

Annual Report 2011



Ministry of Finance

Prudent financial management and sound accounting were the main benchmarks for the Ministry in 2010. This follows the various commitments made with the IMF, which highlighted the need for Fiji to adopt accounting standards that aligned with international best practice. Improvement to the existing cash accounting system in 2011 with the implementation of cash accounting standards across Ministries and Departments aligned with the International Public Sector Accounting Standards (IPSAS). The Ministry will continue to revamp its accounting services and work processes as it progresses towards implementing Accrual Accounting.

To protect Government finances and sustain public financial stability as well as manage expenditure risks, a revised Budget was presented in July in line with maintaining the Ministry who have shown concerted efforts in facilitating with the implementation of the policies and projects during the year.

In 2010, the Ministry successfully completed Phase I of the E-Government project has enhanced overall service delivery to the public and improved communication and information sharing. Moreover, the restructuring of the Government has been accomplished with the privatisation of Government-owned entities. The Ministry provided invaluable support to the Sugar Taskforce in the proposed restructure of the Fiji Sugar Industry which will now be a major focus for the next 2 years.

The improvement of the overall Government payroll system was one of the key priorities of the Ministry and its completion will harmonise the human resource planning and expenditure monitoring measures.

The Ministry will continue to take a proactive approach in 2011 to streamline processes through the upgrading of the Financial Management Information System (FMIS) and the necessary financial procedures to streamline all payments system. This will ensure that all goods and services are procured through the Internal Audit and Control System.



MINISTRY OF FINANCE

ANNUAL CORPORATE PLAN-2011

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1. Minister's Foreword



This Corporate Plan sets out the strategies for an effective implementation of the principles and objectives of the Roadmap and Government's commitment announced in the 2011 Budget.

In 2010 Government's focus was to facilitate the full implementation of the Strategic Framework for Change to position Fiji for augmented and sustained economic growth and inclusive development. Part of this process was to strengthen the foundations of nation building and economy to bring about long term stability and sustained growth.

The successful closure of the Government Supplies Department and the establishment of Fiji Procurement Office have streamlined procurement processes and will expedite capital projects implementation. Phase I of the E-Government project was successfully completed and implemented by the ITCS through a concessional loan funding from Peoples Republic of China.

Government was also in negotiations with International Monetary Fund (IMF) in respect of a Stand-By Arrangement in 2010. In light of a stable foreign reserves position and increasing confidence in the Fiji economy, I have reconsidered the need to enter into such an arrangement.

In 2011, the reform of the Government Printing Department and the reform framework of FSC will be finalised. In addition, the reform initiatives now undertaken by FIRCA will also strengthen investor confidence and tax compliance. These reform initiatives will ultimately reduce overhead costs, increase private sector participation and boost revenue collections.

The Ministry will benefit from the technical engagement with IMF following the Fund's decision to conduct Article IV Consultations on annual basis, which will enhance the Ministry's effort in implementing sound macroeconomic policies.

I am confident that with the combined efforts of management and staff of the Ministry, priorities set out in this Annual Corporate Plan will be successfully achieved.

I wish the Ministry well in 2011 and hereby commend the Annual Corporate Plan to Cabinet.

A handwritten signature in blue ink, which appears to read 'Josia Voreqe Bainimarama'.

Josia Voreqe Bainimarama
Prime Minister and Minister for Finance

2. Permanent Secretary's Statement



I present this Annual Corporate Plan, in my capacity as the Acting Permanent Secretary for the Ministry of Finance.

Prudent financial management and accurate reporting were the main benchmarks for the Ministry in 2010. This follows the various consultations held with the IMF which highlighted the need for Fiji to adopt accounting standards that are compliant with international best practice. Improvement to the existing cash accounting system will continue in 2011 with the implementation of cash accounting standards across Ministries and Departments aligned to the International Public Sector Accounting Standards (IPSAS). The Ministry will continue to revamp its accounting services and work processes as it progresses towards implementing Accrual Accounting.

To protect Government finances and sustain public financial stability as well as managing expenditure risks, a revised Budget was presented in July in line with maintaining monetary and fiscal discipline. For this, I applaud the commitment of the management and staff of the Ministry who have shown concerted efforts in facilitating with the implementation of the policies and projects during the year.

In 2010, the Ministry successfully completed Phase I of the E-Government project. The project has enhanced overall service delivery to the public and improved communications and information sharing. Moreover, the restructure of the Government Supplies Department has been accomplished with the privatisation of Government Printing in its final stages. The Ministry provided invaluable support to the Sugar Taskforce Committee in the proposed restructure of the Fiji Sugar Industry which will now be a major focus over the next 2 years.

The improvement of the overall Government payroll system was one of the priorities of the Ministry and its completion will harmonise the human resource planning and internal expenditure monitoring measures.

The Ministry will continue to take a proactive approach in 2011 to refine its internal financial processes through the upgrading of the Financial Management Information System and formulation of the necessary financial procedures to strengthen compliance and sound financial management at the same time streamline and fast track payment processes. The Ministry will centralise all payments system. This would see all Ministries continuing to process LPO whilst payment of goods and services is centralised at the Ministry. The decentralisation of the Financial Control & Internal Audit Unit staff to various Ministries/Departments will improve and strengthen accountability on the usage of Government funds.

The 2011 Corporate Plan maps out the direction and targets for strategies and new initiatives that the Ministry intends to implement. The aim is to foster implementation of national objectives stipulated in the Roadmap for Democracy and Sustainable Socio-Economic Development, with particular emphasis on public financial management, also

aiming at structural reforms and macroeconomic management of the economy. Sound Public Finance management will be a key focus with the drive towards reducing Government debt level and contingent liabilities.

The rollover of the Global bond due in September 2011 is one of key deliverables to maintain Fiji's presence in the international markets and a way of broadening investor base. Development and the deepening of the domestic Capital market will be Government's priority through the frequent issuance of Fiji Development Loan stock and Treasury bills. Further, the Ministry will continue to focus on the effective management and operation of cash-flow functions across whole of Government.

To progress with the reform agenda of Government, the Ministry will ensure that reforms in the Fiji Sugar Industry, Government Printing and Kalabu Tax Free Zone are implemented. Divestment of Government shares in various state owned entities will be explored to encourage public and private sector participation. The Government vehicle leasing program, the existing Fleet Management system and fuel card system for all Government vehicles will also be reviewed and streamlined.

With the establishment of Central Coordinating Agency for Roads, the Ministry will ensure the maintenance and upgrade of existing road works across Government, including Municipal Councils are improved substantially and managed well. We will work closely with key stakeholders to implement change in line with the mandate provided by the Prime Minister.

Finally, the Ministry will continue with its human resource development initiatives to enhance knowledge and upskill staff in order to achieve the above objectives.

I therefore present the Ministry's Corporate Plan for 2011.


David Kolitagane
Acting Permanent Secretary for Finance

Overview

The Ministry of Finance is accountable to the Government for:

- the promotion of sound financial resource management practice among the various Government agencies; and
- it is also responsible for promoting sound economic management of the national economy, consistent with macroeconomic targets that put the economy on a path to sustainable long term development.

VISION

“To excel in the management of Government Finances and resources to achieve a prosperous Fiji.”

MISSION

“The provision of sound advisory and technical services intended to deliver efficient, equitable and effective management of financial resources, with the objective of achieving Government's vision for inclusive national development in the most cost effective manner.”

VALUES

“Honesty, Professionalism, Innovation, Leadership and Value employees”

Role and Responsibilities of the Ministry

The primary role of the Ministry of Finance is to support the Government in the efficient and effective management of the national economy consistent with the sustainable achievement of Government's vision for the nation. To achieve this, the Ministry will ensure that prudent fiscal policies and practises are in place in order to strengthen financial and macro-economic stability. The Ministry will continue in its efforts to spearhead the financial management reform that will help government improve the delivery of public goods and services, thereby contributing to economic growth and improving the living standards of the people of Fiji.

In fulfilling its role, the Ministry has assumed responsibility for providing Government with:

- Sound economic and financial forecasting, advisory and analytical services;
- Budget Management services;
- Accounting services;
- Oversight of the tax collection function exercised by the Fiji Islands Revenue and Customs Authority (FIRCA);
- Financial asset and Debt Management services;
- Oversight of and key responsibility for the implementation of Government-wide financial management reform;
- Government Printing services;
- Electronic networking of Government agencies and information technology support services through the ITC;
- Facilitation of maintenance and upgrading of roading works in Government; and
- Facilitation of procurement process for whole of Government.

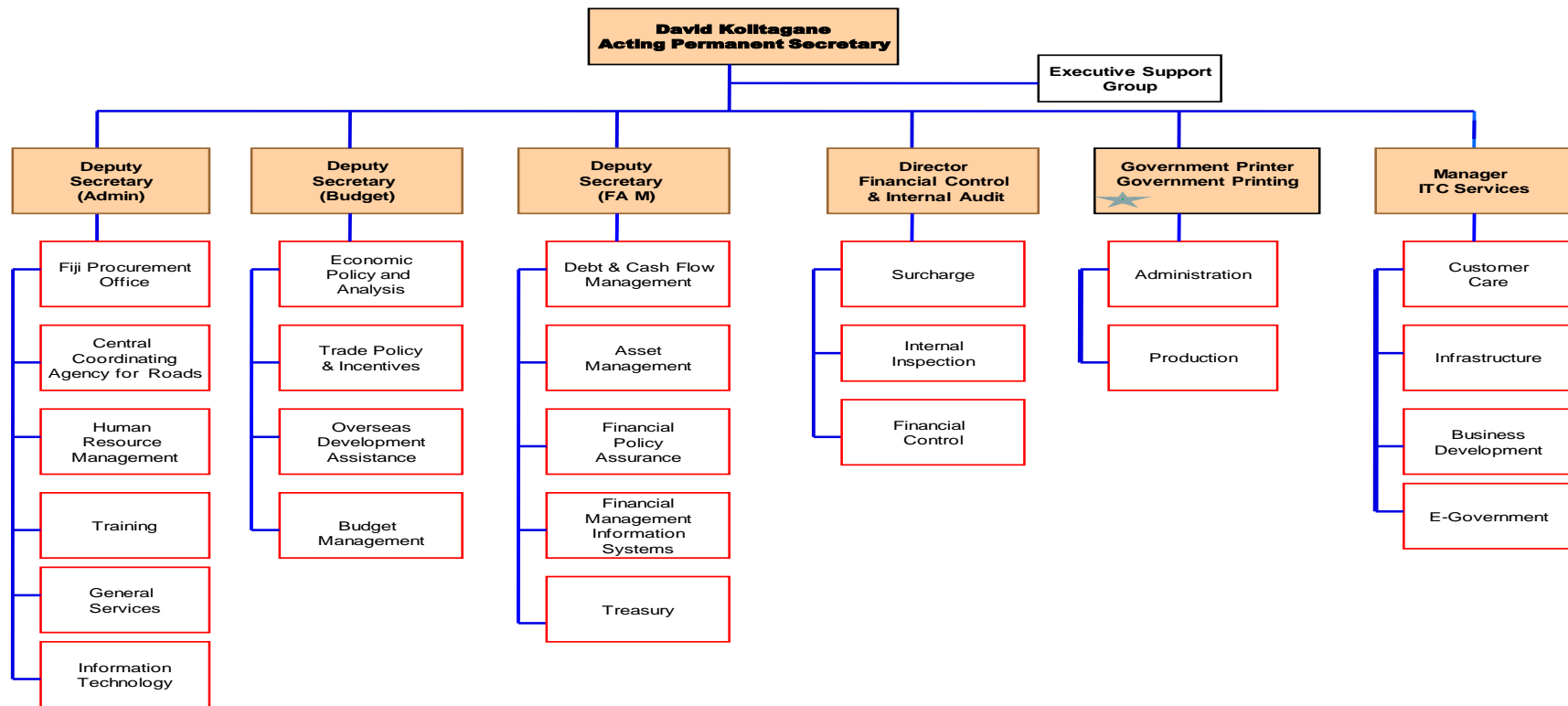
In fulfilling these responsibilities, the Ministry's activities are undertaken by the following departments and divisions:

- Budget Division
- Finance and Administration Division
- Financial and Asset Management Division
- Treasury Division
- Financial Control, Internal Audit & Compliance
- Central Coordinating Agency for Roads
- Executive Support Group
- Printing & Stationery Department
- Information Technology and Computing Services
- Fiji Procurement Office

Other Responsibilities

The other major output of the Ministry is Revenue Administration under which the Fiji Revenue & Customs Authority (FIRCA) is the official tax collection agency for the State.

4.0 Organisation Structure



 **Government Printing** - Currently under reform

5.6 Organizational Entities' and Contributions to Outputs

The Ministry has ten (10) outputs under which the respective targets and strategies are formed to be implemented in the current year. The following table reflects these core 'Outputs' and provides the linkage with the Ministry's organisational unit(s) which are responsible to implement these outputs. This table is to be read in conjunction with **Tables 2 & 3** and the organisation structure of the Ministry.

Table 1: Organizational Entities' and Contributions to Outputs

Organisational Unit	Output:
Permanent Secretary	<ol style="list-style-type: none"> Output 1: Portfolio Leadership Policy Advice and Secretariat Support. Output 2: Budget Management-Planning, Execution and Monitoring. Output 3: Provision of Accounting Services. Output 4: Collection of Taxes - FIRCA Output 5: Financial Asset and Liability Management-Market Operations and Portfolio Management. Output 6: Financial Management Reform-Development and Implementation of Reform Initiatives. Output 7: Procurement, Facilitation, Development and Compliance Output 8: Supply of Goods – Stationery and Printing Services Output 9: Provision of Infrastructure: Electronic Networking, Software and Services Output 10: Central Coordinating Agency for Roads
Finance and Administration Division	<ol style="list-style-type: none"> Output 1: Portfolio Leadership Policy Advice and Secretariat Support. Output 2: Budget Management-Planning, Execution and Monitoring. Output 3: Provision of Accounting Services. Output 4: Collection of Taxes - FIRCA Output 5: Financial Asset and Liability Management-Market Operations and Portfolio Management. Output 6: Financial Management Reform-Development and Implementation of Reform Initiatives. Output 7: Procurement, Facilitation, Development and Compliance Output 8: Supply of Goods: Stationery Supplies & Printing Output 9: Provision of Infrastructure: Electronic Networking, Software and Services Output 10: Central Coordinating Agency for Roads
Budget Division	<ol style="list-style-type: none"> Output 1: Portfolio Leadership Policy Advice and Secretariat Support. Output 2: Budget Management-Planning, Execution and Monitoring. Output 6: Financial Management Reform-Development and Implementation of Reform Initiatives.
Financial and Asset Management Division	<ol style="list-style-type: none"> Output 1: Portfolio Leadership Policy Advice and Secretariat Support. Output 2: Budget Management-Planning, Execution and Monitoring. Output 5: Financial Asset and Liability Management-Market Operations and Portfolio Management. Output 6: Financial Management Reform-Development and Implementation of Reform Initiatives.

Organisational Unit	Outputs
Treasury Division	<ol style="list-style-type: none"> Output 1: Portfolio Leadership Policy Advice and Secretariat Support. Output 2: Budget Management-Planning, Execution and Monitoring. Output 3: Provision of Accounting Services. Output 5: Financial Asset and Liability Management-Market Operations and Portfolio Management. Output 6: Financial Management Reform – Development and Implementation of Reform Initiatives
Fiji Procurement Office	<ol style="list-style-type: none"> Output 1: Portfolio Leadership Policy Advice and Secretariat Support Output 2: Budget Management: Planning, Execution and Monitoring Output 7 : Procurement, Facilitation, Development and Compliance
Financial Control, Internal Audit and Compliance	<ol style="list-style-type: none"> Output 1: Portfolio Leadership Policy Advice and Secretariat Support Output 3: Provision of Accounting Services. Output 6: Financial Management Reform-Development and Implementation of Reform Initiatives.
Executive Support Group	<ol style="list-style-type: none"> Output 1: Portfolio Leadership Policy Advice and Secretariat Support. Output 2: Budget Management-Planning, Execution and Monitoring. Output 3: Provision of Accounting Services. Output 4: Collection of Taxes - FIRCA Output 5: Financial Asset and Liability Management-Market Operations and Portfolio Management. Output 6: Financial Management Reform-Development and Implementation of Reform Initiatives. Output 7: Procurement, Facilitation, Development and Compliance Output 8: Supply of Goods: Stationery Supplies & Printing Output 9: Provision of Infrastructure: Electronic Networking, Software and Services Output 10: Central Coordinating Agency for Roads
Central Coordinating Agency for Roads	<ol style="list-style-type: none"> Output 1: Portfolio Leadership Policy Advice and Secretariat Support Output 10: Central Coordinating Agency for Roads
Department of Information, Technology and Computing Services	<ol style="list-style-type: none"> Output 1: Portfolio Leadership Policy Advice and Secretariat Support Output 9: Provision of Infrastructure – Electronic Networking Software and Services.
Government Printing Department	<ol style="list-style-type: none"> Output 1: Portfolio Leadership Policy Advice and Secretariat Support Output 8: Supply of Goods – Stationery and Printing Services.

6.0 Linkage of the Roadmap for Democracy and Sustainable Socio-Economic Development(RD\$ED) 2009-2014 and Ministry Outputs

The RD\$ED outlines Government's plans and strategies to achieve sustainable democracy, just governance, socio-economic development and national unity for 2009 -2014. The Targeted Outcomes are the overall objectives of Government which emanate from the RD\$ED to be achieved by Ministries through their respective strategies over the medium-term.

As shown in table 2, the Ministry of Finance is responsible to contribute to the achievement of two Outcomes of Government through its financial management reform and budgetary system.

Table 2: Linkage of Outputs with Government's Targeted Outcomes

Targeted Outcome [Goal/ Policy Objective-RD\$ED]	Outcome Performance Indicators or Measures [Key Performance Indicators- RD\$ED]	Ministry's Outputs
1. An effective, competitive and stable financial system that will enhance economic growth and development.	<ul style="list-style-type: none"> An annual growth rate of 5% over the medium term 	Output 1: Portfolio Leadership Policy Advice and Secretariat Support. Output 2: Budget Management-Planning, Execution and Monitoring. Output 4: Collection of Taxes – FIRCA
	<ul style="list-style-type: none"> Inflation rate to be kept around 3% over a 5 year period Investment levels to be above 25% of GDP 	Output 2: Budget Management-Planning, Execution and Monitoring. Output 3: Provision of Accounting Services. Output 4: Collection of Taxes – FIRCA
2. Maintaining macro-economic stability to facilitate social and economic development	<ul style="list-style-type: none"> Debts to be reduced to 40% of GDP over the medium term Ensure effective Financial Asset and Liability Management Revenue policies to support Private-Public Sector Partnership and strengthen private sector development. Corporate tax rates to be not more than 28%. Tax collected within 3 months of the due date to be not less than 95% of the tax due. Gradually reduce Government deficit to below 3.5 % of GDP from 2010 and lower thereafter. Net expenditure to be limited to revenue plus the target level of deficit. Capital to operating expenditure mix of 20:80 for 2009 and to be 25:75 by 2014. 	Output 1: Portfolio Leadership Policy Advice and Secretariat Support. Output 2: Budget Management-Planning, Execution and Monitoring. Output 4: Collection of Taxes – FIRCA Output 5: Financial Asset and Liability Management-Market Operations and Portfolio Management.

Targeted Outcome [Goal/ Policy Objective-RD\$ED]	Outcome Performance Indicators or Measures [Key Performance Indicators- RD\$ED]	Ministry's Outputs
	<ul style="list-style-type: none"> ▪ More than 80% of capital projects funding is disbursed in the year ▪ Entities improve and maximize returns to Government by 2% each year ▪ 100 % of ministries and departments are complying with financial reporting requirements ▪ 50% of audit issues raised in the previous year's Audit Reports and Public Accounts Committee Reports are addressed and resolved. This to include special audit issues as well. ▪ Reduction in surcharge cases by 10% ▪ 90% of government ministries and departments networked and online ▪ Improved whole of government financial controls and cash reporting by 2012 ▪ Reduced revenue arrears ▪ Resources allocated to priority sectors, Health, Law & Order, Education Infrastructure, Agriculture, and Fisheries & Forests. ▪ Strengthen financial accountability clause in PS's annual contracts ▪ Ensure full implementation of the E-Government programme by 2012 ▪ Improve service delivery of printing services through a privatisation of the Government Printing Department 	<p>Output 1: Portfolio Leadership Policy Advice and Secretariat Support.</p> <p>Output 2: Budget Management-Planning, Execution and Monitoring.</p> <p>Output 3: Provision of Accounting Services.</p> <p>Output 5: Financial Asset and Liability Management-Market Operations and Portfolio Management.</p> <p>Output 6: Financial Management Reform-Development and Implementation of Reform Initiatives.</p> <p>Output 7: Procurement, Facilitation, Development and Compliance</p> <p>Output 8: Supply of Goods – Stationery and Printing Services</p> <p>Output 9: Provision of Infrastructure: Electronic Networking, Software and Services</p> <p>Output 10: Facilitation of the Maintenance of Local Government and Rural Roads - Central Coordinating Agency for Roads</p> <p>.....</p>

7.0 Strategic Priority Areas for 2011

In order to achieve the objectives of the RDSED and the 2011 Budget, Table 2.1 reflects the new initiatives and priority areas to be implemented by the Ministry in 2011. These priorities are in addition to the ongoing policies that are to be implemented as shown in Table 3.

The Ministry, keeping in mind the reformist agenda of Government, will undertake necessary steps through its financial management system to enhance the delivery of service to the public. A review of the existing system will be undertaken to streamline the financial processes in government.

In addition, the organisation structure will be reviewed to improve the overall operation and co-ordination of the Ministry. This will form as part of change management system that will strengthen the inter-linkages that exist between different divisions of the Ministry including external stakeholders.

A key area in ensuring achievement of the objectives is through a skilled set of human resource in an organisation.:

Table 2.1: Strategic Priority Areas

Strategic Priority Areas		Ministry's Output
1	Improvements and upgrades of the existing Government Payroll system	Output 3: Provision of Accounting Services Output 9: Provision of Infrastructure: Electronic Networking, Software and Services
2	Adoption of International Public Sector Accounting Standards (IPSAS) WoG Financial Statements	Output 1: Portfolio Leadership Policy Advice and Secretariat Support Output 6: Financial Management Reform-Development and Implementation of Reform Initiatives.
3	Update and development of new financial policies	
4	Audit committees to be formed.	Output 2: Budget Management-Planning, Execution and Monitoring. Output 3: Provision of Accounting Services.
5	Implementation of cash accounting standards across 52 ministries and departments. Ensure cash accountings standards are aligned with the International Public Sector Accounting Standards (IPSAS).	Output 1: Portfolio Leadership Policy Advice and Secretariat Support. Output 2: Budget Management-Planning, Execution and Monitoring. Output 3: Provision of Accounting Services Output 6: Financial Management Reform-Development and Implementation of Reform Initiatives.
6	Implementation of 53 road - maintenance and upgrading works in all divisions and municipalities	Output 2: Budget Management-Planning, Execution and Monitoring. Output 10: Central Coordinating Agency for Roads
7	Centralisation of financial processes in Government	Output 3: Provision of Accounting Service Output 6: Financial Management Reform-Development and Implementation of Reform Initiatives
8	Strengthen support to the Ministry of Finance's membership to State Owned Entities Board of Directors.	Output 1: Portfolio Leadership Policy Advice and Secretariat Support Output 5: Financial Asset and Liability Management-Market Operations and Portfolio Management.

Strategic Priority Areas		Ministry's Output
9	Divestment/Mergers of State Owned Entities (SOE's) and Government Commercial Companies	Output 1: Portfolio Leadership Policy Advice and Secretariat Support Output 5: Financial Asset and Liability Management-Market Operations and Portfolio Management. Output 8: Supply of Goods – Stationery and Printing Services
10	Restructure of Government Printing	
11	Review of TMA and possible closures	
12	To reaffirm the role of the Ministry of Finance with respect to engagement of ministries and departments with external lenders and donor agencies.	Output 1: Portfolio Leadership Policy Advice and Secretariat Support Output 5: Financial Asset and Liability Management-Market Operations and Portfolio Management. Output 6: Financial Management Reform-Development and Implementation of Reform Initiatives
13	Upgrade and improve the existing: i) Overall vehicle management system ii) Vehicle Leasing Programme	Output 1: Portfolio Leadership Policy Advice and Secretariat Support Output 2: Budget Management-Planning, Execution and Monitoring.
14	Explore the feasibility of Office equipment leasing in Government	
15	Full roll out of the vehicle fuel card system	
16	Support energy conservation and environment protection programmes	
17	Upgrading the existing Budget software system	Output 1: Portfolio Leadership Policy Advice and Secretariat Support Output 6: Financial Management Reform-Development and Implementation of Reform Initiatives
18	National ID card development	Output 9: Provision of Infrastructure: Electronic Networking, Software and Services
19	Delivery of 2012 National Budget	Output 1: Portfolio Leadership Policy Advice and Secretariat Support Output 2: Budget Management-Planning, Execution and Monitoring.
20	To strengthen donor coordination in light of aid effectiveness	
21	To reaffirm the role of the Ministry to the line Ministries, departments and development partners in relation to all overseas development assistance.	
22	Roll over of US \$150m Global bond	Output 5: Financial Asset and Liability Management-Market Operations and Portfolio Management.
23	Divestment of Government shares in state owned entities	

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
Output 1: Portfolio Leadership Policy Advice and Secretariat Support	Quantity <ul style="list-style-type: none"> Number of policy papers submitted to the Minister and Cabinet Number of briefing papers prepared for the Minister. Number of staff sent on training 	34 140	35 150	Provide necessary policy advice in relation to overall government policies and projects to the Minister and Permanent Secretary	Executive Support Group Other Entities facilitating with this output:
Sub-Output 1 – Policy Advice, Briefing papers and Reports	<ul style="list-style-type: none"> Number of staff recruited 	20	20	HRD Handbook 2011-2012 to be completed by March 2011	Budget Division Treasury Division FAM Division
Sub-Output 2 – Policy Advice in relation to the ‘Roadmap’	<ul style="list-style-type: none"> Number of staff promoted Number of courses coordinated and facilitated. 	54 21	50 20	Enhance policy advisory and administrative services provided to the Minister and the Permanent Secretary	FPO FCIA Division
Sub-Output 3 – Administrative Support	<ul style="list-style-type: none"> Number of write-offs done monthly 	1211	1200	Effective and efficient Corporate Services throughout the year Opportunities for education and training for staff	ITCS GPSD FIRCA

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<ul style="list-style-type: none"> Number of govt vehicles purchased or leased in a month Number of fuel cards issues Number of Staff Board/HRD meetings. <p>Quality</p> <ul style="list-style-type: none"> Percentage of administrative tasks where performance rated by client as satisfactory or better. Briefings provided to the Minister that are rated satisfactory or better. Trainings are relevant to the respective responsibilities. Effective and efficient provision of Corporate Services. <p>Timeliness</p> <ul style="list-style-type: none"> Policy papers to be produced within the timeframe requested by the Minister 	19 purchased 49 leased 62 11 85% 85%< 85% 85%< 85% <	10 purchased 140 leased 150 12 85%< 85% < 95%< 95% < 90%<	Proper administration of Government vehicle policy including vehicle leasing Review the existing Fleet Management System – Sept 2011 Produce timely Board of Survey & Loss of Scores reports and abandonment of excessive water charges through liaison with relevant ministries/depts Develop a library classification system on the network for registry to obtain background information from throughout the Ministry – June Review of training policy, vehicle leasing policy, OHS policy by June 2011 Develop SOP's for recruitment, leave, vehicle, ESG, Office services by September 2011 Formulate change management practices by June 2011 Formulate database for administrative purposes by December 2011	Vehicle Control Unit Corporate Services Registry and IT Unit ESG & Corporate Services

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	Cost – Financial Budget Completion of work program within the Budget allocation at 31/12/10 Full Time Equivalent Staffing Resources	\$14.7m 33	\$38,139.4 33		
Output 2: Budget Management: Planning, Execution and Monitoring Sub-output 1- Budget Planning and Formulation. Sub-output 2- Budget Execution (Virements, RIE, etc). Sub-output 3- Budget Monitoring, Reporting and International	Quantity <ul style="list-style-type: none"> Number of government submissions received for 2012 Budget Number of private sector/ civil society submissions received and assessed for 2012 Budget Number of Budget reports presented to Cabinet Number of policy papers provided to Cabinet Number of policy advice/ comments/reviews/ consultations to Minister and other stakeholders Number of BACC meetings Number of ITC meetings 	64 52 2 7 100 6 7	64 52 6 7 110 7 7	Implementation/Execution of the 2011 Budget through : <ul style="list-style-type: none"> Processing and timely approvals of 2011 Budget requests (RIEs, virements, CAF, concessions, VAT refunds, cash grants, etc.)- <i>implemented from January- December.</i> Improve coordination of development assistance Undertake roundtable meeting with the development partners and relevant stakeholders – 1st Quarter Monitoring and reporting of 2011 Budget performance <ul style="list-style-type: none"> Monitor and Report to Cabinet on the 2011 Budget outturn - (expenditure/ revenue/ODA performance)- <i>implemented in Feb (Qtr 4-2010), May (Qtr 1), August (Qtr 2), November (Qtr 3).</i> Develop Aid Management Information System to facilitate ODA monitoring – 3rd Quarter Formulation of the 2012 Budget through :- <ul style="list-style-type: none"> Formulation of the 2012 Budget Strategy and Strategic Policy Statement by 30th June. Preparation of the Finance Circular on 2012 Budget 	Budget Division – Key Division

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
Trade	• Number of RTC meetings	5	6	Strategy and Processes by July - Formulation of the 2012 Revenue, Expenditure and ODA Forecasts in line with the agreed Fiscal Framework and Budget Strategy- <i>implemented between July- November.</i>	Other Entities facilitating with this output: Treasury Division
	• Number of RPC meetings	4	5		
	• Number of CSB meetings	5	5		
	• Number of RIEs processed	828	800	<i>Strategies as stated above</i>	Finance & Asset Management
	• Number of virements processed	234	250		Fiji Procurement Office
	• Number of CAFs processed	119	110		Finance & Administration
	• Number of incentives / concessions processed	400	400		Executive Support
	• Number of import licenses processed	500	500	<i>Strategies as stated above</i>	Financial Control & Internal Audit
	• Number of cash grants processed	80	80		ODA Unit
	• Number of VAT request processed	12	30		
	• Number of consultations held with the development partners/line ministries & departments on ODA	1	3		

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<p>processes</p> <p>Quality</p> <ul style="list-style-type: none"> Total expenditure is within approved appropriation Percentage of revenue collected by agencies are within the agreed targets Expenditures utilised as appropriated. Breaches of guidelines & regulations Budget approvals (expenditure/revenue/ODA) are within the guidelines of the Financial Management Act, Finance Instructions , Income Tax Act, Customs Tariffs Act, relevant Finance Circulars and other related legislations) <p>Timeliness</p> <ul style="list-style-type: none"> 2011 Budget requests are processed within agreed timeframe (revenue/ expenditure /ODA) 	<p>Will be determined by year end</p> <p>Same as Above</p> <p>Same as Above</p>	<p>100%</p> <p>90%</p> <p>90%<</p> <p>Nil</p> <p>100%</p> <p>90%</p>		

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<ul style="list-style-type: none"> 2012 Budget is submitted for Cabinet approval Periodic budget updates submitted to Cabinet <p>Cost – Financial Budget Completion of work program within the Budget allocation at 31/12/10</p> <p>Full Time Equivalent Staffing Resources</p>	<p>November</p> <p>April/August</p> <p>\$1.016m</p> <p>39</p>	<p>End November</p> <p>Within 2 months after end of Qrt.</p> <p>\$1.279m</p> <p>39</p>		
<p>Output 3: Provision of Accounting Services</p> <p>Sub-output 1- Public Reporting - Government Financial Statements.</p>	<p>Sub-Output 1 Quantity</p> <ul style="list-style-type: none"> Number of reports produced – monthly, quarterly, annually <p>Quality</p> <ul style="list-style-type: none"> Reports being rated as satisfactory or better <p>Timeliness</p> <ul style="list-style-type: none"> Reports provided within 10 working days of end of month 	<p>89</p> <p>90%></p> <p>85%</p>	<p>89<</p> <p>90%<</p> <p>90%<</p>	<p>Completion of reports with accuracy as required under FMA and FI</p> <p>Provide timely and accurate reports.</p> <p>Reminders sent on the first working day of the month.</p>	Treasury Division

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
Sub-output 2- <i>Management of Payments System-Public Service Salaries, Pensions, After Care Fund</i>	<ul style="list-style-type: none"> Quarterly reports available within 10 working days of the end of the quarter 	85%>	85%<	Sections to submit their contributions early.	
	<ul style="list-style-type: none"> Agency Annual Financial Statement available within 60 business days of the end of the year 	85%	85%<	Departments to finalise expenditures by February 2011	
	Sub-Output 2				
	Quantity				
	<ul style="list-style-type: none"> Number of payments processed when due 	17,214	24,804<	Effective management of all payments.	
	<ul style="list-style-type: none"> Number of bills paid 	81	108<		
	<ul style="list-style-type: none"> Number of advice provided 	449	599<	Proper advice given within acceptable time frame.	
	Quality				
	<ul style="list-style-type: none"> Few errors in the amounts being paid 	90%	90%<	Improvement in the upgrading of the existing Government payroll system in conjunction with ITC and the Public Service Commission.	
	<ul style="list-style-type: none"> Sound advice in accordance with the FMA 2004 and FI 	85%	85%<	Provide sound advice to relevant stakeholders in accordance with FMA and FI	
	Timeliness				
	<ul style="list-style-type: none"> Payments made within acceptable time frame 	90%	90%	Centralised payments made as per schedule	

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
Sub-output 3 – Internal Audit, Surcharge	Sub-Output 3 Quantity <ul style="list-style-type: none"> Number of normal audits completed Number of special audits undertaken Number of follow ups on audit recommendations Number of reviews undertaken Number of surcharge cases processed Number of Public Accounts Committee (PAC) meetings attended Number of government Statements prepared in response to PAC report Number of reports analysed in respect of OAG recommendation to ministries/departments. 	31 0 53 50 2 42	33 4 >60 >60 2 >42	Conduct internal audit of ministries and departments within the division's business plan. Provide special investigation reports Provide follow-ups on audit recommendations issued to ministries and departments. Review of the current financial control systems in place. Facilitate surcharge procedures in Government Monitoring the implementation of the recommendations as an on-going process Provide support advice to PAC proceedings under the PAC timetable Prepare Government's Statement in response to the Public Accounts Committee Report under the PAC timetable Compile and respond to Auditor General's Reports within the stipulated timeframe	Financial Control & Internal Audit Division Other Entities facilitating with this Output: Finance & Administration Division Executive Support

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<ul style="list-style-type: none"> Number of reports submitted based on FI requirements 		16	Compile and submit monthly/quarterly reports stipulated in FI.	
	Quality <ul style="list-style-type: none"> Clear concise and complete audit report in line with standards 	85%<	90%<	Regular monitoring and reviews on all stages of audit process.	
	<ul style="list-style-type: none"> Reports provide relevant and practical recommendations 	85%<	90%<	Strengthen peer review and Principal Auditors overseeing role.	
	<ul style="list-style-type: none"> Actions taken on recommendations 	70%	>90%	Strict monitoring of follow-up – Quarterly.	
	<ul style="list-style-type: none"> Relevant support and advice to PAC 	95%	>95%	Conduct research/consultations with relevant stakeholders prior to scheduled briefing.	
	<ul style="list-style-type: none"> Surcharge submissions are rated satisfactory or better 	85%<	>90%<	Provide relevant information/proper analysis & obtain legal opinion as and when required.	
	<ul style="list-style-type: none"> Accurate and informative management reports/returns 	85%	90%	Compile comprehensive reports.	
	Timeliness <ul style="list-style-type: none"> Normal audits completed within the annual work plan 	85%	>90%	Conduct Team Leaders meeting monthly.	
	<ul style="list-style-type: none"> Special audit reports submitted within the planned timeframe 	70%	>80%	Strict adherence to Terms of Reference during conduct process.	

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<ul style="list-style-type: none"> Recommendations undertaken within the agreed timeframe – 90% Surcharge memos processed according to timeframe stipulated in the FI 2005 Management reports/returns provided within the agreed timeframes <p>Cost – Financial Budget Completion of work program within the Budget allocation at 31/12/10</p> <p>Full Time Equivalent Staffing Resources</p>	<p>85%<</p> <p>85%<</p> <p>90%</p> <p>Treasury- \$6.8m</p> <p>FCIAC- \$6.9m<</p> <p>Treasury-47 FCIAC - 36</p>	<p>90%</p> <p>90%</p> <p>>90%</p> <p>Treasury- \$6.8m</p> <p>FCIAC- \$7.9m</p> <p>Treasury-47 FCIAC - 36</p>	<p>Quarterly follow-up on recommendations.</p> <p>Full compliance.</p> <p>Provide reports month/quarterly.</p>	
Output 4: Collection of Taxes – Fiji Islands Revenue & Customs Authority	<p>Quantity</p> <ul style="list-style-type: none"> Total FIRCA collection (\$m). Total number of taxpaying entities. 	<p>\$1,280.99m</p> <p>291,265</p>	<p>\$1,496.9m Customs: \$356.8m</p> <p>300,000</p>	<p>Follow-up lodgment of taxpayer returns</p> <p>Carry out effective debt recovery and prosecution</p>	Fiji Islands Revenue & Customs Authority

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<ul style="list-style-type: none"> Total number of tax audits raised Total number of tax audits conducted. Total number of assessment notices issued. Revenue Earned from audit cases. Total number of Customs audits conducted. <p>Quality</p> <ul style="list-style-type: none"> Tax audits carried out as per audit plan; all audits undergo thorough risk profiling. Audit plan reviewed regularly (audit plan is usually reviewed based on changes in the economic environment). 	<p>180</p> <p>760</p> <p>124,000</p> <p>89</p> <p>100%</p> <p>100%</p>	<p>200</p> <p>770</p> <p>125,000</p> <p>\$1m per officer for small/medium cases \$1.5m for large/international cases</p> <p>105</p> <p>100%</p> <p>100%</p>	<p>Development and execution of assessing timeline and achievement plan</p> <p>Identify potential revenue opportunities and leakages</p> <p>Streamline the tax system</p> <p>Conduct audits based on Systematic Risk Assessment</p> <p>Develop and maintain an audit plan and modernize and maintain audit manuals</p> <p>Carry out regular and effective risk analysis on all large taxpayers and international issues, small/medium taxpayers, importers and traders</p> <p>Conduct lodgment enforcement activities</p>	

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<p>Timeliness</p> <ul style="list-style-type: none"> Tax receipts paid to the MFNP bank account within one business day of receipt. Tax assessment notices issued within three business days. <p>Cost – Financial Budget Completion of work program within the Budget allocation at 31/12/10</p> <p>Full Time Equivalent Staffing Resources</p>	<p>100%</p> <p>100%</p> <p>Operating Grant - \$25m Capital Grant Nil (Revised 2010 Budget)</p> <p>766</p>	<p>100%</p> <p>100%</p> <p>Operating grant - \$34m Capital Grant - \$3m</p> <p>814 * Additional resources have to be acquired to administer additional revenue initiatives such as Capital Gains Tax, Airport Departure Tax, Stamp Duties, SuperYacht and self assessment.</p>	<p>Key Result Area; from FIRCA 2011-2016 Corporate Plan:</p> <ol style="list-style-type: none"> 1. Identify and treat the risks to voluntary compliance and develop a compliance risk management framework. 2. Optimise the efficiency and effectiveness of FIRCA processes, systems and structure. 3. FIRCA will tailor its services and assistance programmes to enable taxpayers, importers and others to (understand and) take self responsibility for their compliance. 4. Border and community security will be continually improved. 5. FIRCA is responsive to the changing needs and expectations of key stakeholders. 6. Legislation and policies are modern and reflect best practice to support the aims of FIRCA. 7. FIRCA's human capabilities will meet the changing needs of the business. 8. FIRCA will be accountable for the effective use of its resources. 	
Output 5: Financial Asset and Liability Management – Market Operations	<p>Sub-Output 1 Quantity</p> <ul style="list-style-type: none"> Number of planning documents assessed, financial statements analysed & reporting documents produced 	42	42	<ul style="list-style-type: none"> Analyse planning documents, financial reports and documents produced by State owned Entities on an ongoing basis. (37) Prepare quarterly reports to Strategic Framework for Change and Coordinating Office (SFCCO) and annual Appendix 9 – Statement of Investment Report for Accounts and Finances Report. (5) 	Asset Management Unit

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<p>Quality</p> <ul style="list-style-type: none"> Achievement of 2% on Return on Shareholders Fund (ROSF) to Government on annual basis. Strengthen and Restructure State Owned Entities Divestment of Government's Foreign Mission Properties.. Analysis of TMA Business Plan and Reform of TMA business activities. <p>Timeliness</p> <ul style="list-style-type: none"> Analysis of planning documents assessed, financial statements analysed & reporting documents produced. 	<p>90%</p> <p>100%</p> <p>80%</p> <p>90%</p> <p>100%</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>As specified required reporting timelines</p> <p>31st Dec 2010</p> <p>Quarterly Q2</p>	<p>Monitor and assess Government Investments in State owned Entities in a timely manner.</p> <p>Appraise and execute the Restructure Plan in a timely manner.</p> <p>Evaluate and execute the Divestment Plan in order to achieve the optimum market value of Government assets..</p> <p>Scrutinise TMA Business Plan and coordinate the implementation of the TMA Reform programme in a prudent manner.</p> <p>Assess and review:</p> <ul style="list-style-type: none"> Annual Reports – three (3) months after the financial and calendar year reporting Planning Documents, which includes Draft Corporate Plan, SCI, EIRP – finalised by 31st December <p>Formulate and furnish:</p> <ul style="list-style-type: none"> Quarterly report submitted to SFCCO Annual submission of the Appendix 9 to FMIS 	

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
Sub-output 2- Financial Liability Management	<ul style="list-style-type: none"> Restructure, strengthening of Government Ministries, Departments, & State Owned Entities. 	70%	As scheduled under the Restructure Plan.	Consult and monitor the progress of the restructure plan in line with the public enterprise reform and public sector reform targets	
	<ul style="list-style-type: none"> Divestment of State Owned Entities. 	70%	As scheduled under the Divestment Plan.	Administer, manage, facilitate and monitor the timely progress of the divestment plan.	
	<ul style="list-style-type: none"> Annual General Meetings (AGM), Full and Sub-Board meetings, Joint & Steering Committees meetings, Site Visits, & Stakeholders Meetings. 	100%	As scheduled under the meeting schedules.	Actively participate and coordinate meetings as well as provide timely updates to executive management	
	<ul style="list-style-type: none"> Analysis of TMA Business Plan and Reform of TMA business activities. 	98%	31 December 2010 for TMA Business Plan Review. As scheduled under the TMA Reform Plan.	Review draft TMA Business Plans by 31 st December, 2011 and coordinate the successful implementation of TMA Reform programme	
	Sub-output 2 Quantity <ul style="list-style-type: none"> Number of Financial Assessments and Reports on Guaranteed Entities 	6	10	Carry out Financial Statement Analysis and Risk Assessments on Balance Sheet and Profitability Ratios with 4 Entities in Quarter 1, Qtr 2 and 2 Entities in Quarter 3.	

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<ul style="list-style-type: none"> Number of Field Visits on Guaranteed Entities Number of Entities Submitting Quarterly Returns on Arrears Number of Submissions Assessed for Write off of Irrecoverable Arrears Number of Loan Funded Projects Visited and Assessed <p>Quality</p> <ul style="list-style-type: none"> Government Contingent Liability Portfolio to be below 35% of GDP Reduction in Whole of Government Arrears of Revenue by 5% Compared to 2010 Project Drawdown to be in line with Physical Progress 	<p>4</p> <p>18</p> <p>1</p> <p>3</p> <p>33.5%</p> <p>10% increase</p> <p>65%</p>	<p>4</p> <p>20</p> <p>2</p> <p>5</p> <p>Less than 30% of GDP</p> <p>5% reduction</p> <p>70% of Budget</p>	<p>Organise Quarterly visits with Asset Management Team to FSC, Fiji Pine, FEA and FHCL</p> <p>Send Timely reminders on the last day of each quarter in line with Section 50 of the FI 2005</p> <ul style="list-style-type: none"> Conduct field visits to Agencies with higher percentage of old aged arrears Assist the agencies [WAF and Agriculture] in the drafting of write off submissions <p>To conduct on site verification of project drawdown claims</p> <p>Assess all new applications for guarantees in line with Guarantee Policy and agreed benchmarks</p> <p>Closely monitor the debt serving obligations of guaranteed entities</p> <p>Focus on Agencies with 50% of Arrears over 5 years old</p> <p>Obtain and reconcile documentary claims of contractors and reports by implementing agencies</p>	Debt Management Unit

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
Sub-output 3- Market Operations	Timeliness: <ul style="list-style-type: none"> Undertake 2 Financial and One Field Assessment in each Quarter. Present Government Contingent Liability Report to Cabinet in Quarter 3. Submission of Quarterly Returns 30 days after the end of each quarter. Present Arrears of Revenue Report to Cabinet in Quarter 2. Undertake on site inspection for all loan funded projects 	Quarterly review	Quarterly	Examine financial records and obtain updated data for risky entities.	
		Quarter 3	Quarter 3	Present key risks associated with the Contingent liability portfolio.	
			Quarterly	Accounting Heads to be briefed in March, June, September and December meetings.	
		3	5	Highlight key issues and revenue opportunities	
	Sub-output 3 Quantity <ul style="list-style-type: none"> Prepare Whole of Government Cash flow Forecasts Number of Issuances of Debt Securities in the Domestic 	12	12	To organise with Implementing agencies for physical progress assessment on the 2 ADB loans in Qtr 1, Chinese Housing Projects in Qtr 2 and Malaysian Roads Project in Quarter 2.	
		70	40	<ul style="list-style-type: none"> Consolidate the Cashflow forecast by Agencies that are submitted to FMIS to extract an annual Forecast. Prepare 12 monthly Cashflow Forecast for RBF and Debt and Cashflow Committee Organize Issuances of Treasury Bills and Bonds in line with Financing Needs of Government Inform Reserve Bank on Financing Plan 	

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<p>Market</p> <ul style="list-style-type: none"> New External Loans Finalised or Negotiated for Capital Development Number of Meetings with Financiers and Lenders. Number of Meetings of the Committees of Debt and Cash flow Policy and Technical Committee on Bond Market Development. <p>Quality</p> <ul style="list-style-type: none"> Maintain Debt Level Below 60% of GDP by December 2011. Progress towards the development of the Secondary Bond Market. Timely Settlement of Government's Debt Servicing Obligations Financing and Debt Repayments to be within the approved Budget Estimates 	<p>2</p> <p>8</p> <p>6</p> <p>57.5%</p> <p>100%</p> <p>100%</p>	<p>2</p> <p>10</p> <p>12</p> <p>58% of GDP</p> <p>40%</p> <p>100%</p> <p>Within 2011 Budget</p>	<p>Facilitate the signing of loan Agreement for Chinese Loan Funded Road Projects and Payment of Management Fees in Qtr 1.</p> <p>Organise Quarterly meetings with Lenders and Financial Institutions</p> <p>The DCPC (Debt and Cashflow Policy Committee meets monthly)</p> <ul style="list-style-type: none"> All new loan proposals to be evaluated in line with the Debt to GDP Ratio Retirement of Expensive Loans <p>An update to be provided by the Technical Committee on Secondary Bond Market Development [RBF/MOF]</p> <p>All debts repayments to be paid on or before due dates</p> <p>Accurate forecasting of interest and exchange rates.</p> <p>Financing Plan to continually revised with Cashflow forecast</p>	

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<ul style="list-style-type: none"> Treasury Bills to be within statutory limit Ways and Means Overdraft Facility to be within approved limit and to be fully repaid by December 31st. Minimise Cost of Borrowings Establish Debt Financing Program for Refinanced Bond <p>Timeliness:</p> <ul style="list-style-type: none"> Debt Strategy Formulation in Third Quarter Interest, Principal Repayments, Loan Management and Listing Fees to be paid on or before the due dates. 	<p>\$100m</p> <p>100%</p> <p>August</p> <p>Daily 100%</p>	<p>Less than \$150m</p> <p>Less than \$20m & Nil by Dec 31</p> <p>Lowest Interest Rates</p> <p>Quarter 2</p> <p>July</p> <p>Daily and Ongoing</p>	<p>Accurate and Timely Cashflow Forecast</p> <p>Interest Rates on borrowings to be in line with Monetary policy and in line with recommended range by RBF the Yield Curve</p> <ul style="list-style-type: none"> Formulate clear refinancing plan in line with 2011 Budget Address Consultation with RBF <p>Devise Debts Strategy for the 2012 Budget Strategy</p> <p>Daily Verification by Settlements Officer Debt, Treasury and RBF.</p> <p>Submit the first draft by 30th September</p> <p>Cashflow to be completed two weeks after the Budget announcement</p>	

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<ul style="list-style-type: none"> Preparation of Debt Servicing Estimates and Submitted to Budget on Time Completion of Debt Servicing Cash flow for Budget Loading Finalisation of the Annual Borrowing Program and Issuance of Financing Calendar Annual Debt Report Presented to Cabinet in First quarter. Preparation of the Annual Financial Statements <p>Cost – Financial Budget Completion of work program within the Budget allocation (Includes AMU and DCFMU) at 31/12/10</p> <p>Full Time Equivalent Staffing Resources</p>	<p>October</p> <p>December</p> <p>Jan 4th</p> <p>May</p> <p>March</p> <p>31</p>	<p>September</p> <p>Jan 5th</p> <p>March</p> <p>As per FMIS and Audit timeline</p> <p>Operating Budget of \$1.04 m</p> <p>31</p>	<p>Presentation of the proposed Issuance Calendar to DCPC and RBF after the Budget Announcement</p> <p>All 2010 debt data to be reconciled and updated by January 31st.</p> <p>Completion of the first drafts for the Accounts and Finance and Audit Purposes within Quarter 1 :</p> <ul style="list-style-type: none"> Statements of Borrowing- Appendix 10/11/12 Arrears Appendix 24 Contingent Liability Appendix 17 	

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
Output 6: Financial Management Reform – Development and Implementation of Reform Initiatives <i>Sub-output 1- Identification and implementation of Reform Initiatives.</i>	Sub-Output 1 Quantity <ul style="list-style-type: none"> Number of FMR and other financial policy initiatives formulated and implemented Number of policy advice provided. The IPSAS compliant WoG Financial Statement is adopted. The newly developed National Cash Accounting Standards is formulated and implemented across the 48 Departments. Review of Performa Finance Manual. Change Management Quality <ul style="list-style-type: none"> FMR and financial policies are accepted by the PSR Steering Committee and OAG 	1 Nil Nil Nil Nil 1	3 4 1 48 1 5 80%	Formulate and implement feasible FMR and other financial policy initiatives and Guidelines as and when required Provision of policy advice that is realistic and acceptable Formulate and implement IPSAS compliant WoG financial statement. Implementation and training of the National Cash Accounting Standards across the 48 Ministries and Departments Incorporate the new changes from the FI 2010 into the proforma finance manual and advise Ministries and Departments accordingly. Undertake Change Management Strategies by updating stakeholders on FMR and other MoF initiatives through Issuance of quarterly newsletter. Preparation of detailed policy papers for timely submission to PSRSC Secretariat.	Financial Policy Analysis Unit (FPAU)

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
Sub-output 2- Implementation and ongoing support of FMIS.	<ul style="list-style-type: none"> National Cash Accounting Standards are accepted by the PSR Steering Committee and OAG 	Nil	100%	National Cash Accounting Standards are aligned to IPSAS, Financial Management Act and Finance Instructions	Financial Management Information Systems
	Timeliness				
	<ul style="list-style-type: none"> Timely provision of policy advise 	Nil	Within 3 days	Provide advice within 3 days of receipt of request	
	<ul style="list-style-type: none"> FMR Newsletters are published and distributed on schedule 	4	Quarterly	Facilitate timely receipt of newsletter articles.	
	Sub-output 2 Quantity				
	<ul style="list-style-type: none"> Number of ministries and departments visited as part of the annual assessment 	15	15	Review how well agencies are benefiting from the usage of the Financial Management Information System (FMIS)	
	<ul style="list-style-type: none"> User counts in the FMIS do not exceed authorized limit 	<300	<300	Monitor number of users through execution of user counts report.	
	<ul style="list-style-type: none"> Number of FMIS training courses conducted 	15	15	Conduct training as per FMIS Training Schedule	
	Quality				
	<ul style="list-style-type: none"> Percentage of target audience trained 	>80%	>60%	Assess nominations received from Accounting heads.	
	<ul style="list-style-type: none"> % of course participants rate the training as satisfactory or better 	>80%	>80%	An informative course evaluation form is filled by all course participants	

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<ul style="list-style-type: none"> Improved financial efficiency Less system integration problems and downtime Minimal error in the Chart of Accounts roll-up structure WOG reports generated are reflective of updated figures from the agencies <p>Timeliness</p> <ul style="list-style-type: none"> FMIS training courses are conducted as scheduled Monthly SON reports are sent to PSF WOG f/s submitted to OAG within the required timeframe <p>Cost – Financial Budget Completion of work program within the Budget allocation at 31/12/10</p> <p>Full Time Equivalent Staffing Resources</p>	<p><5%</p> <p>80%</p> <p>On time</p> <p>By the 5th of every month</p> <p>By 30th Sept</p> <p>13</p>	<p>>75%</p> <p><5%</p> <p><3%</p> <p>>90%</p> <p>As per FMIS training schedule</p> <p>By 5th of every month</p> <p>By 31st May</p> <p>\$1.73m</p> <p>13</p>	<p>Centralisation of financial processes by September 2011 and also implementation of FMIS in DNR.</p> <p>Regular backup service for each of the FMIS application blade servers maintained by ITC.</p> <p>Regular running of utility jobs.</p> <p>Deliver acceptable and reliable WoG Reports</p> <ul style="list-style-type: none"> State of Nation – Monthly Whole of Government Financial statements by August <p>Trainings are conducted as per FMIS Training Plans.</p> <p>Continuously emphasise to Agencies to update the FMIS with financial data by the end of each month.</p> <p>Ensure all Appendices are completed before 31st May</p>	<p>Other Entities facilitating with this output: Treasury Division Budget Division Finance & Administration Division Executive Support Financial Control, Internal Audit and Compliance</p>

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
Output 7: Procurement, Facilitation, Development and Compliance Sub-output 1 <i>Procurement Processing and Logistical Support</i> Sub-output 2 <i>Policy Development and Training</i> Sub-output 3 <i>Monitoring and Compliance</i>	Quantity <ul style="list-style-type: none"> Number of tenders called. 	205	> 200	Manage and facilitate the procurement process	Fiji Procurement Office
	<ul style="list-style-type: none"> Number of board papers processed. 	124	> 175		
	<ul style="list-style-type: none"> Number of board meetings. 	14	22	Provide Secretariat services to the Government Tender Board.	
	<ul style="list-style-type: none"> Number of customs clearance carried out via air, sea and parcel post. 	480	> 1000	Facilitate customs clearance and delivery of all goods purchased/supplied from overseas.	
	<ul style="list-style-type: none"> Number of board of surveys attended. 	>70	>15	Facilitate the disposal of assets.	
	<ul style="list-style-type: none"> Number of Public auctions. 	8	6		
	<ul style="list-style-type: none"> Number of procurement policies formulated. 	4	4	Formulate and implement procurement policies.	
	<ul style="list-style-type: none"> Number of officers trained. 	>50	>200	Provide training on procurement policies.	
	<ul style="list-style-type: none"> Number of compliance audits conducted. 	-	10	Provide policy advice on procurement issues.	
	<ul style="list-style-type: none"> Number of compliance audits of ministries and departments. 	-		Conduct compliance audits of ministries and departments.	
	Quality <ul style="list-style-type: none"> Number of substantiated complaints received from agencies regarding delays in tender process. 	-	<20		

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<ul style="list-style-type: none"> Requests for review are addressed within one month of receipt. GTB endorses recommendations of board papers. % reduction in storage charges as compared to 2010 figures. % of Participants rate training as satisfactory or better. % of complaints resolved. <p><u>Timeliness</u></p> <ul style="list-style-type: none"> Timely distribution of Board papers to members. Clearance of cargo done within a set timeframe. Projected number of BOS and public auctions to be completed in the set timeframe. 	-	80% of review requests received		
		-	80%		
		-	10%		
		-	<70%		
		-	75% of complaints received.		
		-	2 working days before Board meeting.		
		-	3-5 days		
		-	Dec		

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<ul style="list-style-type: none"> Projected number of policies to be formulated and officers trained to be within the set timeframe. Projected number of compliance audit to be completed within the set timeframe. Investigative reports submitted for the complaints received. <p>Cost-Financial Budget Completion of work program within the Budget allocation at 31/12/10</p> <p>Full Time Equivalent Staffing Resources</p>	-	Dec		
		-	Dec		
		-	Within 3 weeks of receiving complaints.		
		<1,917.4	<1,284.1m		
		GSD – 214 FPO – 35	49		
Output 8: Supply of Goods – Stationery Supplies and Printing	<p>Quantity</p> <ul style="list-style-type: none"> Number of printing jobs processed. Total printing income TMA & Revenue. Total retail sales revenue Bookshop 	1,600	1,600	<p>1) Printing and supply of publications when they are required –</p> <ul style="list-style-type: none"> WEEKLY: – New Promulgations, Gazettes, and Supplements. MONTHLY:- Sale of Goods, Ministerial Newsletters, Revenue Earning documents and General Purpose forms ANNUAL: – Annual reports, Budget and Address, 	Government Printing Department
		TMA – \$1.2m Rev – \$443k	TMA –\$1m Rev – \$400k		
		TMA- \$435k Rev – \$2500	TMA-\$400k Rev – \$2k		

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
Sub-output 2 Facilitate the privatization of GP&D	<u>Timeliness</u>				
	▪ Number and percentage of printing jobs completed on time.		100%		
	▪ Number and percentage of printing jobs returned.		Nil		
	▪ Number of complaints received.		Nil		
	<u>Quantity</u>				
	▪ Number of stakeholders consultations.		5	1) Meet with employees on expectations for privatization.	
	▪ Number of reports provided to the Sales Steering Committee.		6	2) Provide reports on Status of operations, staffing, machines, etc, when required.	
	▪ Number of Management meetings.		6	3) Fortnightly/monthly meetings to address pertinent issues.	
	<u>Quality</u>				
	▪ Workers understand expected outcomes.		100%	4) Regular meetings with workers and employees.	
	▪ Improve Workers' relationship and morale		>50%	5) Regular consultations with relevant stakeholders.	
	▪ Number of workers retained/redeployed		>50%	6) Regulatory requirements and relevant concerns addressed as they arise.	

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<p>Timeliness</p> <ul style="list-style-type: none"> Privatisation on due date Employees concerns addressed. <p>Cost-Financial Budget Completion of work program within the Budget allocation at 31/12/10</p> <p>Full Time Equivalent Staffing Resources</p>		<p>100%</p> <p>>70%</p> <p>Budget - \$1.8m TMA - \$0.5m</p> <p>Est – 82 GWE - 32</p>	<p>7) Ensure that budgetary allocations and Revolving Fund Account ceiling are not exceeded.</p>	
<p>Output 9: Provision of Infrastructure - Electronic Networking, Software and Services</p>	<p>Quantity</p> <ul style="list-style-type: none"> Migration of systems to new Data Centre Implementation of service levels to ensure reliability. Improve services and system security. Provision of IT Governance across government agencies Improvement of access and availability to Government 	<p>>70%</p> <p>>50%</p> <p>>30%</p> <p>>80%</p>	<p>100%</p> <p>>80%</p> <p>>60%</p> <p>>50%</p> <p>100%</p>	<p>Migration of systems to new Data Centre</p> <ul style="list-style-type: none"> Secure separate resources for Data Centre Migration of critical supporting systems Migration of e-Applications Migration of critical applications Migration of non-critical applications <p>Implementation of service levels to ensure reliability</p> <ul style="list-style-type: none"> Development of at least 4 SLAs by Q3 2011: <ul style="list-style-type: none"> With our service providers With selected departments Underpinning contracts 	<p>Information, Technology and Computing Services</p>

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<p>Information services.</p> <ul style="list-style-type: none"> Provision of ICT Consultancy to government agencies <p>Quality</p> <ul style="list-style-type: none"> Stakeholder feedback & customer feedback show satisfaction with e-Gov Project implementation Reports & customer feedback show that service levels were met Reports show that security breaches/events reduced Stakeholder feedbacks show customers to be satisfied or better with IT Governance. Stakeholder feedback show customers are satisfied with access and availability of Government services. Stakeholder feedback show customers to be satisfied or better with ICT Consultation services 	<p>>90%</p> <p>>20%</p> <p>>40%</p> <p>>95%</p> <p>>75%</p> <p><50%</p> <p>>80%</p>	<p>100%</p> <p>30%</p> <p>50%</p> <p>100%</p> <p>85%</p> <p>60%</p> <p>100%</p>	<ul style="list-style-type: none"> Implementation of Technical solutions to assist ensure reliability <p>Improve services and system security</p> <ul style="list-style-type: none"> Improve enforcement of existing security policies by Q2 2011 Implement security technical solutions to improve security <p>Provision of IT Governance across government agencies</p> <ul style="list-style-type: none"> Develop Data Centre policies for facilities and operations Development and maintenance of prioritized policies Improvement of Project Management Methodology and Framework Leverage on training opportunities Conduct monthly inter-department IT heads discussions Complete ITCS Quarterly Newsletter Ensure that Government Policies & Regulations are adhered to for procurement, recruitment, etc <p>Improvement of access and availability to Government Information services</p> <ul style="list-style-type: none"> Implement provision for 24x7 operations for DC Upgrade and enhance selected services Reduce major production issues for supported and hosted applications Implement technical solutions to address redundancy Replace end-of-life products by Q4 2011 Development and enhancement of selected 	

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<ul style="list-style-type: none"> Project status reports show milestones and deliverables achieved within agreed baselines. <p>Timeliness</p> <ul style="list-style-type: none"> All projects completed within baseline schedule Stakeholder feedbacks show customers to be satisfied or better with the <u>timeliness</u> of ITC's provision of all ICT services. <p>Cost – Financial Budget Completion of work program within the Budget allocation at 31/12/10</p> <p>Full Time Equivalent Staffing Resources</p>	<p>>95%</p> <p>>95%</p> <p>>80%</p> <p>\$9.4m</p> <p>50</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>\$8m</p> <p>50</p>	<p>government websites</p> <ul style="list-style-type: none"> Consolidation of PCC operations Expand e-Community sites to rural community <p>Provision of ICT Consultancy to government agencies</p> <ul style="list-style-type: none"> Provide assistance in evaluation of proposals Provide assistance in selection process of IT personnel across government Through research and development, respond to new requirements Analysis and Design of Telephony Solution for whole of government ICT consultancy projects 	
Output 10: Facilitation of the maintenance of Local Government and Rural Roads - CCAR	<p>Quantity</p> <ul style="list-style-type: none"> Total number of Roads to be upgraded Total number of contract awarded 	<p>7</p> <p>1</p>	<p>53</p> <p>4</p>	<ol style="list-style-type: none"> The tendering of all municipal roads upgrading identified for 2011 in January 2011. Preparation of Contracts to be completed in early March 2011. Awarding of contracts to begin in Quarter 2. 	Central Coordinating Agency for Roads

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<ul style="list-style-type: none"> Total number of successful road upgraded Total number of maintenance contracts completed Total number of contracts reviewed Appointment of Program Manager /Engineering Consultant / Project Engineers Project/site visitation <p>Quality</p> <ul style="list-style-type: none"> Recurrent awards for a specific contract Roading works undertaken within the specific contract details and requirements Awarding of contracts to established engineering contractors 	<p>7</p> <p>1</p> <p>40%</p>	<p>40</p> <p>2</p> <p>2</p> <p>1</p> <p>6</p> <p>>60%</p> <p>>60%</p> <p>>85%</p>	<p>3. Works to begin mid Q2</p> <p>4. The Engineers to supervise Contracts hence ensuring the Contracts are completed within the required timeline and Cost.</p> <p>5. Explore and expand repair and maintenance works programmes</p> <p>6. Work with the municipals to ensure their contributions to the roads work in their municipals..</p>	

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
	<ul style="list-style-type: none"> Establish design quality standards for Fiji roads <p>Timeline:</p> <ul style="list-style-type: none"> Contracts completed within the set timeframes <p>Cost – Financial Budget Completion of work program within the Budget allocation at 31/12/10</p> <p>Full Time Equivalent Staffing Resource:</p>	2	50% 50% \$4.6M 2		

9.0 PSC Deliverables and Indicators

This table provides the Ministry's strategies and timeframes set to meet the Public Service Commission's requirements for 2011.

Table 4: PSC Deliverables and Indicators

PSC Deliverables	Performance Indicators	Targets & Timeframe	Strategies	Responsible Division
Objective 1: Continuous improvement in Human Resources Management and Development				
Annual Corporate Plan	Final Draft by December	Submitted to PSC by 31 st Dec	<ul style="list-style-type: none"> Advice HOSs /HODs of timelines. Extensive ACP consultation – workshop/awareness and training. Refresher courses/training on ACP, BP and IWP. 	Administration Division & ACP Team ACP Team to comprise representatives from Sections/ Divisions/Departments.
Objective 2: Good governance, integrity and compliance				
Six-monthly Report	Final Draft by Jun 30 th	Submitted to PSC by 15 th July	Sections/Divisions/Departments to submit monthly reports by the 1 st week of the following month.	Administration Division Executive Support
Annual Reports	Final Draft by Dec 2010	Submitted to PSC by 31 st Jan 2011	Section / Divisions / Departments Outputs and achievements to be submitted to Permanent Secretary for Finance.	Administration Division
Objective 3: Reform, reorganized & sustainable structural changes				
Initiatives and results of realigned, reorganized and restructured units.	Staff establishment control measures, functional review, reform strategies, etc, identified in PSC Circulars.	September 2011	Privatisation of Government Printing	Administration Division
Systems, Processes and Productivity Initiatives	Establishment of Labour Management Cooperation Consultative committee.	1 st Quarter 2011	<ul style="list-style-type: none"> Appointment of LMCC Committee. Training of Committee on ERP and related legislations, etc. Ensure Management is aware of all deliberations of LMCC / membership of LMCC. Regular meetings of LMCC. 	Admin/Training Unit to coordinate.

PJC Deliverables	Performance Indicators	Targets & Timeframe	Strategies	Responsible Division
	<ul style="list-style-type: none"> Documentation of processes by 1st Quarter – e.g. Manuals/flowchart. Implementation of Civil Service Excellence Awards framework by Jan 2011 	<p>1st Quarter</p> <p>1st Quarter</p>	<ul style="list-style-type: none"> Awareness training on LMCC & purpose to all MoF Staff. Report for 2010 to be analysed by HOS/HODs and Committee. Implementation of in-house excellence services award 	ESG and Administration
Objective 4: Customer focused, responsive and prompt service delivery				
Increased network with the Department of Information on the use of media	<ul style="list-style-type: none"> Establishment of Media focal point by Jan 2011. Monthly update Ministry/ Department websites, Information Education Communication (IEC) materials/publications 	1 st Quarter	<ul style="list-style-type: none"> Media focal point appointed. Training on requirements by Ministry of Information. Regular update of website. Awareness on use of media. 	Administration - IT Officer
Adherence to Service Level Agreements (SLA) with ITC/ GIRC	<ul style="list-style-type: none"> Strengthening of GIRC focal points SLA compliance 	1 st Quarter	<ul style="list-style-type: none"> GIRC Focal Point appointed 	Administration Division – IT Officer

10.0 Capital Projects for the Year (2011)

Table 5 – Major Projects/Items

SEG	Projects /Items	Cost	Timeframe
8- Capital Construction	CCAR	\$4.6 million	January - December
9- Capital Purchases	FMIS	\$0.3 million	June
	Vehicle leasing	\$5.6 million	January - December
10- Capital Grant	FIRCA	\$3 million	January - December
TOTAL		\$13.5 million	

Glossary

This glossary provides definitions for a number of different terms to help you understand their meaning when used in the body of this corporate plan template. The glossary is only intended to assist agencies when preparing their corporate plans and is not required to be included as part of the corporate plan to be submitted to Ministry of Finance and/or the Public Service Commission. However, should an agency wish to include a glossary that will help the reader better understand their corporate plan, then they may do so.

FIRCA – Fiji Islands Revenue & Customs Authority

IMF – International Monetary Fund

IPSA – International Public Sector Accounting Standards

ITCS – Information Technology & Computing Services

LPO – Local Purchase Order

Outcome – impact/effect on the community from the goods and services delivered by agencies.

RDS&ED – abbreviation for the Roadmap for Democracy and Sustainable Socio-Economic Development 2009-2014.

Output – services or goods provided to clients/customers external to the agency.

Internal Output – goods or services of one part of an agency delivered to other parts of the same agency. They contribute indirectly to the production of outputs.

Sub-output – a single output produced along the production process leading to the production/delivery of an output.

Output group – a collection of outputs (including internal outputs) that are similar in nature.

Output performance measures – an assessment of characteristics of performance that illustrate that an agency has delivered its outputs. These measures relate to quantity, quality and timeliness.

Performance targets – numerical target levels of performance against which actual performance can be compared.