



Ministry of Finance

Ministry of Finance
Annual Corporate Plan
2014

Compiled by
Corporate Services Department
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Suva, Fiji



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2. Minister of Finance's Foreword



"Building a Smarter Fiji" is a theme which is not only meant for the nation but also be contextualized within the Ministry of Finance as it ventures on with its role of being stewards of Government finances.

As the Ministry heads into 2014, a year which the final targets of the Roadmap for Democracy and Sustainable Socio – Economic Development are to be fulfilled, a looming challenge is setting out plans to incorporate strategies which ensure a smooth transition post 2014.

The new constitution as well as the anticipated Parliamentary elections has set the platform from which the Ministry will organize its short and medium term plans.

The Ministry over the past years have been fulfilling its ACP targets to the latter as evident in the SFCCO results. Next year would be no different as the Ministry strives for excellence and commitment in improving its macroeconomic strategies and processes.

One of the post 2014 outputs is the repayment of Governments' Global Bonds by 2016 which the Ministry is continuously monitoring with consistent transfers to the sinking fund.

Government's fiscal forecast announced in the 2014 budget provides a challenge in terms of implementation and monitoring with the estimated economic growth of 3.0%, total revenue of \$2.7b, estimated total expenditure \$2.8b and estimated net deficit at \$161.5m.

Hard work and diligence will surely allow 2014 targets to be fully implemented and I am sure the Ministry will continue to improve and develop relevant policies to ensure transparency and accountability at the whole of government level in line with Government's financial management reforms.

In the above regard, I am honoured to present the Ministry of Finance's Annual Corporate Plan for 2014.

A handwritten signature in blue ink, appearing to read "Josaia Bainimarama".

Josaia Voreqe Bainimarama
Prime Minister and Minister for Finance

3. Permanent Secretary's Statement



In line with the 2014 Budget theme, the Ministry is geared into 2014 by "Building a Smarter Ministry of Finance". This involves building up on current processes by continuous improvements in policies and internal controls. 2014 is expected to be an intensive year of improving the status quo in line with Government plans for public sector reforms and macro economic development.

As it strives towards excellence under the SEA initiative, the Ministry is aiming for the Prime Minister's award in 2014. After years of receiving the Commitment award, the Ministry for the first time gained the Achievement award in 2012 then gradually attained the Prize award in 2013. Consequently the Ministry will also take part in the Business Excellence Awards this year.

Current initiatives under the RDSSED will continue and new ones formulated for implementation to assist the completion of targets in 2014.

The new constitution will transfer more authority to Permanent Secretaries in terms of resource management. As such policies will be in place to adopt current Public Service policies and incorporate new ones necessary for a smooth transition.

The Ministry's organizational review is also major undertaking. A team has been set up to see this through with set timelines with the purpose of identifying

organizational areas for streamlining and improvement to bring about effectiveness and efficiency within the Ministry.

The 2014 Annual Corporate Plan has been improved from past years documents as it focuses more on macroeconomic outputs to ensure specific plans and strategies are cascaded to the Business Plan and Individual work plans. This ensures a wider work spectrum at the base which is funnelled upwards towards the achievement of the ACP outputs.

The ACP also incorporates strategies that ensure Government's fiscal forecasts are achievable and targets are attained that result in sustainable economic growth.

I thank the Ministry executive management and staff for their hard work in coming up with a plan that ensures the fulfilling of the vision of 'Prudent Stewardship of Government's Resources'.

As such I have the pleasure in submitting the Ministry of Finance 2014 Annual Corporate Plan.

A handwritten signature in black ink, appearing to read "Filimone Waqabaca".

Filimone Waqabaca
Permanent Secretary for Finance

4. Ministry of Finance Overview

Value Statement

Our Vision

Prudent stewardship of Government Finances.

Our Mission

Sound management of Government resources in order to facilitate economic growth, achieve financial stability and build a better Fiji for all.

Our Values

- Integrity
- Professionalism
- Quality
- Accountability
- Efficiency
- Excellence
- Teamwork

Core Outcomes

- Maintaining macro-economic stability to facilitate social and economic development; and
- Promoting an effective, competitive and stable financial system that will enhance economic growth and development.

Other Responsibilities

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

Responsibilities of the Ministry

The Ministry of Finance is responsible for providing Government with:

- Sound economic and financial forecasting, advisory and analytical services;
- Budget Management services;
- Accounting and Audit services;
- Oversight of the tax collection function;
- Financial Debt Management services;
- Implementation of Government-wide financial management reform; and
- Facilitation of procurement process for whole of Government.

Composition of the Ministry

Comprises of the following:

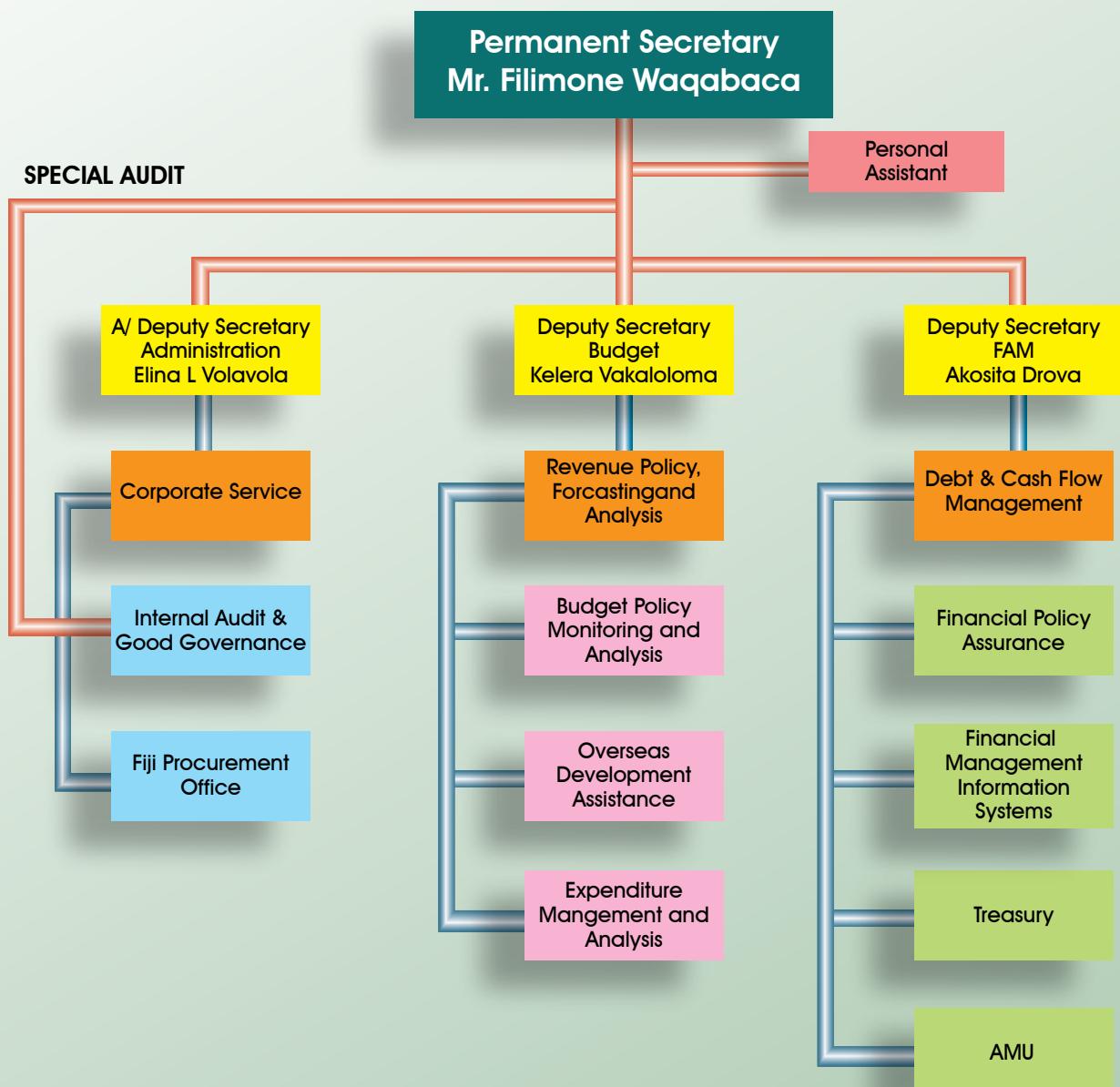
Division

- Administration Division.
- Budget Division.
- Financial and Asset Management Division.

Section

- Treasury.
- Financial Management Information Services.
- Financial Policy Assurance.
- Debt and Cash Flow Management.
- Corporate Services.
- Internal Audit and Good Governance.
- Fiji Procurement Office.
- Revenue Policy, Forecasting and Analysis.
- Budget Policy Monitoring and Analysis.
- Overseas Development Assistance.
- Expenditure Management and Analysis.

5. Organizational Structure



6. Linkage of RDSSED 2009-2014 to Ministry Outputs

The RDSSED 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 RDSSED.

As shown in Table 1, the Ministry of Finance contributes to the achievement of five (5) Key Outcomes of Government through its financial management reform and budgetary system.

Table 1: Linkage of PCCPP - RDSSED - Outcome Measures - Ministry Outputs

Pillar [PCCPP]	Outcome [Goal / Policy Objective – RDSSED]	Outcome Performance Indicators [KPI's from RDSSED 2009 – 2014]	Ministry of Finance Output
Pillar 4: Enhancing Public Sector Efficiency, Performance Effectiveness and Service Delivery	Outcome 6: Public Sector Reform. To improve public sector efficiency, effectiveness and improve service delivery.	<ul style="list-style-type: none"> • Improve Policy Development Capacity and Process • Increased Training and Capacity Building • National HRMD Plan by December 2009. • Improve WoG Financial Controls by 2012. • Strengthen Financial Accountability in Permanent Secretaries Annual Contract. • Improved whole of Government cash reporting • 100 % of Ministries and Departments are complying with financial reporting requirements. 	Output 1.1 Output 1.2 Output 9.1, 9.2, 9.3, and 9.4. Output 3.1 and 3.2 Output 6.1 Output 6.2
Pillar 5: Achieving higher economic growth while ensuring sustainability.	Outcome 9: Macro-Economic Performance. Maintaining macro-economic stability to facilitate social and economic development.	<ul style="list-style-type: none"> • Ensure effective Financial Liability Management. • Reducing Government Debt as a share of GDP to sustainable levels. • Revenue policies to support Private-Public Sector Partnership and strengthen Private Sector Development. • Tax collected within 3 months of the due date to be not less than 95% of the tax due. • Capital to operating expenditure mix of 20:80 by 2009 and to be 25:75 by 2014. • Debts to be reduced from 49 % of GDP to less than 40% of GDP by 2012. • Greater public awareness of Government programs and broad-based appreciation of Government 	Output 5.2 Output 5.3 Output 2.3 Output 4.1 Output 2.2 Output 5.4 Output 1.6

Pillar [PCCPP] ➤	Outcome [Goal / Policy Objective – RDSSED] ➤	Outcome Performance Indicators [KPI's from RDSSED 2009 – 2014] ➤	Ministry of Finance Output
Pillar 5: Achieving higher economic growth while ensuring stainability.	Outcome 21: Financial Services. An effective, competitive and stable financial system that will enhance economic growth and development.	<ul style="list-style-type: none"> Resources allocated to Priority Sectors, Health, Law & Order, Education Infrastructure, Agriculture, and Fisheries & Forests. More than 80% of Capital Projects funding is disbursed in the year. Ensure effective Financial Asset Management. Improve service delivery of Printing Services through the restructure of the Government Printing Department. 	Output 2.1 Output 7.1 Output 5.1 and 1.4 Output 8.1
Pillar 8: Reducing poverty to a negligible level by 2015.	Outcome 26: Poverty Reduction. Reducing poverty to a negligible level by 2015. (Outcome Statement)	<ul style="list-style-type: none"> Not less than 1,500 recipients of Family Assistance graduate from Assistance Programmes through income generating projects. 	Output 2.4
Pillar 1: Ensuring sustainable democracy and good and just governance.	Outcome 31: Gender Equality and Women in Development. Achievement of Gender equality and empowerment of women. (Outcome Statement)	<ul style="list-style-type: none"> Maintain 50% Gender Parity. 	Output 1.5



Ministry of Finance ACP Workshop - Warwick Fiji Resort

Refer to PCCPP and RDSSED

7. 2014 Ministry of Finance Year Planner

Quarter 1		
January	February	March
<ul style="list-style-type: none"> Business Plan / Individual Work Plan 1st Week – SFCCO 2013 Q4 Report Due. Policy Committee Meeting 	<ul style="list-style-type: none"> Sports and Social presentation to senior staff 2014 Service Excellence Awards process begins. 	<ul style="list-style-type: none"> Agency Financial Statement. Social Club Event Policy Committee meeting Road Show
Quarter 2		
April	May	June
<ul style="list-style-type: none"> 1st Week April – SFCCO Q1 Report due. Quarter 1 Update to Ministry of Information. 	<ul style="list-style-type: none"> Complete Process Mapping and Standard Operating Procedure. Policy Committee Meeting 	<ul style="list-style-type: none"> Budget Strategy due on 30th. Social Club Event Road Show
Quarter 3		
July	August	September
<ul style="list-style-type: none"> 1st Week July – SFCCO Report Q2 due. Service Excellence Awards Report. Policy Committee meeting 2013 Annual Report due on the 30th 	<ul style="list-style-type: none"> ACP 2015 cycle 	<ul style="list-style-type: none"> WoG Financial Statement. Social Club Event Policy Committee meeting Road Show
Quarter 4		
October	November	December
<ul style="list-style-type: none"> 1st Week October – SFCCO Q3 Report due. Bainimarama Tournament. 	<ul style="list-style-type: none"> 2014 Budget Announcement. Policy Committee meeting ACP Workshop Road Show 	<ul style="list-style-type: none"> Annual Corporate Plan 2014 due 15th. Policy Committee Meeting second week. Christmas Party.

8. Ministry's Outputs and Performance Targets

The following table provides the overall strategies that the Ministry will implement in 2014 as outlined in its core outputs, categorized under Outputs 1-9. These strategies are operationalised in the Business Plan, and accountability for implementation is incorporated into Individual Work Plans.

Table 2: 2014 Output Specifications and Performance

OUTCOME: 6 - PUBLIC SECTOR REFORM

Sub-Output	Strategies and Timeframe	Output Indicators				2013 Actual			2014 Target			Responsible Section
		Quantity	Quality	Timeliness	Quantity	Quality	Timelines	Quantity	Quality	Timelines	Quantity	
Output 1.1 Policy Advice and Total Quality Management	• Provide necessary Policy Advice to the Minister and Permanent Secretary of Finance;	• Number of Policy Papers submitted to the Minister and Cabinet	• Implementation of Cabinet Decisions	• Policy papers to be produced within the timeframe requested by the Minister.	100	80%	3-5 Working Days	200	90%	3-5 Working Days	All Divisions	Corporate Services
	• Enhance Service Excellence Initiatives internally	• Submission of SEA Desk-top write-up	• Improve SEA awareness	• Complete SEA Write-Up	1	Prize Award	18th June	1	PM's Award	30th June	Corporate Services	
Output 1.2 Capacity Building	• Provide learning opportunities for Accounting cadre across Whole of Government;	• Number of FMR scholarships issued;	• Quality passes in Accounting qualification	• Trimester/ Semester result notification	26	Satisfactory pass	Tri/ Sem Results	25	Satisfactory Pass	Trim/ Sem Results	FPAU	FMIS
	• Training conducted;	• Number of FMIS Reports from Min/ Depts.	• FMIS Rec. Error reports from Min/ Depts.	• As per FMIS Training Plan	80	60%	Quarterly	40	80%	Quarterly	FMIS	
	• Provide WoG Training on Procurement Policies and Processes	• Number of training provided on Procurement Policies and Processes	• As per FP0 Training Plan	• Full compliance of Mins/Depts to the 2010 Procurement Regs.	18	90%	Q1-3 Q2-4 Q3-6 Q4-4	20	95%	Q1-5 Q2-5 Q3-5 Q4-5	FP0	

Sub-Output	Strategies and Timeframe	Output Indicators				2013 Actual			2014 Target			Responsible Section
		Quantity	Quality	Timeliness	Quantity	Quality	Timelines	Quantity	Quality	Timelines	Quantity	
Output 1.3 Government Assets	• Write-off unserviceable Govt Assets	• Number of Write-Offs/BOS	• Proper Disposal of Govt. Assets	• 5 – 7 working days	9000	85%	5–7 working days	5000	90%	5–7 working days	5000	Corporate Services
	• Public Auctions Carried out by FP0	• Number of Public Auctions carried out	• Timely disposal of assets	Quarterly	3	75%	Quarterly	4	90%	Quarterly	4	FP0
	• Compilation of NFAR Register	• Number of agencies for which asset stock take to be undertaken	• Accurate and complete recording of fixed assets	As per NFAR work program	8	53%	31st Dec	3	80%	31st Dec	3	AMU & FMIS
Output 3: Provision of Accounting Services												
Output 3.1 Public Reporting - Government Financial Statements	• Completion of reports with accuracy as required under FMA and Fl.	• Number of Agency reports produced – monthly, quarterly, annually;	• Reports being rated as beyond average;	• AFS by 31st March, 2014 and others on quarterly/ monthly	90	90%	AFS by 31st March, 2014 and others on quarterly/ monthly	90	90%	AFS by 31st March, 2014 and others on quarterly/ monthly	90	Treasury
		• Preparation of Agency Financial Statement for WoG.	• Reports being rated as beyond average;	• 30th September	1	90%	30th Sep	1	90%	30th Sep	1	
		• Effective Management of all payments	• Number of agencies EFT compliant	• WOG EFT adoption by quarter 1	23	70%	31st Dec	8	100%	31st March	8	Treasury/FMIS
Output 3.2 Management of Payments Process- Public Service salaries, pensions & after care fund		• Number of payments made via cheques and EFT	• Payments being correct and paid when due	• 31st December	15,094	100%	31st Dec	14,500	100%	31st Dec	14,500	Treasury

Output 6: Financial Management Reform, Development and Implementation of Reform Initiative											
Sub-Output	Strategies and Timeframe	Output Indicators			2013 Actual			2014 Target			
		Quantity	Quality	Timeliness	Quantity	Quality	Timelines	Quantity	Quality		
Output 6.1 Identification and implementation of Reform Initiatives.	<ul style="list-style-type: none"> Compliance of WoG financial statement to be IPSAS compliant Formulate and implement feasible FMR and other financial policy initiatives and guidelines. Review of the FMA, FI and subsidiary legislation if necessary. Implementation of receiving application for WoG 	<ul style="list-style-type: none"> • Formulation and Implementation of IPSAS compliant WoG Financial Statement. • Number of FMR and other financial policy initiatives formulated. • Submissions and policy papers written to identify the necessity of legislation review • Number of agencies adopting new receiving application 	<ul style="list-style-type: none"> • IFAS Compliant WoG Financial Statement. • Ongoing • Ongoing • Successful implementation of receiving application 	<ul style="list-style-type: none"> • Ongoing • Timely dissemination of information on policy initiatives through awareness and training programmes. • Proper approval processes undertaken – 	<ul style="list-style-type: none"> 1 6 6 – 	<ul style="list-style-type: none"> 100% 80% Ongoing – 	<ul style="list-style-type: none"> 1 6 6 5 	<ul style="list-style-type: none"> 100% 100% Ongoing 80% 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing – 	<ul style="list-style-type: none"> FPAU FPAU Ongoing – 	<ul style="list-style-type: none"> FMIS FMIS Ongoing –
Output 6.2 Implementation, ongoing support & Administration of FMIS.								5	60%	Ongoing	FMIS

Output 9: Internal Control, Audit, Compliance and Public Accounts

OUTCOME: 9 – MACRO-ECONOMIC PERFORMANCE***Output 1: Portfolio Leadership, Policy Advice and Secretariat Support***

Sub-Output	Strategies and Timeframe	Output Indicators			2013 Actual			2014 Target			Responsible Section
		Quantity	Quality	Timeliness	Quantity	Quality	Timelines	Quantity	Quality	Timelines	
Output 1.6 Information Dissemination	<ul style="list-style-type: none"> Media Coverage and Public Awareness Issue of FMR newsletters 	<ul style="list-style-type: none"> Number of Talkback shows/ Road Shows and Expo Timely dissemination of MOF initiative 	<ul style="list-style-type: none"> Positive response from the public Ongoing 	10	90%	Quarterly	15	95%	Quarterly	Corporate Services	

Output 2: Budget Management: Planning, Execution and Monitoring

Sub-Output	Strategies and Timeframe	Output Indicators			2013 Actual			2014 Target			Responsible Section
		Quantity	Quality	Timeliness	Quantity	Quality	Timelines	Quantity	Quality	Timelines	
Output 2.2 Budget Execution, Monitoring & Reporting.	<ul style="list-style-type: none"> Execution, Monitoring & Reporting of Govt Exp. And Revenue policies 	<ul style="list-style-type: none"> Number of Budget reports 	<ul style="list-style-type: none"> Effective compliance within 2014 Budget Medium Term Strategy Quarterly 	4	80%	Quarterly	4	85%	Quarterly	Budget	
Output 2.3 Coordination of Development Assistance.	<ul style="list-style-type: none"> Coordination, Monitoring & Reporting of Development Assistance 	<ul style="list-style-type: none"> Number of ODA Reports 	<ul style="list-style-type: none"> Effective and Efficient Coordination of Development Assistance Quarterly reports 	4	80%	Quarterly	4	85%	Quarterly	Budget	

Sub-Output	Strategies and Timeframe	Output Indicators			2013 Actual			2014 Target			Responsible Section
		Quantity	Quality	Timeliness	Quantity	Quality	Timelines	Quantity	Quality	Timelines	
• Effective collection of Revenue;	• Total FRCA collection (\$); • Total Customs Collections	• Revenue Targets achieved or surpassed;	• Timely Tax receipts payment;	\$1.8b	100%	31st Dec	\$2.0b	100% (achieve monthly target)	31st Dec	FRCA	
• Registration of Taxpaying entities.	• Total number of Joint ID Registration	• Positive feedback received	• Ongoing	\$435.7m	31st Dec	\$495.1m	100%	31st Dec (5,000 qtr)	31st Dec	FRCA	
• Carry out effective Tax and Customs Audits	• Total number of tax audits conducted • Cash collection from tax audits	• Follow Audit Plan and Guidelines	• Ongoing	700,000	100%	31st Dec	20,000 Joint ID Reg	100%	31st Dec	FRCA	
• Reduction in VAT Refunds	• Cash collection from Custom audits • Effectively manage VAT refunds level	• Efficient Collection of Revenue	• Ongoing	1050	100%	31st Dec	8370	100% Follow Audit Plan and Guideline	31st Dec	FRCA	
• Execution of assessing timeline	• Regular Monitoring and Reporting	• Efficient Collection of Revenue	• Ongoing	\$86.0m	100%	31st Dec	\$70m	100%	31st Dec	FRCA	
• Carry out effective debt recovery and prosecution	• Due Diligence in issuing of assessment notices issues	• Ongoing	\$16.0m	100%	31st Dec	\$23.0m	100%	31st Dec	FRCA		
• Collect Outstanding tax arrears	• Enforcing judgment of outstanding tax returns from Non-lodgers via demand;	• Efficient issuing of demands	150,000	100%	31st Dec	<\$16m	100%	31st Dec	FRCA		
• Maintain reasonable level of tax arrears owing to FRCA	• Arears Recovery Targets achieved or Surpassed • Utilise relevant debt recovery techniques	• Ongoing	50,000 demand	100%	31st Dec	50,000 demand	100%	31st Dec	FRCA		
						\$50m	100%	31st Dec	\$50m	100%	31st Dec
						<\$60m	100%	31st Dec	<\$60m	100%	31st Dec

Output 4.1
Collection of Taxes.

Output 5: Financial Asset, Liability Management, Market Operation and Portfolio Management

Sub-Output	Strategies and Timeframe	Output Indicators				2013 Actual				2014 Target				Responsible Section
		Quantity	Quality	Timeliness	Quantity	Quality	Timelines	Quantity	Quality	Timelines	Quantity	Quality	Timelines	
	<ul style="list-style-type: none"> • Ensure all new requests for Guarantees are in line with Guarantee Policy; • Monitor of Guaranteed Entities 	<ul style="list-style-type: none"> • Number of Guarantees approved. • Number of Guaranteed entities monitored • Monitor and recover from Agencies with 50% of Arrears over 5 years old 	<ul style="list-style-type: none"> • Guarantee Policy compliant • FS Analysis • Total collection from Arrears recovery; 	<ul style="list-style-type: none"> • Guarantees approved within 10 working days • 2 entities per quarter • Meeting with Management of entity • Due diligence report • Arrears Recovery Targets achieved or surpassed 	4	100%	10 working days	5	100%	10 working days	8	100%	2 per Quarter	DCFMU
Output 5.2 Financial Liability Management.								26	80%	Quarterly	29	90%	Quarterly	DCFMU



Corporate Uniform Launch Holiday Inn, Suva

Corporate Uniform Launch Holiday Inn, Suva

Board of Survey, Northern Div.

Output 5: Financial Asset, Liability Management, Market Operation and Portfolio Management										
Sub-Output	Strategies and Timeframe	Output Indicators				2013 Actual			2014 Target	Responsible Section
		Quantity	Quality	Timeliness	Quantity	Quality	Timelines	Quantity		
Output 5.3 Market Operations	• Issuance of Treasury Bills and Bonds.	• Number of issuances of debt securities in the domestic market;	• Timely settlement and debt servicing	• As per the Annual Borrowing and Issuance Programme	24	\$100m	Monthly	14	100%	Ongoing
	• Facilitate new loan requests and review of loan agreements	• New external loans and extensions finalised or negotiated for capital development.	• Minimal cost of borrowing and maintaining debt at manageable level.	• Debt strategy formulation. • Interest, Principal repayments, loan management and listing fees to be paid on or before the due dates.	4	50% of GDP	December	2	50% of GDP	December
				• Settlement of Governments Debt Servicing obligations.	US\$150m	100%	December	USD\$33m	100%	December
				• Debt Financing Programme for 2016 US\$250m Bond. (Update Report on Debt Financing for Global Bond)						DCFMU
Output 5.4 Market Reporting	• Dissemination of Fiji Government debt position	• Debt sustainability analysis	• Unqualified audit report	• Quarterly Debt Report to be prepared by the 10th of the following month	4	70%	10th of the following month	50% of GDP	100%	Quarterly
			• Reconciled with RBF	• Complies with IFSAS, Financial Instructions and the Finance Manual						DCFMU

OUTCOME: 21 FINANCIAL SERVICES

Output 1: Portfolio Leadership, Policy Advice and Secretariat Support

Sub-Output	Strategies and Timeframe	Output Indicators				2013 Actual				2014 Target				Responsible Section
		Quantity	Quality	Timeliness	Quantity	Quality	Timelines	Quantity	Quality	Quantity	Quality	Timelines	Quantity	
Output 1.4 Vehicle Services	• Implementation of Vehicle Leasing Policy	• Number of Government vehicles purchased or leased;	• Improve leasing condition under the new tender awards.	• Review of vehicle requirements	Purchased: 4 Leased: 79	70%	Ongoing	Purchased: 10 Leased: 200	85%	Ongoing	Ongoing	Corporate Services		
Output 2: Budget Management: Planning, Execution and Monitoring														
Sub-Output	Strategies and Timeframe	Output Indicators	2013 Actual	2014 Target	Responsible Section									
		Quantity	Quality	Timeliness		Quantity	Quality	Timelines	Quantity	Quality	Quantity	Quality	Timelines	Quantity
Output 2.1 Budget Planning and Formulation	• Formulation of the 2015 Budget Strategy by 31st July;	• Budget Strategy document.	• Documents to address relevant economic issues for Government	• 2015 Budget Strategy is submitted for Cabinet approval by 31st July	1	1	30th June	1	1	1	1	31st July	Budget	
	• Production of Budget Documents.	• Budget Supplement.	• Documents to address relevant economic issues for Government	• Budget documents by November	1	1	30th Nov	1	1	1	1	30th Nov	Budget	
Output 5.1 Monitoring and reform of Trade and Manufacturing Accounts for Whole of Government	• Reform of TMA	• WOG TMA monitoring update (site visit, financial report & audit queries)	• Improved and timely reporting by TMA operators,	• As per Finance Instructions and Circulars	28-BP • 144-BR • 48-QR	75%	As per Finance Ins & Circular	10	85%	10	85%	Quarterly	AMU/FMIS	
	• WOG TMA analysis (Business Plans WOG, Financial reporting analysis)	• Reform initiative to improve TMA performance	• Successful implementation of reform strategies.	• 31st December	3	60%	31st December	5	80%	26	80%	31st December		

Output 7: Procurement, Facilitation, Development and Compliance

Sub-Output	Strategies and Timeframe	Output Indicators			2013 Actual			2014 Target			Responsible Section
		Quantity	Quality	Timeliness	Quantity	Quality	Timelines	Quantity	Quality	Timelines	
Output 7.1 Procurement Processing and Logistical Support.	• Provide Secretariat Services to the Government Tender Board	• Percentage of recommendation endorsed by GTB	• Cost-Effective projects	• Ongoing	96	62%	Ongoing	75%	70%	Ongoing	FPO
	• Facilitate Effective Procurement Process and provision of Efficient Logistic Support	• Number of tenders called and processed	• Recommendation endorsed by GTB	• Ongoing	155	80%	Ongoing	200	85%	Ongoing	FPO



OUTCOME: 26 – POVERTY REDUCTION***Output 2: Budget Management: Planning, Execution and Monitoring***

Sub-Output	Strategies and Timeframe	Output Indicators			2013 Actual			2014 Target			Responsible Section
		Quantity	Quality	Timeliness	Quantity	Quality	Timelines	Quantity	Quality	Timelines	
Output 2.4 Poverty Alleviation	• Efficient budgeting and disbursement of funds to Social Welfare	• Bi-annual Payment reports	• Effective consultations	• Timely convening of Meetings and submission of papers	2	80%	30th June 31st Dec	2	85%	30th June 31st Dec	Budget

OUTCOME: 31 – GENDER EQUALITY AND WOMEN IN DEVELOPMENT***Output 1: Portfolio Leadership, Policy Advice and Secretariat Support***

Sub-Output	Strategies and Timeframe	Output Indicators			2013 Actual			2014 Target			Responsible Section
		Quantity	Quality	Timeliness	Quantity	Quality	Timelines	Quantity	Quality	Timelines	
Output 1.5 Gender Balance	• Gender balanced recruitment at Managerial Level.	• Percentage of women at Manager Level (SS01 – US01 Levels)	• Ongoing representation of women at managerial level	50%	80%	Ongoing	55%	90%	Ongoing	Corporate Services	

9. Public Service Commission Deliverables and Indicators

Table 3: PSC Deliverables and Indicators

PSC Deliverables	Strategies	Key Performance Indicators (KPI)	Timeline	Responsible Division
Platform 1: Human Resources Management And Development				
Effective Human Resource Planning and Development	<p>Alignment of Organisational and People Objectives.</p> <p>Formulation, implementation, monitoring and review of:</p> <ul style="list-style-type: none"> • Strategic Workforce Plan. • Succession Plan. • Learning & Development Plan. 	i. Strategic Workforce Plan. ii. Succession Plan. iii. Learning & Development Plan.	31st March 2014.	Corporate Division
Training and NTPC Levy Grant Compliance	Payroll updates for NTPC Levy Payment.	TPAF levy and grant refund increased by 80% from the 2011 return.	<ul style="list-style-type: none"> • List of 1st Payment by 31st March 2014. • List of 2nd Payment by 30th September, 2014 • Training Plans by 31st January, 2014 • TNS 2 weeks before the conduct of training. 	Corporate Division
	Effective administration of training activities by Training Unit and Training Administrators.			
Compliance with PSC HR Policies	Compliance to PSC Code of Conduct and Values	Ministries Disciplinary Report submitted on a Quarterly basis	Quarterly	Corporate Division
	Formulation of PMS Performance Review	Performance Review		
Platform2: Organisational Management				
Effective Planning and Accountability Framework Compliance	<ul style="list-style-type: none"> • SDP 2011 – 2014 aligned to the broad outcomes of Government. • Alignment and achievement of long, medium and short term goals 	i. Annual Corporate Plan; ii. PSC Deliverables Report; Agency 2013 Draft Annual Report by March iii. Audited Annual Report by May Un-audited Account by March	<ul style="list-style-type: none"> • Implementation of ACP from 1st January of 2014. • Reviewed quarterly against the SDP. • 2015 ACP draft by October 2014. • PSC Deliverables report 1st week of new quarter. • Annual Report by 30th May 2014. 	Corporate Division
	Formulation, implementation, monitoring and reviewing of:			
	<ul style="list-style-type: none"> • Strategic Development Plan. • Annual Corporate Plan. • PSC Deliverables Report. • Agency 2013 Annual Report. • Compilation of HR Manual by Ministries 	HR Manual	• 31st March 2014	Corporate Division

PSC Deliverables	Strategies	Key Performance Indicators (KPI)	Timeline	Responsible Division
Platform 3: Productivity Management				
Implementation of the Service Excellence Framework	<ul style="list-style-type: none"> Advancing towards best organizations through quality and excellence. Submission of Agency Desktop to SEA Secretariat Release of for SEA Evaluation Process Implementation of Opportunities for Improvement from 2013 Agency Feedback Report 	<ul style="list-style-type: none"> Agency SEA Desktop Submission. Feedback Report. 	<ul style="list-style-type: none"> Desktop submission by 30th April 2014 Evaluators released according to agency quota 30% of OFIs from Feedback Report attempted 	Corporate Division
Adherence to Service Charters	<ul style="list-style-type: none"> Monitoring and reviewing of Agency Service Charter. Improved service delivery against service standards as in the Charter. 	<ul style="list-style-type: none"> Service Charter or Revised Service Charter Complaints Procedure 	<ul style="list-style-type: none"> Service Charters formulated and implemented by 31st March 2014. Customer Complaints Procedure by 31st March 2014 	Corporate Division
Standard Operating procedures	<ul style="list-style-type: none"> Documentation and review of business process Strengthening of GIRC focal points and SLA compliance. 	<ul style="list-style-type: none"> Focal Points Appointed. SLA 	By 31st March 2014	Corporate Division
Adherence to Service Level Agreements with ITC / GIRC	Appointment of primary and secondary focal point	Strengthening of GSC focal points and SLA compliance	By 31st March 2014	Corporate Division
Increased network with the Ministry of Information on the use of media	Establishment of media liaising process Establishment of Website / PR Committee	Updated Agency websites Information Education Communication (IEC) publications and materials	Updates and publications on 1st week of each month	Corporate Division (FPAU)



Ministry of Finance Annual Party & Awards Day



National Logistic Coordinating Centre, Walubay

10. Capital Projects for Year 2014

Table 4: Capital Projects

SEG	Projects / Key Performance Indicators (KPI)	Responsible Unit	Cost (\$)
(10) Capital Grant	FRCA Capital Grant	Budget Division	500,000
TOTAL			500,000

11. Ministry of Finance Deliverables and Indicators

Table 5: Ministry of Finance Deliverables and Indicators

MoF Deliverables	Strategies	Key Performance Indicators (KPI)	Timeline	Responsible Division
Planning & Management of Budget Compliance	Budget Request Formulation	Budget Request Submission	2nd Quarter	Budget
	Request to Incur Expenditure	Timely and Efficient Management of RIE	As and when before closing of accounts in Finance Circular	Budget
Financial Performance Reporting Compliance	Bank/TMA/Trust/RFA/Salaries/Wages/IDC/CFA Analysis	Monthly reconciliation	15th of every month	Treasury/FMIS
Agency Revenue/Arrears Report	Collection of Revenue	Monthly Revenue Returns	15th of every month	Debt
	Collection of Arrears	Reduction by 5%	15th of every month	Debt
Asset Management Report	Asset Management Report Annual Board of Survey	Stock Against Inventory	31st January	Corporate
	Vehicle Returns	Monthly Vehicle Returns	05th of every month	Corporate
Audit Report	Implementation of Audit Report Recommendations	Number of Issues Resolved	31st December	Internal Audit
Procurement Compliance Report	Quarterly Reports to PS's and Ministers	FIs: Division 2 & 3 Part 12 Division 1 Section 68	2nd week after every quarter	Fiji Procurement Office

12. Summary

Ministry of Finance 2014 Budget Summary

Section	Exp. Account	2014 Budget (\$)	2014 Budget (\$)	Core Function	Output
Corporate Services	4-1-1	45.8m	40	Ministerial and Executive Support to the Minister and Permanent Secretary and administrative support to the Ministry.	Output 1
Internal Audit & Good Governance	4-1-5	1.3m	41	Audit and Surcharge Services	Output 9
Fiji Procurement Office	4-3-1	1.5m	50	Facilitating Procurement for WoG	Output 7
Government Printing	4-4-1	2.7m	110	Government Printing Services	Output 8 Transferred to MPE
Budget	4-1-3	1.4m	38	Budget Management Services and Policy Advise	Output 2
Asset Management Unit	4-1-4	1.3m	35	Monitor of the National Fixed Asset Register and TMA Operations	Output 5
Debt Management & Cash Flow Unit				Monitor Government Debt and Cash Flow	
Treasury	4-1-2	8.3m	50	Accounting Services	Output 3
Financial Management Information System	4-1-6	2.5m	16	Implementation of Government Financial Management reform	Output 6
Financial Policy Assurance				Development of Financial Policies	
Total	4-1-1 to 4-4-1	64.8m	380		



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13. Glossary

This glossary provides the definition of all abbreviations used in this corporate plan.

AMU	- Asset Management Unit	NTPC	- National Training and Productivity Centre
BACC	- Budget Aid Coordination Committee	OAG	- Office of the Auditor General
BOS	- Board of Survey	OFI's	- Opportunities for Improvements
BP	- Business Plan	P2P	- Person to Post
CFA	- Consolidated Fund Account	PAC	- Public Accounts Committee
CSB	- Cabinet Sub-Committee to Budget	PCCPP	- Peoples Charter for Change, Peace and Progress
EDMS	- Employee Data Management System	PD	- Position Description
EFT	- Electronic Funds Transfer	PMS	- Performance Management System
DCFMU	- Debt and CashFlow Management Unit	PS's	- Permanent Secretaries
DMS	- Document Management System	PSC	- Public Service Commission
FI	- Financial Instructions	PSRSC	- Public Sector Reform Steering Committee
FMA	- Financial Management Act	RDSSED	- Roadmap for Democracy and Sustainable Socio-Economic Development
FMIS	- Financial Management Information System	RFA	- Revolving Fund Account
FMR	- Financial Management Reform	RPC	- Revenue Policy Committee
FPAU	- Financial Policy Assurance Unit	RIE	- Requisition to Incur Expenditure
FPO	- Fiji Procurement Office	SDP	- Strategic Development Plan
FRCA	- Fiji Revenue & Customs Authority	SEA	- Service Excellence Award
GDP	- Gross Domestic Product	SEG	- Standard Expenditure Group
GIRC	- Government Information Referral Centre	SFCCO	- Strategic Framework for Change and Coordinating Office
GP	- Government Printing	SLA	- Service Level Agreement
GTB	- Government Tender Board	SOE	- State Owned Enterprise
IAGG	- Internal Audit and Good Governance	SOP	- Standard Operating Procedure
IDC	- Inter Departmental Clearance	TMA	- Trade Manufacturing Account
IPSAS	- International Public Sector Accounting Standards	TNS	- Training Needs Selection
IWP	- Individual Work Plan	VMS	- Vehicle Management System
KPI	- Key Performance Indicators	WOG	- Whole of Government
KTFZ	- Kalabu Tax Free Zone		
MOU	- Memorandum of Understanding		
MPE	- Ministry of Public Enterprise		
NFAR	- National Fixed Asset Register		

Ministry of Finance Photo Gallery



Notes