputs and marketing of produces. The article has shown the important of evaluation of organization performance that found to be ineffective because the study analysis explicated clearly the challenges facing public sectors, lack of effective internal audit, lack of concern by post holders in high position, and Lack of effectiveness of internal audit and evaluation performance committee poses risk to the public sector. Moreover, likeert scales curve explain how the analysis is showing. All of these analysis indicate higher percentage for lack of effective auditing. It also observed that instability cause by cattle rating, land grabbing and banditry activities prevent rural inhabitant to be engage in their traditional farming As stated above people in higher position are not willing for auditing internal control performance as revealed by cultural attitudes and behavior that consider them to be unwilling for all organizational measured control. The dislike of laws and regulations enforcement is another problem facing financial institutions.

Keywords: Evaluation of Economics Performance, Internal Audit control

1. Introduction

The main focus of this study is to understand how to evaluate economics performance of south Sudan. This is because economics growth or development is the backbone of any Nation to at least carry on with day to day living of its citizen and raise standard of their conditions of living. Economics as a concept could be understood from early Economic Philosophers and writers. Those Economist like, Adam Smith (1723 to 1790), Karl Marx (1818 to 1883), Thomas Robert Malthus (1766 to 1834). Lionell Charles Robins (1898 to 1983), Alfred Marshall (1842 to 1924)to mention few, those Philosophers has different Contribution to economic development as a subject.

For a contemporary era, the example are Paul Samuelson (1915 to 2009) an American Economist; and John Maynard Keynes was an early 20th century British economist best known as the founder of Keynesian economics and father of modern Macroeconomics. The study of

economies of markets and others systems that operate on a large scale – behave. According to those people, economics is often described as a body of knowledge or study that discuss how a society tries to solve the human problems of unlimited wants and scarce resource to produce various commodities and how these commodities, are distributed for consumption among the people in society. The essence of economics lies in the fact that resources are scarce, or at least limited, and that not all human needs and desires can be met, how to distribute these resources in the most efficient and equitable way is a principle concern of economist.

Evaluation on the other hand is the activities of comparing the planed budget with actual performance fiscal expenditure and revenue collected. Evaluation of organization performance will not be effective unless there is auditing measure taken by audit team in the in the organization. The internal audit function as an organizational structure that has the internal audit team reporting directly to the audit committee which contributes to the overall integrity of the internal audit function. Under this structure, the internal audit team can serve as the audit committee’s “eye and ears” regarding the organization’s ability to meet its functional and compliance responsibilities and ensure that the organization adjusts practices and internal controls as needed. Auditing as such is define according to Deskera as the process of reviewing and confirming your financial reports. Audit verify that you, have created accurate and reliable financial reports and that no fraudulent activities are happening within the business. Deskera (2021).

Also the definition of performance was posted by the international conference of supreme audit institutional (1986) as audit which concerned with the evaluation of economy efficiency and effectiveness of public sector management. Performance measurement is a way to be whether an organization has reached its goals and mission. It is a way to do an evaluation of factors and indicators. Performance evaluation depend on the internal control of the organization to be able to evaluate the institution Goodwin (2004).

Performance in the public sectors is multifaceted concept characterized by different types of the indicators and subjective level. There are three aspects of performance that should be taken care of. They are known as the "three Es Economy, efficiency, and effectiveness. These aspects are to be assessed in relation to three distinct phases of production and/ or delivering process of public services, programs, and namely the resources, goods and services needed to offer a specific production Mussari (1997).

As such evaluation of performance is comparing of what the organization has planned as fiscal budgetary planning to actual achievement of fiscal expenditure and revenue collected. The evaluation is the analysis made by the organization which is done accordingly; will show the revenue collected is meeting the budget planned and expected surplus, but if there is deficits, then there is weakness in not realizing the planned goals. In turn this weakness identified could be taken by authority of institution as strength of correcting measures in that particular organization.

2. Statement of the Problem

This study is basically about the economics evaluation performance of National Ministry of finance and planning. In this appraising importunateness will reflect the effectiveness the trend in which evaluation can achieve the purpose. Accordingly the core responsibility of evaluating performance of institution ley in addressing to know the most records functioning of government

in establishment how resource are managed and allocated in line of fiscal planning. Evaluation as explained by Alert N. Link and John T. Scott is fundamental to implementation of evaluation Metrics are measures of programme benefits. Programme costs are more easily identified because they represent internal expenditure, including fully burdened labor and depreciable capital. Social benefits are less easily identified. This will in turn ascertain the accountability as a tool to the management of public sector. Alert N. Link and John T. Scott (1998)

3. Objectives

The objectives are divided into:

3.1. General Objectives of the study

This study focus on the effectiveness of the evaluation of economics performance in the ministry of finance. And to clearly demonstrate the impact of effectiveness and efficiency in internal control. It concerned with checking the use of productive factors of economic growth and how physical policy, is performing in distributing scarce economic resources of the Country.

3.2. Specific objectives of the study are:

3.2.1 – To examine budgetary plans estimate match with actual outcome of revenue collected and budget expenditure at the end of fiscal year policies plan

3.2.2 – To assess the performance of internal evaluation and control in the Ministry towards quality of financial information, organization growth, it efficiency at lower cost as possible for improvement of social environment.

3.2. 3– To identify the challenges facing auditing on evaluation of financial and administrative performance in public firms or corporation.

3.2.4– To determine the possible solution to the challenges facing evaluation of business performance in public sector.

4. Materials

The material use in this research include the organization chart of the Ministry of Finance and Planning Department of Planning which involved Directorate of Planning, Directorate of Budget and Revenue, and directorate Macroeconomic. Also there istable of crops and cereals prices of agriculture products during the year 2008 showing Histogram chart.

5. Area of the study

The area of study considered is the National Ministry of Finance and Planning, South Sudan. The study is about the evaluation performance through internal audit and Inspection.

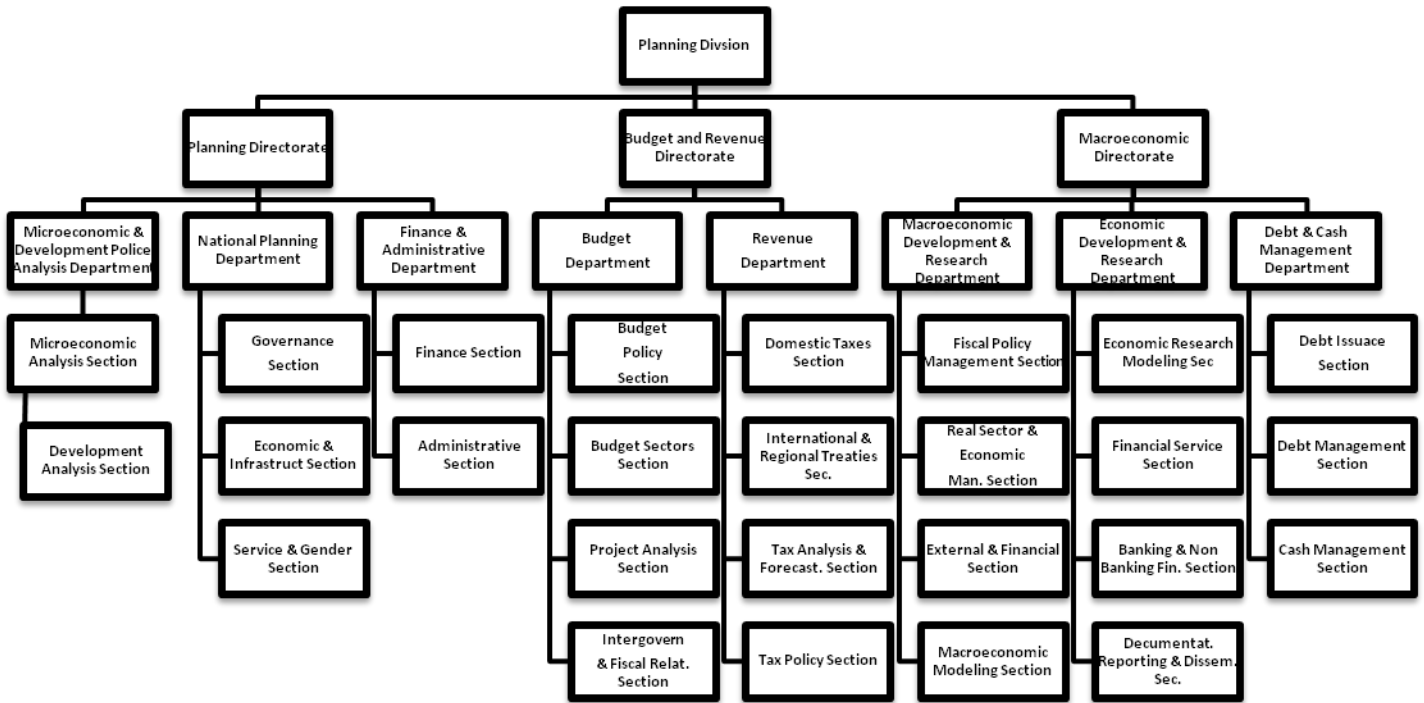
5.1. Historical Establishment of National Ministry of Finance. South Sudan

The establishment of National Ministry of Finance. South Sudan came about when Southern Sudan was established with signing comprehensive Peace Agreement (2005), which give citizen of South Sudan, the referendum excises to choose between independent South Sudan and Unity. As the result of referendum South Sudan has gained its independent on (9th/July2011). Then administration apparatus were set up in which National Ministry of finance and planning was established with mandate to manage the economy of South Sudan.

The following is organization diagram of the planning division in the Ministry of finance and planning; showing Directorate of planning, Directorate of Budget and Revenue, and Directorate

of Macroeconomic indicating their subdivisions. These are Directorates charge with economic planning and Budgeting in which measures of internal control and auditing will be followed. Also management performance evaluation is ensured

Figure No (1) Republic of South Sudan Ministry of Finance



Source: Ministry for Finance and Planning

5.2. Source of Economic products in South Sudan

South Sudan economy is still at initial stage due to the fact that, it emerge as the result CPA as mentioned above. When examining it nature it is a sort of dependency economy, because it is largely dependent on oil revenue. Oil revenue form 98% of country income. Another problem is that it management seem to be suffering from lack of transparent between the two parties; South Sudan government and Companies which are contacted for Petroleum production. Economic production is the main source of economics National income in any Country. Through economic production growth the Country can earn it revenue. This is what is known as Gross domestic products (GDP).

The other sources of revenue; is that South Sudan has bountiful natural resources and potential to be a major producer of wide range of agricultural commodities, largely untapped livestock, fishery, forestry resources, adequate rainfall, fertile land and Water availability. All of these point to agricultural potential. However, with establishment of Government institutions and capacity building of manpower these shortcoming in production problems are being addressed. These

include agriculture production, low level of agricultural technical efficiency and skill in production, lack of access to capital for example producers' agencies like farmers had no access to formal credit and access to markets. Corps production and livestock development is still relying on traditional methods. Land policy is based on customary laws, poor infrastructure, marketing and business management are also problem to handle, All the economics potential mentioned above are virtually under-developed. For economic performance evaluation there are some factors which considered to be essential for economic production; the important one is roads improvement.

5. 3. Roads Network Improvements, on socio-economic development in South Sudan

Virtually all the rudimentary infrastructure that had been, fixed in South Sudan were destroyed or significantly deteriorated during the war. With the signing of the comprehensive peace agreement (CPA) building critical infrastructures such as roads, Water wells, and school is one of the major peace dividends promised to South Sudan citizen by South Sudan Government is improving physical infrastructure. This will minimize opportunity for conflict by reducing the perception of being, neglected. The effectiveness of road rehabilitation programs is significant in term of changing economic behavior. Now the commodities prices had reduced to the, extend that, a lower income household can afford, there is also a significant increase of household income and assets and increased access to services. The cost of travel by roads reduced including operators cost. Roads improvement impact is very clear in the increased tonnage goods that are crossing the neighboring boarders into South Sudan the decreased in transport cost mentioned above have led to decreases in market local prices in some other daily consumption commodities. There are numerous spin off effects from the improvements in roads. Business and homes have sprung up along the roads. Social interactions have increased. Other spin off effects from reduction identified were that children were able to spend more time in the classroom. They no longer had to walk long distances to gather their school feeding ratios, as ratios could be, moved directly to their schools. Fishing communities were able to reach farther markets as the increased efficiency of bicycle transport meant their fish could arrive fresh. Beside all mentioned above government of South Sudan has a significant benefit by enhancing revenue collection, which the government could use for providing services. The following table indicates prices changes because of road improvement.

Roads contraction and rehabilitation since the formation of Southern Sudan government (2005) when Juba - Numile road building started which was the only tarmac road in the Country. This road has connected South Sudan with Uganda. It became lifeline road in which all goods entering into the Country is through it. Others gravel roads was also rehabilitated including Juba - yai,, yai – KijoKiji and others. This work has resulted in what is here below in the table. After all crisis the government embark on it policies of connecting the whole Country with roads, Therefore two majors roads was started building in which Juba – Malakal has reached Bor Town with tarmac building is continuing to others Town. While Juba – WAU has kickoff and has reached Tarkika county with tarmac building and also the work is continuing all these projects when finished will change the standard of living although the country is experiencing economic hardship now because of problems, of war with in, flood, world crisis. And lack production good policies on other projects like agriculture and improvement of livestock. On the other hand the clear impact of roads building and rehabilitation, is that, it's reduced the cost of transportation,

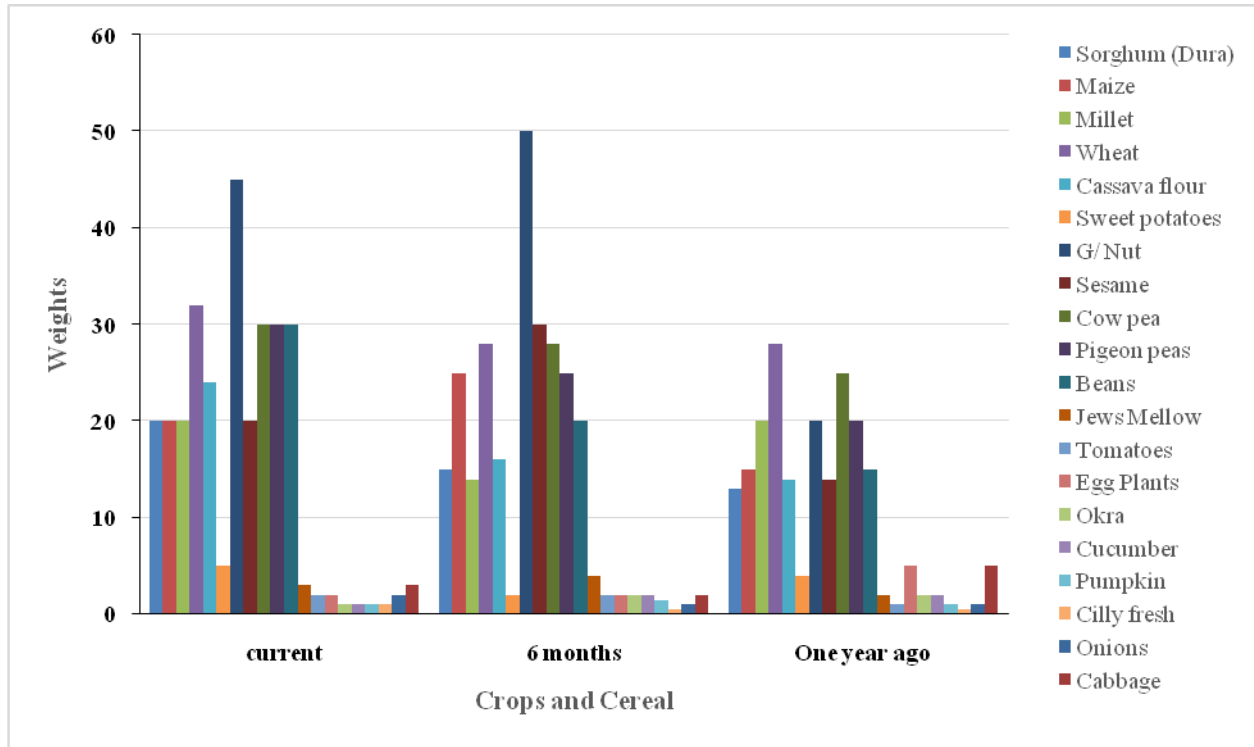
and increases the production prospective. This in turn increases economic growth which the raised in standard of living. (Ministry of Agriculture and foetry2008)

Table No (2)
Crops and other food items prices Survey from Yambio, Juba, Wau, Malakal, and Central Equatoria

S/N o	Crops & Cereal	current	6 months	One year ago	source	Local unit	Trend up/down
1 -	Sorghum (Dura)	20	15	13	UG	Bucket/15kg	up
2 -	Maize	20	25	15	„	„	„
3 -	Millet	20	14	20	„	„	„
4 -	Wheat	32	28	28	„	„	„
5 -	Cassava flour	24	16	14	„	„	„
6 -	Sweet potatoes	5	2	4	„	Heap/1kg	„
7 -	G/ Nut	45	50	20	local	Bucket/1kg	„
8 -	Sesame	20	30	14	L&UG	Bucket/15	„
9 -	Cow pea	30	28	25	GU	„	„
10 -	Pigeon peas	30	25	20	„	„	„
11 -	Beans	30	20	15	„	„	„
12 -	Jews Mellow	3	4	2	local	Bundle/1kg	„
13 -	Tomatoes	2	2	1	„	Heap/0.5	„
14 -	Egg Plants	2	2	5	L&UG	„	down
15 -	Okra	1	2	2	LOCA L	„	„
16 -	Cucumber	1	2	2	„	„	„
17 -	Pumpkin	1	1.5	1	„	A piece/2kg	„
18 -	Cilly fresh	1	0.5	0.5	„	Bundle/0.25	up
19 -	Onions	2	1	1	L&UG	Heap/1KG	„
20	Cabbage	3	2	5	UG	A piece/1kg	down

Source: Directorate of Agriculture and production (RSS)

Figure (3). Crops and other food items prices Survey characteristics from Yambio, Juba, Wau, Malakal, and Central Equatoria.



Source: Directorate of Agriculture and production (RSS)

Based on table (2) and figure (3) above there are clear reduction of prices of cereal crops when comparing the beginning of the year ago to one year ago because of roads improvement. Yet still there substantial increase in prices in some items of different crops and food items as comparing current situation with six month ago and event one year ago. This might be because substantial increase population due to increase in return of people from abroad and IDPS who are townshi president.

Because of economic increase in production, the Country has it National income, in which it fiscal policy can be formulated. This fiscal policy is done through national budgeting planning process. Fiscal policy refers to the programme of action adopted to taxation and public expenditure programme by government to achieve certain predetermined objectives.

D N DWIVEDI (2012).

Through fiscal policy of government work for Budgeting preparation is to allocate the expenditure and revenue collected to different production agencies and social services expenditure which, it is usually done by Department of Budgeting and Planning. After formation of fiscal policy which will indicate budgets to all institutions in the Country. Then implementation will be monitor by internal performance of budgeting through monitoring and evaluation.

5.4. Monitoring and Evaluation

This is a form of internal control in managing the affairs of institution. It is done through monitoring and evaluation which is understood as the systematic collection analysis of information as implemented. The result of monitoring and evaluation efforts is also expected to provide a useful base for evaluation. Monitoring involves understanding the measures and targets; setting up systems indicators; collecting and recoding the information and analyzing such information. It is another means of preventing fraud and act of misappropriation of funds in public sector.

5.5. Economic institutions and evaluation performance process

The audit performance is to comply with international standards. These standards require that auditor comply with ethical requirements plan, and perform the audit to obtain reasonable assurance about whether the financial statements are free from material mismanagement. Also an audit responsibility is to evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the institution as well as evaluating the overall presentation of financial statements. In the end Audit communicate a message of independence, reliability and trust. It also builds confidence among present and potential constituents, donors, creditors and other stakeholders. And their audit committees can maintained and further build on this positive message by disclosing the audit committee role and composition, achieving transparency in financial disclosures, and communicating the organization's compliance and ethics policy, the audit committee is a key contributor to good governance. Its plays crucial role in assisting the relevant governing body in discharging its responsibilities for overseeing financial and performance with legal and other regulating requirements and internal controls.

6. Methods of Study

The methods of research involved here is the use of Primary data and Secondary data information.

6.1. Primary data

Primary data are designed to obtain information directly from the first source of materials needed. In case of this study the primary data is collected from National ministry of Finance, Directorate of budget and revenue. The respondents will give their different opinion through questionnaires, interview, and observation in order to get the information about the study topic (Edward M, and Ansari Z, Ameen (2017)

6.2. Secondary Data.

These are data acquired from optional sources likes Books, Documents journal, Magazines, and reports, encyclopedia, and from reliable sources that are used for further to justify and conform data gathering from field. (Mathew Christenson 2017) and (James Marshall 2016)

6.3. Ethical Consideration

This study include the use of primary and secondary data analysis for ethics consideration. The research is being carried out with full consent of Ministry authority. The work and assurance of

confidentiality is maintained. The process of collecting and coding data is done in the objective of principle of research and is to control the biasness and distortion.

7. Discussion and Results

In data analysis of the findings and descriptive statistics was employed for purpose of getting background of information about the respondents of Economics Performance and Evaluation of ministry of Finance. This analysis of characteristic of the respondents about internal audit and performance; which include working age that will show experience of those concerned with evaluation. In addition to analyze the other questionnaires.

Table No (7.1 :) working age that will show experience of those concerned with evaluation

S/ No	Age of Respondent	Frequency	Percentage
1 -	18 – 25	08	16%
2 -	26 – 30	12	24%
3 -	31 – 40	20	40%
4	41 -50	6	12%
5 -	51 – Above	4	8%

Source: field study

The analysis in the table No ((7.1 :) above revealed that majority of the respondents who participated were from the age of (31-40) with average of 40% (20) followed by (26 -30) with average 24% (12) people. While (18 -25) and (41-50) has averages of 16% (8) and 12% *(6) respondents respectively. In addition of (51 –above) has 8% (4) respondents. Therefore the study shows that mature people from the age set of (31 - 40) are more informed and are interesting to provide accurate information about effectiveness of audit committee and internal control performance in public sectors. This can lead to the good effectiveness of internal control performance.

Table No (7.2 :) Lack of effectiveness of internal audit and evaluation performance committee poses risk to the public sector

S/ No	Respondent	Frequency	Percentage
1 -	Yes	27	54%
2 -	No	15	30%
3 -	Not sure	08	16%

Source: Field study

Base on table No (7.2 :) above, most of the respondents agreed that, yes lack of effectiveness in audit and evaluation performance committee poses risk to the public sector with percentage of 54% (27) people. While 30% (15) answered with no to the statement; and those who are not sure have percentage of 16% of only (8) respondents. This implies that it is true lack of effective internal control and evaluation poses to tune of risk to the governments sectors.

Table No (7.3 :) There are challenges facing public sector in regards to lack of effectiveness of internal audit and performance evaluation

S/ No	Respondent	Frequency	Percentage
1 -	Yes	30	60%
2 -	No	15	30%
3 -	Not sure	05	10%

Source: Field study

The study in the table No (7.3 :) above indicate that majority of respondents with 60% cited yes there challenges facing public sectors in concern for lack of effectiveness in internal audit control and performance evaluation. While 30%of (15) respondents say no to the statement. In addition to 10% of only (5) answered with not sure about statement. Similarly the concern is very high because the challenges shows the threat, to development of economics resources if evaluation is not taken care of. The following pie chart figure No (4) below explained more clearly the challenges facing public sector for lack effectiveness of internal audit and performance evaluation.

Figure (4). There are challenges facing public sector in regards to lack of effectiveness of internal audit and performance evaluation

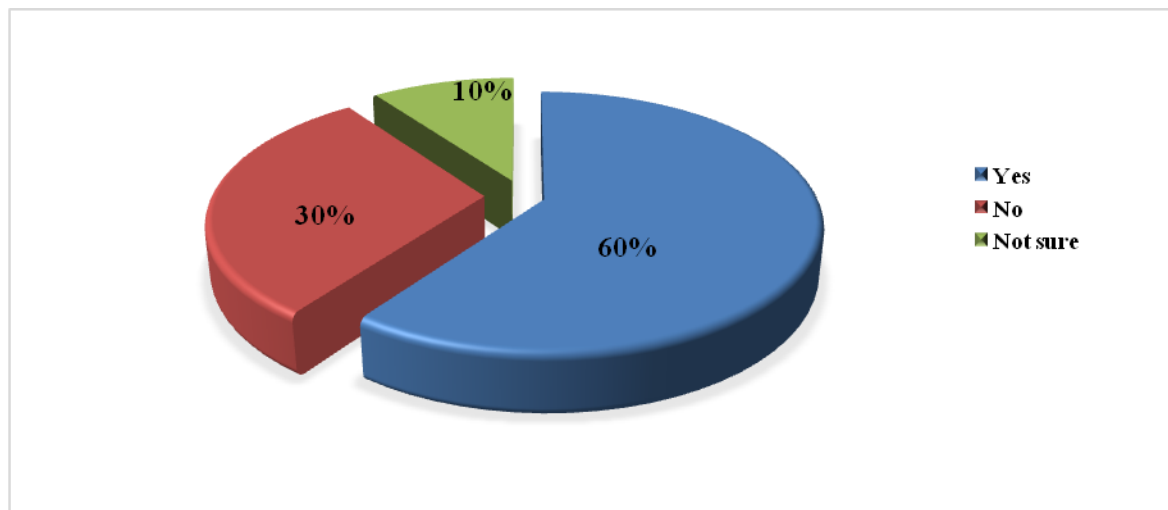


Table No (7.4 :) Lack of effective internal audit and evaluation performance is the main cause of mismanagement and Mishandling of financial transaction of public funds.

S/ No	Age of Respondent	Frequency	Percentage
1 -	Agree	18	36%
2 -	Strongly agree	10	20%
3 -	Disagree	6	12%
4	Strongly disagree	12	24%
5 -	Not sure	4	8%

Source: Field study

In table No (7.5 :) above most of the respondents agreed with the statement that, lack of effective internal audit and evaluation performance is the main cause of mismanagement and mishandling of public funds, with percentage of 36% (18) people. Moreover the respondents who strongly agreed has 20% of (10) people. While 24% of (12) respondents strongly disagreed and those who disagreed has percentage of 12% of (6) respectively. Those who are not sure obtained 8% of only (4) people. This result of analysis implies that, lack effective internal audit and evaluation performance is the main cause of mismanagement and Mishandling of public funds. As shown that strongly agreed has clear majority of respondents. This is what prevailing in South Sudan. Whereby there is no audit for effective internal control.

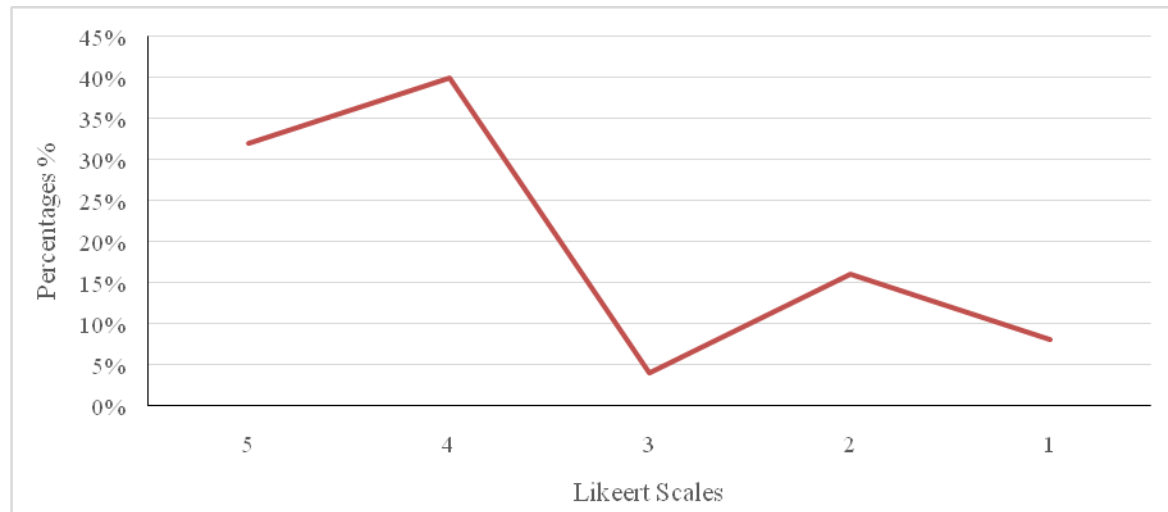
Table No (7.5 :) Lack of authority or government concern affect the public sector for audit and evaluation performance system

S/ No	Age of Respondent	Frequency	Percentage
	Strongly agree	16	32%
	Agree	20	40%
	Not sure	2	4%
	Disagree	8	16%
	Strongly disagree	4	8%

Source: Field study

The table No (7.6 :) above regarding the statement that lack of authority or government concern for affecting the public audit and evaluation performance system, more respondents agreed with 40% (20) people and 32% (16) respondents strongly agreed respectively. Meanwhile 16% of (8) respondents disagreed with statement. Moreover 8% (4) people strongly disagreed; and lastly those who are not sure about statement has 4% of only (2) people. This indicates that most respondents are aware about effect of lack for audit and evaluation performance system for authority or government management of the economics resources of the country.

Figure No (5). Shows Likeert scales curve of Lack of authority or government concern affect the public sector for audit and evaluation performance system



The above Likeert scales curve explained the lack of government concerned that affect public sectors for internal performance system.

8. Observations and attitudes behavior of Stakeholders in South Sudan.

1 – The exploitation of economic resources identified in the economic sectors described above is difficult to achieve in a situation of political instability and insecurity in rural area of South Sudan. Violence has been a common features in many States and still continuing. This is associated with banditry perpetrated by War Lords who are exploiting Natural resources for their own benefits. In such situation the population is not able to be engage in economics production activities for example agricultural sectors. Akoc D. Mamer, (2013)

2 – Inadequate enforcement of existing laws is a serious problem in South Sudan, there are allot of good laws existing in books covering all aspects of human activities, but they hardly functioning. To have a peaceful environment which creates/encourage confident in corporate community to invest in the Country, together with a well-functioning regulatory framework, these laws have to be enforced strongly and immediately.

3 – It is observed that Cultural behavioral attitudes create a sense of looking at livestock as a source of Pride of because livestock does not goes to market. Cattle herders keep the cattle for traditional purposes like pride and marriage.

4 – Wide spread of Communal fighting cause by cattle rating and land grabbing made people who are not working for themselves creating displacement of Citizen into urban areas like Juba.

5 – Wide spread of extended families in which some responsible people like ministers and heads of departments, their relatives come and stayed with them in their houses, he need to feed them which can make them to enter their hands into public poverties because of pressures facing them.

6 – Lastly in South Sudan some communities in fact most of them or majority does not differentiate between public property and private, they think when he is given a portfolio in a particular Ministry he has a right to take anything which is unlawful but according to what described above. Lack enforcement of law and personal behavior this situation occurred.

Moreover nepotism is official way of employment, rules and regulations are there well written but ignored. This is the main problems that make auditing and internal control performance is not taking a real application. This in short what I term as cultural and traditional attitudes behavior above which being practices as way of living far from State regulations and laws. More importantly accountability responsibility does not take it core as it should have been expected for financial management if procedures of regulation and laws are follow that would have given chance of audit and internal performance control system.

9. Conclusion

The study conclude with stress of the importance of economics and definition of what is known as economics. According to early writers and philosophers of economics that economics is about production of economic resources and allocation of such scarce resources to a competing unlimited wants of society. The research revealed the analysis that, there is challenges facing public sector in regard to the lack of effectiveness of internal audit and performance evaluation. Also the study has indicate the important of improvement in road building as a main factor of development which can help in economic production growth; but instability in the rural areas is reducing farming activities. The observation and characteristics of the research state the fact of lack of enforcement of the regulations and laws. Also communal fighting, Cattle rating, and land garbling are issues contributing to the lack of farming. Lastly the behavior of the people in public administration is the main fact why internal performance control and auditing is ineffective.

10. Acknowledgement

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