



Ministry of Finance and National Planning

Corporate Plan 2003-2005

“To be Fiji’s Premier Ministry”

March 2003

VISION:

To be Fiji's Premier Ministry

MISSION:

**To provide sound social,
economic and financial advice
and effectively manage the
Government's budget system and
balance sheet.**

VALUES:

**Having our Ministry recognised
as one which values:**

Honesty

Innovation

Commitment

Professionalism

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1. Introduction

1.1 Objective of the Corporate Plan

The objective of this Corporate Plan is to identify the **outputs** that the Ministry needs to produce for the Minister in order for him to fulfil his obligations as Minister for Finance and National Planning. In line with past practice, the outputs are specified over a 3 year period from 2003 to 2005.

The Corporate Plan also highlights the **critical issues** facing the Ministry in delivering these outputs. These critical issues include:

- Implementing the new organisation structure of the Ministry;
- The status of Financial Management Reforms and the suspended Public Finance Management Act (1999); and
- Current staff levels and capability both within the Ministry and in other Ministries.

This Plan outlines key Action points that the Ministry must address in order to deliver the Ministry's outputs in a timely manner and with an assurance of high quality. These Action points are aimed at improving output delivery both during the Plan period and beyond.

1.2 Why have a Corporate Plan?

A Corporate Plan is an essential tool used to improve the way the Ministry operates and improve the quality of outputs delivered. A Corporate Plan, and more importantly the process of preparing the Corporate Plan, helps identify the constraints, both within and outside the Ministry, that must be addressed.

In recognition of the importance of corporate planning, it is a requirement of the public service that every Ministry produces a corporate plan as part of the service-wide objective of securing "Service Excellence".

For the Ministry of Finance and National Planning, corporate planning has a greater significance. Under the Financial Management Reforms (FMRs), corporate plans become an integral part of the annual budget process, and therefore, become the responsibility of the Ministry of Finance and National Planning.

2 ROLE OF THE MINISTRY OF FINANCE AND NATIONAL PLANNING

The Ministry of Finance and National Planning is a key central agency of the Government. It has a critical and central role to play in implementing Government's social, economic and financial policies. It also plays a lead role in spearheading reforms that will raise the rate of economic growth and hence provide higher standards of living to all citizens of Fiji. The Ministry is also responsible for ensuring that financial policies are prudent and that financial and macro-economic stability is maintained.

Government's policies are spelt out in the Strategic Development Plan 2003-2005 (SDP) which was prepared under the direction of this Ministry. The SDP stresses the need to Rebuild Confidence for Stability and Growth in order to achieve the national vision of a "Peaceful, Prosperous Fiji".

The Ministry's role in helping Government to achieve this Vision is as follows:

- Advising the Minister for Finance and National Planning (and the Government) on social, economic and financial policy issues including macro-economic settings, revenue policy, fiscal limits, and regulatory issues that affect economic growth.
- Managing the Government's budget systems, including designing and operating the budget process, preparing economic and fiscal forecasts, producing budget documentation, and monitoring expenditure against the budget.
- Formulating and monitoring of a national economic and social development plan, including a macro-economic policy framework, and evaluation of the appropriateness of the distribution of resources on a sectoral level in terms of achieving the goals articulated in the plan.
- Managing the Government's balance sheet, including cash management, debt management, and the government's investment in ministries, departments, statutory bodies and public enterprises.
- Providing financial information on actual Government performance, including information for Cabinet decision-making, external reporting, and providing internal audit assurance on the reliability of that information.
- Providing financial management services, including the payment of salaries and pensions to civil servants, payment of advances and assessment and management of tenders.
- Servicing the Minister through preparing draft answers to Parliamentary questions, responses to letters received, speeches, and other media material when issues arise, and facilitating the tabling of documents in Parliament or Cabinet.

This role is reflected in the Ministry's **Mission statement**:

"To provide sound social, economic and financial advice and effectively manage the Government's budget system and balance sheet."

3 ASSESSMENT OF THE ENVIRONMENT

An understanding of the environment in which the Ministry works is essential for the Ministry to achieve its Mission. This section of the Plan highlights some of the main elements of the environment within which the Ministry must operate.

A scan of the environment that faces the Ministry reveals a number of opportunities, and a number of threats.

3.1 Opportunities

The Ministry has good working relationships, and an extensive network, with line ministries, NGOs, and the private sector. These good relationships provide a strong basis for improvement in all areas of the Ministry's work. These good working relationships also provide an excellent opportunity for a major training effort in line ministries to raise awareness of financial rules and regulations – this is essential for successful FMIS implementation.

Government and Parliament has adopted the Strategic Development Plan 2003-2005, which was a major output of the Ministry in 2002. The SDP provides a firm fiscal framework for the Ministry's operations as well as providing well articulated policy directions for sector and major thematic issues.

The SDP commits Government to public sector reform. The Government's renewed commitment to the Financial Management Reforms provides an opportunity for sustained improvements in financial management, transparency and accountability. This includes better policy focus in the budget. The first step in the reforms is the introduction of a new FMIS on a cash accounting basis.

3.2 Threats

The negative aspects of the Ministry's environment are "threats" to the achievement of the Ministry's Mission.

The crisis of May 2000 led to much higher levels of migration, particularly of those with professional and accounting skills. This has led to a severe tightening of the labour market for bookkeeping and accounting skills. This has affected many Government ministries including the Ministry of Finance and National Planning.

The poor performance of other ministries and departments in fulfilling their responsibilities under the Finance Act and regulations is a major threat to the Ministry achieving its Mission and detailed outputs. The performance of other agencies is especially poor in budget preparation and execution; adherence to financial procedures and rules; and the timely production of accurate financial reporting information.

The crisis of May 2000 also led to a general downturn in the economy and a major loss of confidence, particularly by the private sector. In order to boost confidence, and to kick start the economy, Government took a more expansionary fiscal stance in both 2001 and 2002. Fiscal consolidation was achieved in 2003 in line with

government's medium term targets, but continuing reductions in the fiscal deficit could be threatened by a slackening of the commitment to responsible fiscal management. This is particularly a problem as Government is committed to raising the level of capital expenditure of the budget through savings in the operating side of the budget.

Poor planning capacity in line ministries and departments is also a threat to the Ministry's operations. In addition, this poor capacity threatens the timely implementation of the policies in the SDP. Poor planning is also evident in the implementation of capital projects.

The reduced capacity of agencies to perform their functions under the Finance Act and regulations could undermine the successful implementation of the new Financial Management Information System (FMIS), which is a first step in the Financial Management Reforms. This lack of capability in accounting and IT skills is a major concern.

Although there is a renewed commitment to the Financial Management Reforms, which are based on the currently suspended 1999 PFM Act, there is still some inconsistency between the major pieces of reform legislation covering finance, the public service, and public enterprises. In addition, there are some areas of the PFM Act which may need to be reconsidered.

Many other opportunities and threats were identified by Ministry staff in the process of preparing this Plan. The outputs of the Ministry have been specified taking account of these opportunities and threats.

4 MINISTRY OF FINANCE & NATIONAL PLANNING OUTPUTS

This Plan outlines the outputs that the Ministry will produce in order for the Ministry to achieve its Mission. The outputs are detailed in Appendix 1 and cover the period 2003 to 2005. The outputs take account of the environment assessment and are based on what is achievable with the current capability of the Ministry.

4.1 External Outputs

External outputs are the outputs that the Ministry produces for parties outside the Ministry, most notably to the Minister for Finance and National Planning.

The outputs that the Ministry plans to produce fall under the following Output Groups:

- Output Group 1: Budget Management and Economic Policy
- Output Group 2: National Planning
- Output Group 3: Accounting and Financial Services
- Output Group 4: Financial and Asset Management
- Output Group 5: Internal Audit
- Output Group 6: Corporate and Executive Services

The outputs in each Group are listed in Appendix 1. The outputs will be reviewed and refined each year as the Ministry implements its new structure and the Financial Management Reforms.

4.2 Internal Outputs

The Ministry also produces internal outputs. These outputs are delivered to clients within the Ministry and are needed to help produce the external outputs. Many internal outputs reflect the Ministry's commitment to improving operations and efficiency.

Internal outputs are listed in Appendix 1 under the relevant Output Group.

Delivering the Ministry's Outputs

The Ministry aims to deliver its outputs at the right quality and at the right time. The outputs of the Ministry are based on a realistic assessment by ministry staff of their strengths and weaknesses, or capability, in delivering the outputs.

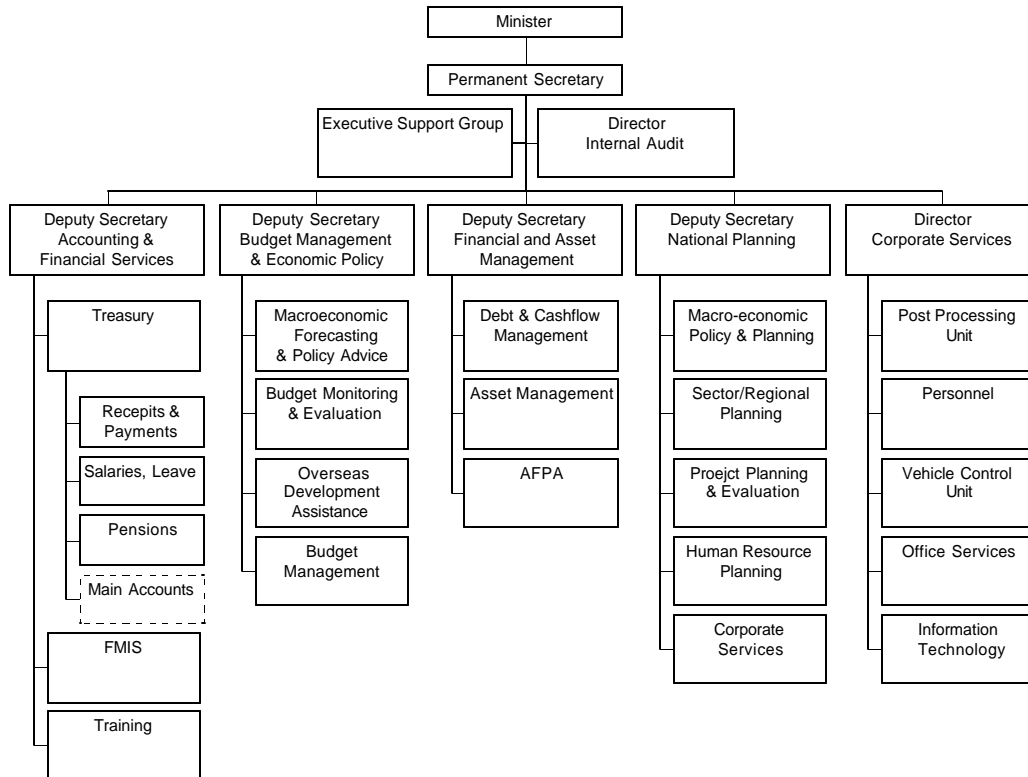
4.3 The Ministry's new organisation structure

A major issue facing the Ministry is the implementation of the new organisational structure that was approved by PSC in early 2002. The new structure was designed to position the Ministry for the implementation of the Financial Management Reforms.

The new structure therefore takes account of the changed role of the Ministry under the FMRs. The Ministry's role is to progressively change from processing and control, to setting policies, monitoring performance and identifying priorities.

The new structure of the Ministry also includes the National Planning Office (the former Ministry for National Planning) as a department of the Ministry.

The new structure consists of four Divisions headed by a Deputy Secretary, Internal Audit and Corporate Services headed by a Director, and the Executive Support Group supporting the Minister and Permanent Secretary.



Although progress has already been made in implementing the new structure, it is not yet fully operational. Outstanding issues include:

- The transfer of some functions from Accounting and Financial Services to Financial and Asset Management;
- The location of the Training Unit;
- Refinement of the role of the Executive Support Group;

- The statutory role of the existing DSF(A);
- The reporting line for the FMIS unit;
- The continuing process of integrating the National Planning Office within the Ministry.

4.4 Staff Capability

The right number and quality of staff is essential for delivering quality outputs. The Ministry recognises that continuous staff training and development is necessary to maintain and improve staff capability.

At the beginning of 2003, the Ministry had 172 staff compared to 260 positions in the new structure. The distribution of staff by Division is as follows:

Ministry Staffing Situation

Division	Establishment	Staffing
Executive and ESG	9	6
Internal Audit	43	25
Accounting & Financial Services	62	44
Financial & Asset Management	35	16
Budget Management & EP	41	24
National Planning	46	39
Corporate Services	24	18
Total	260	172

The staffing figures reflect that some Units are understaffed while others are almost at full staff strength. It is expected that, as the FMRs are implemented, the balance of staffing will shift as Divisions take on new responsibilities.

Although there are generally good working relationships and a good working atmosphere in the Ministry, there are areas where high staff turnover and high absenteeism need to be addressed.

The Ministry recognises that staff lack skills in some core areas of work and that there is a need to do more analysis work. The lack of skills in some areas is recognised as one of the hurdles to overcome in the implementation of the new FMIS.

4.5 Management and training

Raising staff capability to effectively deliver the Ministry's outputs is the challenge facing the senior management of the Ministry. This is especially challenging at a time when the Ministry is introducing its new structure and embarking on the Financial Management Reforms.

Of priority is the need to resolve outstanding issues in relation to the new organisation structure and then to ensure that senior positions are filled in a timely manner.

It is acknowledged by Ministry staff that more training activities are required in the Ministry. It is also acknowledged that training capacity already exists within the Ministry. The Ministry is committed to the preparation of a Human Resource Development Plan for the Ministry covering training and staff development for all staff. The preparation of this HRD Plan will require continuous commitment by senior management.

Monitoring the performance of staff, and monitoring of the performance of the Ministry in delivering its outputs, are necessary if continuous improvements are to be made to the work of the Ministry.

The new Performance Management System, being developed by PSC, will establish the guidelines for improved monitoring of individual staff performance. Monitoring the overall performance of the Ministry in delivering outputs will be achieved through the annual corporate planning process.

4.6 Ministry Values

In delivering the outputs of the Ministry, all staff will adhere to the core values of the Ministry. These core values are:

Honesty
Innovation
Commitment
Professionalism.

Values are important. Adherence to these Values will have a significant impact on the quality of the outputs delivered by the Ministry.

These Values are central to the Ministry of Finance and National Planning. The Ministry is also committed to the Public Service Values and Code of Conduct that are laid down in the Public Service Act. These are in Appendix 2.

4.7 The Ministry's Vision

The Vision of the Ministry sums up the capability that is required to deliver the Ministry's outputs.

This capability has many aspects. It requires the Ministry to efficiently produce high quality, innovative and professional social, economic and financial advice and services. As a leading central agency of Government, the Ministry also needs to be a leader in the public sector and to have the confidence of both the Government and the general public. This is reflected in the Ministry's Vision:

“To be Fiji's Premier Ministry”

5 ACTION POINTS

The corporate planning process does not stop once the Corporate Plan is adopted. Steps need to be taken to implement the Plan.

The outputs to be delivered are specified in this Plan, but the detailed activities to achieve the outputs, together with performance indicators, need to be identified. These will be outlined in Business Plans to be prepared by each Division/Section. The Business Plans will also provide the basis for reporting on the performance of output delivery in the next Corporate Plan for 2004-2006.

The new structure of the Ministry is not yet fully operational. Several outstanding issues will be resolved in 2003 and it is anticipated that all senior management positions will be filled during 2003.

Raising staff capability is a priority for the Ministry. This Plan helps identify the types of skills required. The preparation of a Human Resource Development Plan for the Ministry will be initiated in 2003. The HRD Plan will take account of changing staff capabilities required by the FMRs, and, in particular, from the implementation of the new FMIS.

The pace and sequencing of the FMRs will impact on the size of the training effort needed in MFNP and the line ministries and departments. In 2003, a detailed FMR Action Plan will be prepared. The Action Plan will include confirmation of the FMIS software package and technical support for implementation, as well as confirmation of the legislative changes needed for the FMRs.

The Ministry's next Corporate Plan will be for 2004 to 2006. The participatory approach used to prepare this Plan will be used for the 2004 Plan. A corporate plan coordinator will be appointed and a timetable for the preparation of the next Corporate Plan will be established.

In summary Action Points are:

- Preparation of Business Plans to identify activities and personnel against each output;
- Resolution of outstanding issues over the new organisation structure and filling of the Ministry's senior positions;
- Preparation of a Human Resource Development Plan covering staff training and staff development issues;
- Preparation of a detailed FMR Action Plan;
- Agreement on a timetable for the preparation of the Corporate Plan for 2004-2006.

Appendix 1

"To be Fiji's Premier Ministry"

Ministry of Finance and National Planning

Outputs

Output Group 1: Budget Management and Economic Policy

Output Sub-Groups and Output Descriptions	2003	2004	2005
Financial Management Reforms			
1. Refine FMR Implementation Strategy and prepare a Detailed Action Plan including: <ul style="list-style-type: none"> a. Confirmation of FMIS software package, b. Finalisation of mode of delivery for FMIS technical support, c. Confirmation of legislative changes for FMRs. 	Y		
Macro-economic Forecasting and Policy Advice/Budget Policy Analysis and Monitoring			
2. Analysis of Fiscal and Economic Issues in Cabinet papers and other reports (particularly in identifying issues, which are of relevance to the Fiji economy).	Y	Y	Y
3. Advice on Fiscal Policy issues (revenue policy, fiscal settings and regulatory issues), which affect economic growth.	Y	Y	Y
4. Preparation of quarterly Fiscal reports.	Y	Y	Y
5. Preparation of Revenue Forecasts.	Y	Y	Y
6. Ministerial Servicing relating to fiscal issues.	Y	Y	Y
7. Facilitate the implementation of Budget Policies and other reform policies (including the FMR Action Plan).	Y	Y	Y
8. Produce Budget strategy and rules report.	Y	Y	Y
9. Conduct Budget Review.		Y	
10. Preparation of Quarterly Budget Policy Performance Reports.	Y	Y	Y
11. Preparation of Budget Documents: <ul style="list-style-type: none"> a. Budget address b. Budget supplement c. Other supplements as required. 	Y	Y	Y
12. Secretariat servicing of Cabinet Subcommittee on the Budget, Revenue Policy and Technical Committees.	Y	Y	Y
Internal Outputs			
13. Fully implement the new structure including staffing, office resources (inc Resource Centre) and office services.	Y	Y	Y
14. Improve working relationships with PM's office, NPO, RBF, BOS and Treasury.	Y	Y	Y
15. Improve the timeliness, accuracy and quality of information disseminated through briefs and reports	Y	Y	Y
16. Improve organisation of committees serviced.	Y	Y	Y
17. Maintain a Centralised Fiscal Database that is aligned to GFS Standards.	Y	Y	Y
18. Update and run CGE model for Policy Sensitivity Analysis.	Y	Y	Y

Output Sub-Groups and Output Descriptions	2003	2004	2005
19. Improve revenue forecasting through the development and fine-tuning of the existing model	Y	Y	Y
20. Provide technical support to BACC.	Y	Y	Y
Budget Management			
<i>a) Finalisation of Previous Year's Accounts</i>			
21. Regularisation of Accounts through virements, re-allocations and Departmental Warrants.	Y	Y	Y
22. Preparation of Cabinet papers and Parliamentary schedules for finalising Accounts.	Y	Y	Y
<i>b). Preparation of the annual budget:</i>			
23. Preparation of Finance circular on budget strategy.	Y	Y	Y
24. Briefings on budget strategy and rules.	Y	Y	Y
25. Preparation of Cabinet papers and Parliamentary Schedules for the Budget.	Y	Y	Y
26. Preparation of Budget documents a. Budget estimates b. Programme descriptions c. Press Kit d. Supplementary information on the budget.	Y	Y	Y
<i>c). Managing the Current Year budget through:</i>			
27. Preparation and release of quarterly warrants.	Y	Y	Y
28. Assessment and documentation of recommendations on virements.	Y	Y	Y
29. Assessment and documentation of recommendations on Requisitions to Incur Expenditure (RIEs).	Y	Y	Y
30. Assessment, consultations on, and documentation of, recommendations (to Cabinet and Parliament) on extra-budgetary demands, supplementary provisions, and expenditure re-deployment exercises.	Y	Y	Y
31. Management of Miscellaneous Expenditure Head 50.	Y	y	Y
32. Monitoring of monthly commitments and expenditure reports from departments.	Y	Y	Y
Internal Outputs			
33. Improve quality of budget submissions through: a. More consultation and briefings on requirements of the Finance Act b. PSs presenting first budget submission to BACC c. Improved budgeting of Segs 1 and 2 in consultation with PSC d. Regular field visits.	Y	Y	Y

Output Sub-Groups and Output Descriptions	2003	2004	2005
34. Ensure Cabinet rules on Cabinet memos are adhered to, especially on Additional Provisions and policy matters with financial implications.	Y	Y	Y
35. Improve scrutiny of operating expenditure to allow resources to shift to capital and to priority sectors.	Y	Y	Y
36. Develop new budget system for producing budget estimates (instead of Word/Excel).	Y		
37. Provide budget SEG reports for Accounts and Finances.	Y	Y	Y
38. Update GL expenditures with commitment reports.	Y	Y	Y
39. Improve baseline methodology and processes.	Y	Y	Y
Overseas Development Assistance			
40. Report on foreign aid for public information (and for Budget Supplement).	Y	Y	Y
41. Secretariat services to: a. BACC (incl advice to departments on requests for aid funding); b. NAO (for EU projects).	Y	Y	Y
42. Organise donor round table meeting on ODA matters.	Y		
43. Conduct high level consultations with bilateral donors (AusAID, NZODA).	Y	Y	Y
Internal Outputs			
44. Improve treatment of aid funded projects in the budget process.	Y	Y	Y
45. Develop and strengthen Aid MIS to: a. Improve data integrity b. Improve data capture c. Improve quality of Budget Estimates	Y		
46. Improve aid co-ordination by establishing ODA as the focal point for technical co-operation by aid donors.	Y		
47. Improve negotiating skills on technical co-operation.	Y	Y	Y
48. Develop monitoring mechanism for aid funded projects.	Y		
49. Establish working relationship with NPO for appraisal of capital projects, and with PSC for appraisal of TA requests.	Y		

Output Group 2: National Planning

Output Sub-Groups and Output Descriptions	2003	2004	2005
Whole of National Planning			
1. Development of macro-economic, sector and cross-sector policies in consultation with respective sector stakeholders.	Y	Y	Y
2. Monitoring macro-economic, sector and cross-sector policy implementation through 6 monthly Policy Implementation Reports (PIRs) in conjunction with NEDC and SWGs.	Y	Y	Y
3. Monitoring implementation of the 20 year Plan for the enhancement of participation of Indigenous Fijians & Rotumans.	Y	Y	Y
4. Ministerial support services (speeches, cabinet papers, press releases, briefings).	Y	Y	Y
5. Advice and contributions to Boards and inter-departmental committee meetings.	Y	Y	Y
6. Develop and maintain strong links with line ministries (including DDCs and Provincial Councils), NGOs, international and regional organisations, and government agencies to improve quality of decision making.	Y	Y	Y
7. Undertake research and policy development.	Y	Y	Y
Internal Outputs			
8. Provide inputs for the preparation of the annual Budget: a. Capital budget, b. Economic and Fiscal update supplement, c. Budget address, d. Revenue forecasts.	Y	Y	Y
9. Site visits for project monitoring and policy development.	Y	Y	Y
10. Regular staff meetings.	Y	Y	Y
11. Ensure full staff complement with all staff adequately resourced in a suitable working environment.	Y	Y	Y
12. Provide regular staff development and training.	Y	Y	Y
Project Planning and Evaluation and Sector/Regional Planning			
13. Preparation and updating of the Public Sector Investment Programme.	Y	Y	Y
14. Project appraisal/selection of projects for the annual capital budget.	Y	Y	Y
15. Monitoring of capital project implementation through QPPRs.	Y	Y	Y
16. Improve capacity in line ministries and departments for sound project planning.	Y	Y	Y
17. Policy advice on sector and cross-sector issues to Minister (briefs, cabinet papers), DSC as they arise.	Y	Y	Y
18. Secretariat services to DSC, CCC, NEDC, SWGs, CPC.	Y	Y	Y

Output Sub-Groups and Output Descriptions	2003	2004	2005
19. Evaluation of ministry and department corporate plans.	Y	Y	Y
20. Co-ordinating and facilitating aid donor visits - country programming missions and sector project missions.	Y	Y	Y
21. Monitoring, co-ordinating, and assisting in, the implementation of selected UN conventions on social and economic issues/reports: a. CRC, b. WSSD/Barbados Programme of Action, c. MDGs,	Y	Y	Y
22. Annual regional (Divisional) situation report (with Regional Development).	Y	Y	Y
23. Annual Sector situation reports.	Y	Y	Y
<i>Internal Outputs</i>			
24. Improve project monitoring information and reporting through visual aids (requires camera, laptop, project management software).	Y	Y	Y
25. Develop and maintain a project database that is FMIS compatible.	Y	Y	Y
26. More timely monitoring information, including access to the GL.	Y	Y	Y
27. Develop and maintain a regional (divisional) database of social and economic indicators.	Y	Y	Y
28. Provision of advice to Budgets on sector budget allocations using ministry corporate plans and SDP policies.	Y	Y	Y
29. Provision of advice to NPO forecasting committee on economic sector forecasts.	Y	Y	Y
Macro-economic Policy and Planning			
30. Production of medium term macro-economic forecast which is updated 3 times per year.	Y	Y	Y
31. Policy and research advice, and contributions to Committees such as MPC, MTC, TDC, DSC, NEDC, PIB Steering Committee and RTC.	Y	Y	Y
32. Monitoring, co-ordinating, and assisting in, the implementation of selected structural reforms such as those in trade, the goods market and public sector.	Y	Y	Y
<i>Internal Outputs</i>			
33. Improving macro-economic and government finance forecasts, preparing price and productivity indicators, and examining the impact of policy changes through macro-economic modelling.		Y	Y
Human Resource Planning			
34. Production of rolling National Human Resource Plan (NHRP)	Y		
35. Annual update of the National Human Resource Plan (NHRP) including implementation progress.		Y	Y

Output Sub-Groups and Output Descriptions	2003	2004	2005
36. Provision of secretariat services to the Human Resource Planning Committee (HRPC, the monitoring body for the NHRP).	Y	Y	Y
37. Completion and launching of CHRIS.	Y		
38. Maintenance and updating of the Computerised Human Resource Information Service (CHRIS) including improved data collection and the integration of a Job Matching Service (JMS) into CHRIS in conjunction with MLIR	Y	Y	Y
39. Co-ordination of IHRDPEP including attendance at steering committees of project sub-programmes.	Y	Y	
40. Review and monitor the Employment Tax Scheme.	Y	Y	Y
41. Establishment and operation of the National Taskforce on Employment Creation.	Y	Y	Y
42. Provision of advice on Human Resource issues to FNTC, Government scholarships committee and other committees, e.g. Labour Advisory Board.	Y	Y	Y
Internal Outputs			
43. Production of inputs on Human Resource issues for annual budget.	Y	Y	Y
Corporate Services (Internal Outputs)			
44. Preparation of annual budget, purchases of goods and services, expenditure control, reconciliation, reporting, and processing of salaries and wages.	Y	Y	Y
45. Provision of personnel management services (transfers, leave, resignations, discipline, OHS, office accommodation), and post processing (recruitment, selection, appointments, promotions).	Y	Y	Y
46. Secretariat to Staff Board, Heads of Section meeting.	Y	Y	Y
47. Provision of support services (transport, stationary, mail despatch, copying/binding, refreshments, cleaning), and secretarial services (typing/printing, reporting, appointments, reception, filing, faxing).	Y	Y	Y
48. Co-ordination of the development and implementation of a Training and Staff Development Plan, including a minimum standard of computer literacy and induction training.	Y	Y	Y
49. Provision of technical assistance and services in IT including computer and network repair and maintenance, basic IT training, desktop publishing, assistance for multimedia presentations, purchasing of IT equipment.	Y	Y	Y
50. Provision of registry services (file and mail management, circulation of folders, inward/outward mail recording).	Y	Y	Y
51. Provision of library services (book cataloguing, issuing of books etc., subscriptions).	Y	Y	Y
52. Upgrade library services through the purchase of new material, new subscriptions, improved database, training and integration of Budgets Resource centre.	Y	Y	
53. Raise awareness of staff on registry procedures, finance procedures, office practices, personnel procedures, supplies and stores instructions.	Y	Y	Y

Output Group 3: Accounting and Financial Services

Output Sub-Groups and Output Descriptions	2003	2004	2005
Treasury – Receipts and Payments			
1. Managing payments, in liaison with Budgets, for: <ul style="list-style-type: none"> a. MoF and TRU (Heads 4 and 44 respectively), and from Head 50 for other departments; b. Advances, including salary advances, per diem, etc. 	Y	Y	Y
2. Collecting revenue for MoF (including dividends, proceeds from asset sales).	Y	Y	Y
3. Provide security for cash and valuables.	Y	Y	Y
4. Answer audit queries from AG's on draft Accounts and Finance Statement.	Y	Y	Y
5. Advice on Treasury functions and accounting cadre staff reviews in departments in consultation with AFPA.	Y	Y	Transfer- red to FAM
6. Issue instructions to RBF on borrowing by raising Treasury Bills and Bonds.	Y	Y	
7. Managing cashflow through: <ul style="list-style-type: none"> a. Preparation of consolidated cashflow forecasts on daily, monthly and annual basis, b. Placing on-call deposits in various banks for surplus cash, c. Monitoring daily outflow of cash in excess of \$50,000, d. Monitoring and managing daily bank transfers in various central bank accounts (CFA), e. Inform MoF management, AG's, and RBF of daily cash position, f. Monitor bank balances for departments including daily "sweep" of accounts. 	Y	Y	
8. Manage: <ul style="list-style-type: none"> a. Drawings Account for all ministries and departments (one bank account per department); b. separate bank accounts for ministries operating a Trade and Manufacturing Account (Profit and Loss). 	Y	Y	
Internal Outputs			
9. Improve efficiency of management of bank accounts through the adoption of Information Technology where possible, such as telephone banking, and electronic funds transfers (once FMIS is implemented).	Y	Y	Transfer- red to FAM
10. Examine feasibility, in consultation with the banks, of setting limits on departments' daily bank withdrawals (part of financial control).	Y	Y	
11. Receiving of monthly commitments and expenditure reports (for analysis by budgets) and integration of commitments into the General Ledger.	Y	Y	Y
12. Improve operations through on-the-job training by strengthening Internal Audit and the Training Unit.	Y	Y	Y
13. Improve co-ordination, within MoF and with departments, of information on cashflow, commitments, details on applicants for advances.	Y	Y	Y

Output Sub-Groups and Output Descriptions	2003	2004	2005
Treasury - Main Accounts, Ledgers			
14. Prepare monthly State of Government Finances report by the middle of the following month: a. Consolidate all expenditures and revenues from departments, b. Loading of approved annual budget for expenditure and revenue.	Y	Y	Y
15. Preparation of year end Public Accounts and Finance by end of February for internal use and by end of June for audit: a. Querying departments' over and under expenditure and revenue collections, b. Consolidation of signed statements from ledgers, c. Responses to Auditor-General's queries on year-end Accounts and Finances.	Y	Y	Y
16. Monitor monthly expenditures and issue advise to departments who are overspending, as well as advising Internal Audit and Budgets.	Y	Y	Y
17. Monitor reconciliation (by departments) of all accounts under the Consolidated Fund Accounts.	Y	Y	Y
Internal Outputs			
18. Input all payments and receipts for MoF.	Y	Y	Y
19. Creation and monitoring of all chart of accounts.	Y	Y	Y
20. Raise awareness of departmental accounting staff on the need for timely submission/posting of inputs and on accounting procedures through refresher courses (by Training Unit), on-the-job training, regular contact with departments, accounting heads meetings.	Y	Y	Y
21. Regular liaison with banks on matters related to bank statements.	Y	Y	Y
22. Upgrade GL system to incorporate Purchase Orders, Accounts Payable, and Fund Accounting.	Y		
23. Transfer Main Accounts staff and functions to FMIS Unit.			Y
Treasury – Pensions			
24. Process and pay, in a timely manner: a. 4,000 local and overseas pensions (civil, dependents, widows/orphans, war pensions, ex-servicemen, FMF, past Presidents, ex-Parliamentarians) under the Pensions Act (1983); b. allowances to lepers on behalf of the Twomey Trust.	Y	Y	Y
25. Computation and authorisation of gratuity payments to retired civil servants holding pensionable office under the Pensions Act (1983).	Y	Y	Y
26. Authorising payments (from Head 51) for re-engagement bonuses for FMF and prison officers.	Y	Y	Y

Output Sub-Groups and Output Descriptions	2003	2004	2005
27. Provide accounting services in the form of: a. Preparation of P4-1s, b. Lodgement to the banks and post offices, c. Advice to Government Supplies and Crown Agents for payment of overseas pensions, d. Liase with banks on recovery of overpayments, e. Distribute and receive Life Certificates every 6 months, f. Control, monitor and reconcile budgetary allocations and expenditure.	Y	Y	Y
28. Payments of deductions to various organisations – FIRCA, Domestic Court, housing and car loans, public trustee.	Y	Y	Y
Internal Outputs			
29. Raise awareness of pension payment procedures through: a. Incorporation of pension procedures in training courses offered by MoF; b. Improved communication with departmental officers; c. Ensuring all Unit staff are conversant with procedures and the Acts through on-the-job training and briefings (including on customer care).	Y	Y	Y
30. Fine tune new structure to improve work organisation.	Y		
Salaries, Leave and Passage			
31. Management of the central payroll for government departments, FIRCA, and grant-in-aid teachers on behalf of school committees: a. Processing of wages and salaries; b. Payment of deductions to various organisations; c. Charge departments for Personal Emolument payments (through the GL); d. Control and monitor lodgement of salary payments to the banks; e. Printing and distribution of P4-1s; f. Reconciliation of accounts (Salaries Drawing account, trust funds, leave and passage, MoF salaries and wages ledger, Inter Department accounts clearance).	Y	Y	Y
32. Manual payment of: a. gratuities, passages and out of pocket expenses for overseas contract officers; b. leave allowances and passage for local officers	Y	Y	Y
33. Maintain leave files for RFMF, Prisons, Nurses.	Y	Y	Y
34. Monitor distribution of FNPF statements.	Y	Y	Y

Output Sub-Groups and Output Descriptions	2003	2004	2005
<i>Internal Outputs</i>			
35. Maintain salary record files for MoF staff.	Y	Y	Y
36. Improve awareness of salary procedures in departments through training and issuing of circulars.	Y	Y	Y
37. Maintain accuracy of salary scales/points and wage rates through better co-ordination with PSC.	Y	Y	Y
Financial Management Information System (FMIS)			
38. Implement new FMIS on a cash basis under current legislation:			
a. Prepare a project implementation plan;	Y	Y	
b. Users skilled in SAP through in-house end user training;	Y	Y	Y
c. Raise awareness of FMIS across government through workshops, presentations, (e.g. at DSC), meetings, pamphlets, website, newsletters (e.g. of Institute of Public Sector Accountants of Fiji);	Y	Y	Y
d. Design and map government business processes (purchasing, payments, a/c receivable, payroll, etc) using Business Process Champions selected from various departments (BPCs will be located in FMIS Unit);	Y		
e. Testing the new FMIS;	Y	Y	
f. Running FMIS in parallel with old system;		Y	Y
g. New FMIS running alone (“cut-off date”).		Y	Y
39. Provide post FMIS implementation support (help desk).		Y	Y
40. Undertake FMIS implementation review.		Y	
<i>Internal Outputs</i>			
41. Fully staff the FMIS Unit.	Y	Y	
42. Provide training for existing staff on SAP operations (on Financials and Payroll) and technical aspects (understanding SAP).	Y	Y	Y
43. Provide training for new staff in SAP operations (financials and payroll) and technical aspects (understanding SAP).	Y	Y	Y
44. Progress reports on FMIS implementation to MoF management and FMR Steering Committee.	Y	Y	Y
45. Improve co-ordination with PPU to better manage accounting cadre staff movements.	Y	Y	
46. Provide financial analysis to assist with debt management & cashflow forecasting, and budget expenditures.			Y
47. Provide specialist advice/information on policy and operational matters regarding the Financial management information system to PSF and senior management.	Y	Y	Y

Output Group 4: Financial and Asset Management

Output Sub-Groups and Output Descriptions	2003	2004	2005
Debt and CashFlow Management			
1. Provide advice on overall borrowing requirements to Parliament, based on forecasts of debt servicing.	Y	Y	Y
2. Provide information and advice on the status of public debt (e.g. in Accounts and Finance Report) and contingent liabilities on a quarterly and annual basis.	Y	Y	Y
3. Preparation of: <ul style="list-style-type: none"> a. loan agreements and conduct of loan negotiations (external loans); b. guarantee documents and information thereon. 	Y	Y	Y
4. Settlement of domestic and external debt servicing through instructions to Treasury and RBF respectively.	Y	Y	Y
5. Secretariat services to Debt Policy Committee.	Y	Y	Y
6. Liase with, and issue instructions to, RBF on borrowing.			Transfer- red from Treasury
7. Cash and cashflow management.			
8. Bank account management.			
Internal outputs			
9. Record and maintain figures on CS-DRMS and GL.	Y	Y	Y
10. Improve debt recording through CS-DRMS by: <ul style="list-style-type: none"> a. Updating CS-DRMS version b. Training c. Data validation d. Collaboration with RBF who also run CS-DRMS 	Y	Y	Y
11. Fully establish DCFMU including training of new and existing staff.	Y		
12. Preparation of cashflow forecasts (monthly for current budget year) for debt servicing.	Y	Y	Y
13. Develop and implement reforms in debt and cashflow management through: <ul style="list-style-type: none"> a. the development of debt and risk management policies; b. policy and procedures for DCFMU; c. institutional arrangements; and d. development of the domestic debt market. 	Y	Y	Y

Output Sub-Groups and Output Descriptions	2003	2004	2005
Asset Management			
14. Analyse financial reports of GCCs and CSAs and advice Minister on investment risks and exposures.	Y	Y	Y
15. Analyse financial reports (including municipal councils), and consult others as necessary, to advise Minister on: a. Capital restructuring (conversion of debt to equity, increase/decrease in paid up capital, increase/decrease in authorised capital); b. Increase/decrease in government's shareholding; c. Loan guarantees; d. Write-offs (of 100% GCCs); e. Transfer of Government assets (e.g. to newly corporatised entities).	Y	Y	Y
16. Prepare policy papers on GCCs, CSAs and restructuring of government departments as required.	Y	Y	Y
17. Analyse, and advise quarterly, on Trade and Manufacturing Accounts. [Treasury to continue to manage relevant bank accounts.]	Y	Y	Y
18. Write-off of assets including cash, revenue loss through theft, and public stores, including vehicles. [Treasury etc. to advise on write-off action, AMU to prepare Cabinet paper etc.]	Y	Y	Y
19. Administration of lending by Government (includes administration of Copra Stabilisation Fund, Loans to timber industry).	Y	Y	Y
20. Advise on Government investment and divestment opportunities.	Y	Y	Y
21. Provide advice to the Minister on corporate plans and annual reports of GCCs and CSAs.	Y	Y	Y
22. Manage and co-ordinate sale of government shares.	Y		
23. Attend Board meetings, AGMs, CCPC and other ad hoc meetings pertaining to GCCs.	Y	Y	Y
24. Liase and consult with the Ministry of Public Enterprises and other relevant parties on the corporatisation restructuring and privatisation of government entities and advise the Minister.	Y	Y	Y
25. Advise on, and co-ordinate, the reform/restructuring of Government departments, public enterprises, including commercial statutory organisations under the ambit of the Ministry of Finance.	Y	Y	Y
Internal outputs			
26. Preparation of statement of Government Investments (Appendix 9 of Accounts and Finance).	Y	Y	Y
27. Issue circular on guidelines/responsibilities for write-offs for public stores	Y		
28. Monitor, evaluate and advise on the performance of public enterprises as a whole.	Y	Y	Y
29. Maintain a financial database for GCCs and CSAs.	Y	Y	Y
30. Fully establish AMU with staff and office resources (including resource material for financial analysis).	Y	Y	Y

Output Group 5: Internal Audit

Output Sub-Groups and Output Descriptions	2003	2004	2005
Internal Audit			
1. Conduct Internal Audit on ministries/departments based on perceived risk.	Y	Y	Y
2. Conduct project/special audit investigations.	Y	Y	Y
Surcharge and Compliance			
3. Investigating, and surcharging where appropriate, officers who have breached Government financial procedures.	Y	Y	Y
4. Preparation of responses to Auditor-General's reports and Public Accounts Committee investigations.	Y	Y	Y
5. Preparation of Government Statement on Public Accounts Committee Report to Parliament.	Y	Y	Y
<i>Internal outputs</i>			
6. Fully staff and resource the new Division (including on-the-job training, temporary relieving staff, PCs, and a secure office environment).	Y	Y	
7. Preparation of annual Audit Plan.	Y	Y	Y
8. Improve public relations with client departments and AG through awareness of:			
a. IA function (policing, advising and assisting)	Y	Y	Y
b. finance procedures, and	Y	Y	Y
c. department's responsibilities (e.g. following up IA queries)	Y	Y	Y
9. Ministry of Finance to be role model for other departments (in the area of auditing).	Y	Y	Y
10. Penalise/Discipline departments for delays in responding to IA queries.	Y	Y	Y
11. Improve the audit process through the use of computer assisted audit techniques, and by capitalising on the opportunities provided by FMIS.		Y	Y
12. Clear backlog of surcharge cases.	Y		

Output Group 6: Corporate and Executive Services

Output Sub-Groups and Output Descriptions	2003	2004	2005
1. Control and management of Government vehicles (Vehicle Control Unit).	Y	Y	Y
2. Undertake ministerial services support including membership of PWD Tenders Board, Supplies and Services Board, membership of other Committees/Councils (e.g. Substance Abuse Council, Fiji Visitors' Bureau Board); preparation of approvals for licences to import raw building materials, (to be transferred to Executive Support Group or elsewhere as appropriate).	To be transferred		
Internal Outputs			
3. Personnel services for MoF (recruitment, transfers, leave, acting, etc)).	Y	Y	Y
4. Chair the MoF Staff Board.	Y	Y	Y
5. Provision of office and transport services for the Ministry.	Y	Y	Y
6. Provision of effective IT services to the Ministry (including repair and maintenance).	Y	Y	Y
7. Provision of upgraded registry services to the Ministry	Y	Y	Y
8. Develop HRD Plan: <ul style="list-style-type: none"> a. Conduct training needs analysis (using accounting cadre database) b. Design training programme (including on-the-job training) c. Prepare career path plans 	Y		
9. Implement HRD Plan.	Y	Y	Y
10. Conduct cash accounting training courses for accounting cadre (12 courses in 2001 with 246 participants).	Y	Y	Y
11. Conduct induction courses for MoF and accounting cadre.	Y	Y	Y
12. Selection, placement and monitoring of trainees for Diploma in Accounting at FIT.	Y	Y	Y
13. Co-ordinate and facilitate attendance of MoF staff on training courses (local and overseas).	Y	Y	Y
14. Support FMR through: <ul style="list-style-type: none"> a. Training in Windows based applications; b. Training in accrual accounting; c. Training in SAP applications; d. Introduce a short session on FMR in all cash accounting courses. 	Y	Y	Y
15. Raise awareness of need for cash accounting training in order to improve department response to training offers (e.g. at Accounting heads monthly meeting, PSs meeting, DSs meeting, DSC).	Y	Y	Y
16. Ensure PSC consults MoF when selecting people for accounting stream of Diploma in Business.	Y	Y	Y

Output Sub-Groups and Output Descriptions	2003	2004	2005
17. Improve computer literacy in the MoF through training in Microsoft products.	Y	Y	Y
18. Increase opportunities for job rotation within MoF and for accounting cadre.	Y	Y	Y
19. Organise outside speakers for staff development purposes (e.g. FNTC on Quality circles, gender awareness).	Y	Y	Y
20. Ensure OHS standards are complied with.	Y	Y	Y
21. Issue internal circular on a regular basis covering issues such as annual leave, retrospective approval of leave, absenteeism returns, overtime hours, use of office equipment and machines (including faxes, photocopiers, phones, laptops), ACR, timely requests for transport for overtime, completing inventory reports and reporting changes to the Board of Survey.	Y	Y	Y
22. Upgrade secure storage for confidential files.	Y		
23. Prepare a delegation manual describing who is responsible for what authorities and approvals.	Y		
24. Introduce policy of no vehicles for short runs (except in bad weather).	Y	Y	Y
25. Improve time management by minimising overtime and after-hours transport and late arrivals, and by considering the introduction of Flexi-time (for whole of MoF)			
26. Improve ITC services (especially the network) through development of a service agreement.	Y		
27. Clarify the role of support staff and provide opportunities for multi-skilling.	Y		
28. Secure delegation for the Accounting cadre from PSC (currently delegated to Permanent Secretaries).	Y		

Output Sub-Groups and Output Descriptions	2003	2004	2005
Executive Support Services			
29. Co-ordination of: <ul style="list-style-type: none"> a. Preparation of Cabinet papers b. Answers to Parliamentary questions c. Bills and resolutions for Parliament d. Implementation of Cabinet decisions e. Speeches, press releases f. Nominations to Boards and Committees g. MoF input into other Ministries' Cabinet papers h. Briefs for Cabinet meetings i. Annual Report and Corporate Plan j. Evaluations/assessments of performances of Senior Management of the Ministry of Finance against their performance targets by PSF on a regular basis. k. Processing of tax/duty concessions l. Processing stamp duty exemptions m. Approval and extensions of yacht stays n. Preparation of approvals for licences to import raw materials. 	Y	Y	Y
30. Issue of licences for gold/jewellery dealers.	Y	Y	Y
31. Assist Minister's and Permanent Secretary's visitors with FNPF matters, FDB matters, pensions, etc.	Y	Y	Y
32. Represent PS on boards, committees as required (Note: decision is required on MoF representation on Major Tenders Boards, Supplies and Services Board, membership of other Committees/Councils (e.g. Substance Abuse Council, Fiji Visitors' Bureau Board)).	Y	Y	Y
33. Organisation of travel arrangements for Minister and PS.	Y	Y	Y
34. Co-ordination of overseas missions, visits (e.g. ADB, World Bank) in consultation with ODA Unit or other relevant MoFNP Units.	Y	Y	Y
35. Create confidential file system for Executive Support Group.			

Appendix 2: Public Service Values and Code of Conduct

PUBLIC SERVICE VALUES

(Part 2, Section 4 (1) - (14) - Public Service Act 1999)

1. The Public Service respects the values, policies, rights and freedoms set out in the Constitution.
2. Employment decisions in the public service are made without patronage, favoritism or political influence, and appointments and promotions are made on the basis of merit after an open, competitive selection process.
3. Men and women equally, and the members of all ethnic groups, have adequate and equal opportunities for training and advancement in the public service.
4. The public service carries out the Government's policies and programs effectively and efficiently and with due economy.
5. The composition of the public service reflects as closely as possible the ethnic composition of the population, taking account, when appropriate, of occupational preferences.
6. The public service provides a working environment that is free from discrimination.
7. The public service is a political, performing its functions in a neutral, impartial and professional way.
8. The public service is fully accountable, within the framework of the Constitution and the Public Finance Management Act 1999, to the Government, the Parliament and the people of the Fiji Islands.
9. The public service is responsible to the Government in providing frank, honest, comprehensive, accurate and timely advice and implementing the Government's policies and programs.
10. The public service has the highest ethical standards, particularly for integrity and honesty.
11. The public service delivers services fairly, effectively and courteously.
12. The public services develops and maintains leadership of the highest quality, particularly through the Senior Executive Service.
13. The public service provides a fair, flexible and rewarding workplace.
14. The public service focuses on achieving results and managing performance.

PUBLIC SERVICE CODE OF CONDUCT

(Part 2, Section 6(1) - (14) - Public Service Act 1999)

1. An employee must behave honestly and with integrity in the course of employment in the public service.
2. An employee must act with care and diligence in the course of employment in the public service.
3. An employee, when acting in the course of employment in the public service, must treat everyone with respect and courtesy, and without coercion or harassment of any kind.
4. An employee, when acting in the course of employment in the public service, must comply with all applicable Acts and subordinate legislation.
5. An employee must comply with all lawful and reasonable directions given by persons in authority in the employee's Ministry, department or parliamentary body.
6. An employee must maintain appropriate confidentiality about dealings that the employee has with any Minister or any member of the staff of a Minister.
7. An employee must disclose, and take reasonable steps to avoid, any conflict of interest (real or apparent) in connection with employment in the public service.
8. An employee must use Government resources and assets in a proper way.
9. A person must not, in the course of or in connection with employment in the public service, provide false or misleading information in response to a request for information that is made for official purposes.
10. An employee must not make improper use of official information or of the employee's duties, status, power or authority in order to gain, a benefit or advantage for the employee or for any one else.
11. An employee must not, except in the course of his or her duties as an employee, or with the express authority of the chief executive of his or her Ministry, department or parliamentary body, give or disclose, directly or indirectly, any information about public business or anything of which the employee has official knowledge.
12. An employee must at all times behave in a way that upholds the Public Service Values and the integrity and good reputation of the public service.
13. An employee on duty overseas must at all times behave in a way that upholds the good reputation of the State.
14. An employee must comply with any other conduct requirement prescribed by regulations, specified in directions or required of the employee by his or her chief executive.
15. In this section employee includes a wage earner.