



MINISTRY OF
FINANCE

Prudent Stewardship of Government's Finances

Fiji's Premier Ministry

ANNUAL CORPORATE PLAN

2013



Ministry of Finance

Logo Narrative

The two traditional Fijian war clubs (i wau) standing against the backdrop of a capital "s" which stands for stewardship, forms a dollar sign. The logo symbolizes the Ministry of Finance's stewardship or guardian role over Government's Finance.

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2. Minister of Finance Statement



Government's drive to improve and modernize services to all Fijians sets the tone for our 2013 ACP. The Ministry's outstanding performance last year after the two major floods early in the year and tropical cyclone Evans in December, will be a benchmark to achieving this year's targets. The 2013 ACP sets out the strategies needed to deliver the Ministry's outputs in line with my Government's policy priorities.

As a result, the Ministry will continue to streamline and improve internal processes and intensify its commitment towards enhancing customer services, both areas being critical to achieving Governments macroeconomic policy targets.

A major highlight of the 2013 budget is the increase in our capital spending to 32% of total expenditure. The Ministry will ensure that all capital projects are executed on time without compromising quality and returns to these investments.

The Electronic Funds Transfer (EFT) initiative is well underway with (7) Government agencies using this facility. This will ensure that payments are carried out on real time basis with our clients at a much lower cost. The focus this year is to cover the whole of Government.

As part of Financial Management Reforms, the Asset Management Unit of the Ministry has embarked on the identification and valuation of Government assets starting at the Ministry and to be rolled to all Government agencies within 2013.

Government has never defaulted on its debt repayment and is therefore still committed to the repayment of Government Global Bonds by 2016. As mentioned during my 2013 National Budget address, we have built up a healthy offshore Sinking Fund Account balance for this specific purpose.

With team work and corporation, I am sure the Ministry will continue to effectively implement strategies and achieve performance targets to ensure proper stewardship of Government resources.

I wish the Ministry well and present the Ministry of Finance's Annual Corporate Plan for 2013.

Josaia Voreqe Bainimarama
Prime Minister and Minister for Finance

3. Permanent Secretary of Finance Statement



Government's commitment to aggressively stimulate the economy with substantial capital investment should see improvement in service delivery to all Fijians while at the same time raising standards of living and economic growth. We acknowledge in this regard the able leadership and guidance to the Ministry and to the nation, of the Honourable Prime Minister and Minister of Finance, Commodore Josaia Voreqe Bainimarama.

In 2013, the Ministry of Finance will continue to play an active role in facilitating sustainable growth and prudent management of resources to ensure fiscal stability.

The 2013 Budget theme of "**Investing in Our Future**" will be key to the successful achievement of Government's targets in 2013. Maintaining the broad macro-economic targets of capping inflation rate at around 3 percent, sustaining adequate levels of foreign reserves, raising investment levels to 25 percent of GDP, reducing debt to around 45 percent of GDP and maintaining deficits at a manageable level will continue to be paramount objectives for Government as it endeavours to foster economic growth.

Whilst these targets may seem ambitious, they are nonetheless achievable if a concerted effort is made by all parties including Government, the private sector and other key stakeholders. The revised global economic forecast of a downward revision to 3.6 percent in 2013 should see financial systems remain fragile, investor confidence subdued and unemployment rates relatively elevated. It is therefore crucial that Government maintains the momentum on encouraging investment, accelerate structural reforms, maintain fiscal prudence and establish sufficient buffers to mitigate against any economic shocks.

At the whole Ministry level, several initiatives will be progressed in 2013. It is important that we continue to modernize the Ministry in line with the changing development needs of the economy but without sacrificing prudence in the stewardship of Government's finances. The strengthening of the Ministry's internal processes and procedures is crucial as it allows for improved service delivery, transparency and accountability in the day to day operations of the Ministry. Streamlining routine duties has seen faster turn around times, reduced costs and human resources requirements. This includes a specific relook at the organizational structure of the Ministry in order to modernize our work processes. This is in line with Government's objective to have a dynamic civil service, one that is responsive to changing customer needs and expectations on Government.

A comprehensive audit of our FMIS system and process would help identify necessary systems upgrade and also map requirements for accrual basis. The Ministry of Finance will continue to provide scholarships in the Accounting field to Government accountants and those in related fields to prepare them for the cross-over to Accrual accounting in 2015.

As part of Government's e-Gov agenda, it is expected that the M-Paisa scheme will be expanded to allow more civil servants to access their salaries through mobile technology. Issuance of Viti Bond will be extended to November 2013. This initiative has been successful as it has allowed pensioners and small investors to invest surplus savings that will generate better returns. In 2013, the threshold will be increased from \$100,000 to \$200,000 to allow a larger number of Fijians to invest.

The sale of the Kalabu Tax Free Zone facilities in 2013 should generate positive returns for Government. Likewise the sale of Government shareholding in FINTEL. Reform and restructure will continue to be vigorously pursued in 2013 in an effort to bring about greater efficiencies and maximize returns for State Owned Enterprises.

In 2013, the Ministry will be closely monitoring agencies implementing major projects and policy initiatives to ensure that budgeted programs are effectively implemented. No longer will resources be allocated without proper scrutiny of the required outcomes.

The revenue measures announced in the 2013 Budget are expected to complement Government's efforts to support investment and growth through attractive investment initiatives, low income tax rates, balanced export-oriented and import-substitution initiatives with streamlined administrative processes. The role of the private sector as a major partner in achieving Government's overall objectives is critical. In 2013 the Ministry plans to, at its level best, ensure that the necessary administrative processes and policy initiatives are in place to allow for a successful partnership with the private sector.

The review of the major legislation and regulations that fall under the Ministry of Finance will continue in 2013. The Finance Act 2004, the Procurement Regulations 2010 and subsequent regulations will continue to be assessed for relevancy and efficacy.

In 2012, the Ministry obtained the Achievement Award in the government sponsored Service Excellence Award, which is an improvement from the previous year. In 2013 and beyond, the Ministry will strive to acclaim the Prime Minister's Award. It is not insurmountable. However, it will demand the concerted effort by all staff and Team Finance to lift our commitment, technical competency, individual performances in areas of responsibilities and service delivery in order to obtain this Award.

The Annual Corporate Plan has been put together to ensure the successful achievement of the Ministry's outputs and targets in 2013. Its translation down to the Divisions and Departments via Business Plans and further as Individual Work Plans should see the Ministry achieve its objectives in 2013.

I therefore present the Ministry's Corporate Plan for 2013.



Filimone Waqabaca
Permanent Secretary for Finance

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.

4. Ministry of Finance Overview

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 Asset and Debt Management services;
- Implementation of Government-wide financial management reform;
- Government Printing services; and
- Facilitation of procurement process for whole of Government.

Composition of the Ministry

Comprises of the following:

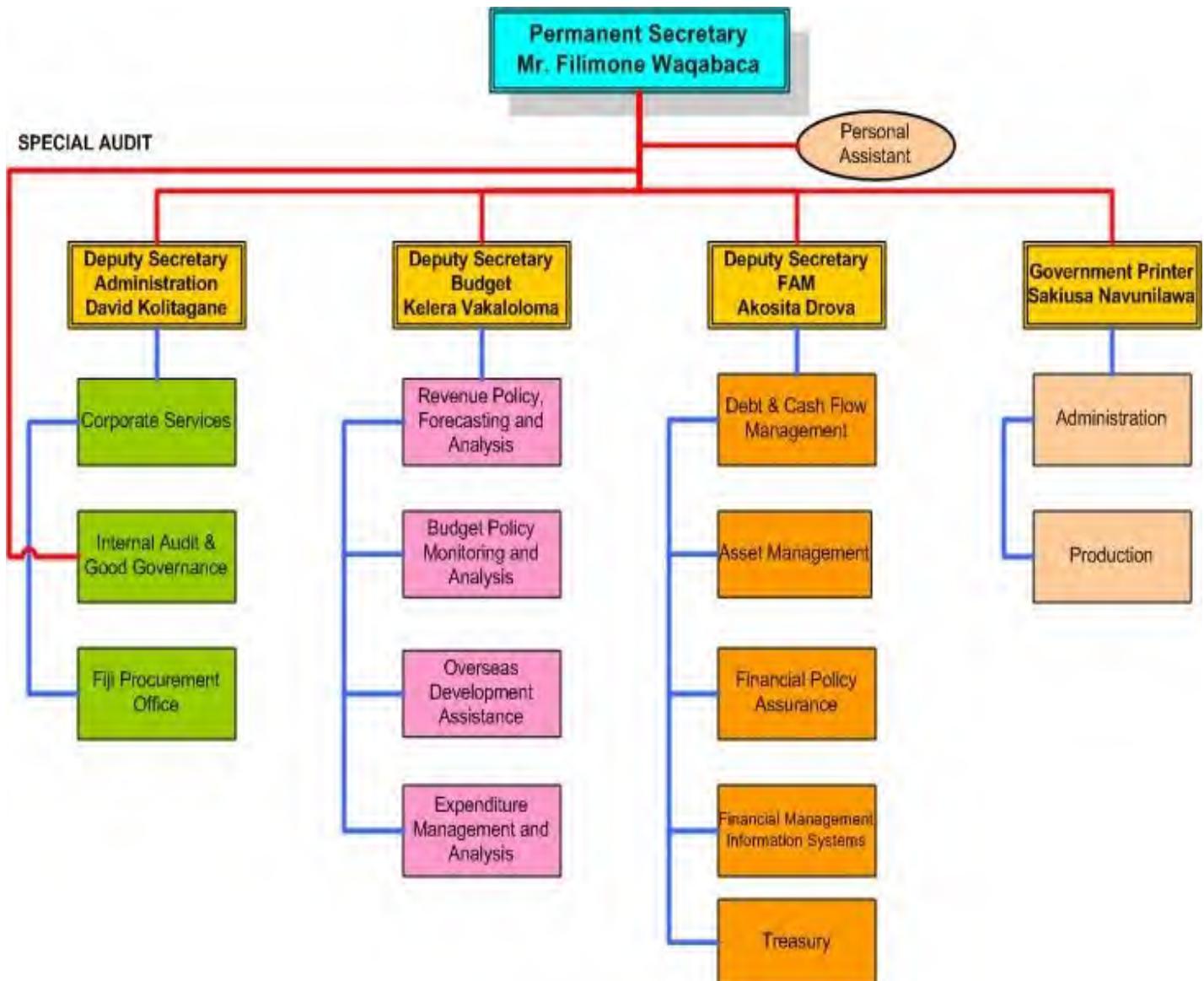
Division

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

Section

- Treasury.
- Financial Management Information Services.
- Financial Policy Assurance.
- Asset Management.
- 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^{1/2}



¹ *Organizational Structure as per P2P*

² *Refer to pp 48 – 51 for detailed Structure*

6. Organizational Units and Linkage to Outputs

The Ministry has nine 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.

Ministry of Finance Outputs Title³

Outputs	Output Title
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.
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	Internal Control, Audit, Compliance and Public Accounts.

Sections Responsible for Ministry of Finance Outputs

Output Unit	1	2	3	4	5	6	7	8	9
Corporate									
Budget									
Treasury									
FRCA									
AMU/DCFMU									
FPAU/FMIS									
FPO									
GP									
IAGG									

³ Refer to Table 2 from pp 7 – 39 for Output Specification

7. 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 5: Achieving higher economic growth while ensuring sustainability.	Outcome 21: Financial Services. An effective, competitive and stable financial system that will enhance economic growth and development. (Outcome Statement)	<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. ▪ Improved whole of Government cash reporting ▪ 100 % of Ministries and Departments are complying with financial reporting requirements. ▪ Improve service delivery of Printing Services through the restructure of the Government Printing Department. 	Output 2.1 and 1.4 Output 7.1 and 3.2 Output 5.1 Output 6.1 Output 6.2 Output 8.1
Pillar 5: Achieving higher economic growth while ensuring sustainability.	Outcome 9: Macro-Economic Performance. Maintaining macro-economic stability to facilitate social and economic development. (Outcome Statement)	<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. 	Output 5.2 Output 5.3 Output 2.3 and 1.6 Output 4.1 Output 2.2

Pillar [PCCPP]	Targeted Outcome [Goal / Policy Objective- RDSSED]	Outcome Performance Indicators [KPI's from RDSSED 2009 – 2014] ⁴	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 and effectiveness and improve service delivery. (Outcome Statement)	<ul style="list-style-type: none"> ▪ Improve WoG Financial Controls by 2012. ▪ Strengthen Financial Accountability in Permanent Secretaries Annual Contract. ▪ Improve Policy Development Capacity and Process ▪ Increased Training and Capacity Building 	Output 9.1, 9.2, 9.3, 9.4, 1.3 and 7.3 Output 3.1, 3.3 and 3.4 Output 1.1 and 7.2 Output 1.2
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
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"> ▪ Poverty Alleviation 	Output 2.4



2012 Fiji Day Celebrations

⁴ Refer to PCCPP and RDSSED

8. 2013 Ministry of Finance Year Planner⁵

Quarter 1		Quarter 2		Quarter 3		Quarter 4					
January	February	March	April	May	June	July	August	September	October	November	December
• Business Plan / Individual Work Plan 24 th .	• Policy Meeting week.	• Agency Statement.	• Financial Statement.	• 1 st Week April – SFCCO Q1 Report due.	• Complete Mapping and Standard Operating Procedure.	• Policy Meeting second week.					
• 1 st Week – SFCCO 2012 Q4 Report Due.		• 2012 Annual Report due on 30 th .		• Quarter 1 Update to Ministry of Information.		• MoF 2013 – 2014 Strategic Plan.					
• 2013 Service Excellence Awards process begins.		• Social Club Event		• Policy Committee Meeting 2 nd Week.		• Budget Strategy due on 30 th .					
						• Social Club Event					

⁵ Critical Ministry of Finance Activities for 2013

9. Ministry's Outputs and Performance Targets

The following table provides the overall strategies that the Ministry will implement in 2013 as outlined in its core outputs, categorised under Outputs 1-9. These strategies are operationalised in the Business Plan, and accountability for implementation is incorporated into Individual Work Plans.

Table 2: 2013 Output Specifications and Performance

Outcome: 6 (Public Sector Reform), 9 (Macro-Economic Performance), 21 (Financial Services) and 31 (Gender Equality and Women in Development)

Sub-Output		Strategies and Timeframe & Montage of 2012 Highlights		Output Indicators		2012 Actual	2013 Target	Responsible Section
Output 1: Portfolio Leadership, Policy Advice and Secretariat Support – Corporate				Quantity				
Output 1.1 Policy Advice and Total Quality Management	• Provide necessary Policy Advice to the Minister and Permanent Secretary of Finance	• Policy	• Number of Policy Papers submitted to the Minister and Cabinet			20	20	Corporate Services,
	• Implement Total Quality Management practices	• Quality	• Number of Briefing Papers prepared for the Minister			300	350	
Output 1.2 Capacity Building For Internal and External Stakeholders	• Opportunities of Education and Training for Staff	• Education	• Provide Quarterly Reports			4	4	
	• Implementation of Registry Document Mgt System	• Registry	• Number of Training attended by Staff			160	200	
						-	-	1

Output 1: Portfolio Leadership, Policy Advice and Secretariat Support - Corporate				2012 Actual	2013 Target	Responsible Section
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators				
Output 1.3 Government Assets.	<ul style="list-style-type: none"> Monitoring of WoG Assets Service Excellence Awards 	<ul style="list-style-type: none"> Number of Write-Offs/Board of Surveys. Service Excellence Awards Implementation Update Report and Final Report 		42	42	Corporate Services.
Output 1.4 Vehicle Services	<ul style="list-style-type: none"> Implementation of Vehicle Leasing Policy. 	<ul style="list-style-type: none"> Number of govt vehicles purchased or leased. Upgrade of VMS database. 		1	3	
Output 1.5 Gender Balance	<ul style="list-style-type: none"> Gender recruitment at Managerial Level. 	<ul style="list-style-type: none"> Percentage of women at Manager Level (SS01 – US01 Levels) 		1	1	50%
Output 1.6 Media Coverage	<ul style="list-style-type: none"> Media Awareness 	<ul style="list-style-type: none"> Media Broadcast/Awareness/Economic Symposium 		4	8	
		Quality				
		<ul style="list-style-type: none"> Improve SEA/ACP awareness internally Improve SFCCO Ratings 		75%	90%	90%

<i>Output 1: Portfolio Leadership, Policy Advice and Secretariat Support – Corporate Sub-Output</i>		<i>Strategies and Timeframe & Montage of 2012 Highlights</i>	<i>Output Indicators</i>	<i>2012 Actual</i>	<i>2013 Target</i>	<i>Responsible Section</i>
		 <ul style="list-style-type: none"> Successful Implementation of Approved Back to Office Training Recommendation / Report Improve SEA ratings <p><u>Timelines</u></p> <p>Policy papers to be produced within the timeframe requested by the Minister.</p> <p>Reports, Submissions, etc to be produced within timelines.</p> <p>Training.</p> <p>Improve ACP Awareness Internally.</p> <p>Document Management System</p> <p>Complete SEA Report</p>	<p><u>Output Indicators</u></p> <ul style="list-style-type: none"> Successful Implementation of Approved Back to Office Training Recommendation / Report Improve SEA ratings <p><u>Timelines</u></p> <p>Policy papers to be produced within the timeframe requested by the Minister.</p> <p>Reports, Submissions, etc to be produced within timelines.</p> <p>Training.</p> <p>Improve ACP Awareness Internally.</p> <p>Document Management System</p> <p>Complete SEA Report</p>	<p>75%</p> <p>Achievement</p> <p>3 – 5 working days</p> <p>3 – 5 working days</p> <p>As per Training Plan</p> <p>As per ACP Calendar</p> <p>N/A</p> <p>Within PSC timeline</p>	<p>90%</p> <p>> or equal to Achievement</p> <p>3 – 5 working days</p> <p>3 – 5 working days</p> <p>As per Training Plan</p> <p>By 31st March</p> <p>31st Dec</p> <p>Within PSC timeline</p>	Corporate Services.

Output 1: Portfolio Leadership, Policy Advice and Secretariat Support – Corporate Sub-Output		Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section
		<p>• Complete ACP 2014</p> <p>• Cost Completion of work program within Budget Estimate</p> <p>• No. of Full Time Staff</p>  <p>2012 Diwali Celebrations</p>	<p>Within PSC timeline</p> <p>\$40.9m (Refer to 2013 Budget Estimate)</p> <p>39</p>	<p>Within PSC timeline</p> <p>\$42.1m (Refer to 2013 Budget Estimate)</p> <p>39</p>		Corporate Services.

Outcomes: 9 (Macro-Economic Performance), 21 (Financial Services) and 26 (Poverty Reduction)

Output 2: Budget Management: Planning, Execution and Monitoring - Budget						
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators		2012 Actual	2013 Target	Responsible Section
Output 2.1 Budget Planning and Formulation.	<ul style="list-style-type: none"> Formulation of the 2014 Budget Strategy by 30th June. Preparation of the Finance Circular on 2014 Budget Strategy by July. Production of Budget Documents. Assessment of submissions from Ministries, Private Sector. Consultation with Stakeholders. 	<p>Quantity</p> <ul style="list-style-type: none"> Budget Strategy. Budget Circular. Budget Supplement. Budget Estimates. Budget Address. Number of policy papers developed for CSB/RPC/Cabinet. Number of Meetings with Ministries and Departments Documents to address relevant issues <p>Quality</p> <ul style="list-style-type: none"> 80% <p>Timeliness</p> <ul style="list-style-type: none"> 2014 Budget Strategy is submitted for Cabinet approval by June 30th Budget documents by November 	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>12</p> <p>35</p> <p>90%</p> <p>June 30th</p> <p>November</p>	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>10</p> <p>35</p> <p>90%</p> <p>June 30th</p> <p>November</p>	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>10</p> <p>35</p> <p>90%</p> <p>June 30th</p> <p>November</p>	Budget

Output 2: Budget Management: Planning, Execution and Monitoring - Budget						
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators		2012 Actual	2013 Target	Responsible Section
Output 2.2 Budget Execution, Monitoring & Reporting.	<ul style="list-style-type: none"> Processing and approvals of 2012 Budget requests (RIE, Virement, Hotel Incentive). Assessment and reporting of Budget Performance. Assessment of effectiveness of Budget Policies. Regular consultation with Stakeholders. 	<p>Quantity</p> <ul style="list-style-type: none"> Number of RIE's processed. Number of Virements processed. Number of Hotel Incentives processed. Number of Budget Reports presented to Cabinet. Number of Policy/Information Papers to Minister/Cabinet. Number of Advice/Comments/Reviews to Minister and other Stakeholders. 		799 199 21 5 11 56	700 100 10 6 6 50	Budget

Output 2: Budget Management: Planning, Execution and Monitoring - Budget						
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators		2012 Actual	2013 Target	Responsible Section
Output 2.3 Coordination of Development Assistance.	<ul style="list-style-type: none"> Formulation of policy papers on improving aid coordination. Convene Donor's Sectoral and Bilateral Meetings. 	<p>Quantity</p> <ul style="list-style-type: none"> Policy/Information BACC/Cabinet/Minister. Number of BACC meetings 	<p>for papers for</p> <ul style="list-style-type: none"> Donor's bilateral meetings. Sectoral Meetings. 	26 9 4 4	20 8 8 4	Budget
Output 2.4 Poverty Alleviation.	<ul style="list-style-type: none"> Efficient disbursement of funds to Social Welfare 	<p>Quality</p> <ul style="list-style-type: none"> Effective consultations. 	<p>80%</p>	85%		
		<p>Timeliness</p> <ul style="list-style-type: none"> Timely convening of Meetings and submission of papers. 	<p>80%</p>	85%		
		<p>Cost</p> <ul style="list-style-type: none"> Completion of work program within Budget Estimate 	<p>\$1.27m (Refer to 2013 Budget Estimate)</p>		<p>\$1.34m (Refer to 2013 Budget Estimate)</p>	
		<p>No. of Full Time Staff</p>	<p>37</p>	37		



2013 Budget Lock Up

Outcomes: 6 (Public Sector Reform) and 21 (Financial Services)

Output 3: Provision of Accounting Services – Treasury					
<u>Output 3</u>	<u>Strategies and Timeframe & Montage of 2012 Highlights</u>	<u>Output Indicators</u>	<u>2012 Actual</u>	<u>2013 Target</u>	<u>Responsible Section</u>
Output 3.1 Public Reporting - Government Financial Statements.	<ul style="list-style-type: none"> Completion of reports with accuracy as required under FMA and FI. 	<p>Quantity</p> <ul style="list-style-type: none"> Number of Agency reports produced – monthly, quarterly, annually. Preparation of Agency Financial Statement for WoG. 	89<	90<	Treasury
Output 3.2 Management of Payments Process Public Service Salaries, Pensions, After Care Fund.	<ul style="list-style-type: none"> Departments to finalise expenditures by February 2012. Effective management of all payments. Proper advice given within acceptable time frame 	<p>Quantity</p> <ul style="list-style-type: none"> Number of Cheque Payments processed when due Number of EFT Payments processed when due Number of bills paid through Cheques Number of Advice provided 	21,104< - 124< 600<	14,403< - 1,888< 141< 548<	

Output 3: Provision of Accounting Services – Treasury						
Output 3	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section	
Output 3.3 Administration of Computerized Pension and Payroll System	<ul style="list-style-type: none"> Monitor the number of responses from Agencies and the Public. Improvement in the upgrading of the existing Government Payroll in conjunction with ITC and PSC. 	<ul style="list-style-type: none"> Number of Payroll Reports produced Improvement to the Payroll System 	-	1064 1	Treasury	
Output 3.4 Efficient and Effective Customer Services	<ul style="list-style-type: none"> Provide sound advice to relevant stakeholders in accordance with FMA and FI. 	<ul style="list-style-type: none"> Quarterly Update of Customer Feedback 	192	4		
		Quality				
		<ul style="list-style-type: none"> Reports being rated as satisfactory or better. Few errors in the amounts being paid. Sound advice in accordance with the FMA 2004 and FI. Reports produced rated satisfactory and accurate. Professional customer oriented standard of services. 	90%> 90% 85%< 564 6	90%> 90% 85%< 564 6		

Output 3: Provision of Accounting Services – Treasury						
Output 3	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section	
	<p>2013 Budget Address "Investing In Our Future"</p> 	<p>Timeliness</p> <ul style="list-style-type: none"> Reports provided within 10 working days of end of month. Quarterly reports available within 10 working days of the end of the quarter. <p>2013 Budget Address</p> <ul style="list-style-type: none"> Agency Annual Financial Statement available within 60 business days of the end of the year <p>Cost</p> <p>Completion of work program within the Budget Estimate</p> <p>Full Time Equivalent Staffing Resource</p>	90%< 85%< 85%< 90%< 85% \$8.1m (Refer to 2013 Budget Estimate)	90%< 85%< 85% 90%< 85% \$8.1m (Refer to 2013 Budget Estimate)	Treasury Division	

Outcome: 9 (Macro-Economic Performance)

Output 4: Collection of Taxes – Fiji Revenue and Customs Authority					
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section
Output 4.1 Collection of Taxes.	<ul style="list-style-type: none"> Effective collection of Revenue Follow-up on Lodgement of Taxpayer Returns Carry out effective Debt Recovery and Prosecution. Development and Execution of assessing timeline and achievement plan. Identify potential revenue opportunities and leakages. 	<p>Quantity</p> <ul style="list-style-type: none"> Total FRCA collection (\$). Customs (\$). Verify on actual number of Taxpaying Entities. Total number of Tax Audits increased. Total number of Tax Audits conducted. Total number of Assessment Notices issued. Revenue earned from Audit cases. <p>Quality</p> <ul style="list-style-type: none"> Tax Audits carried out as per Audit Plan; all Audits undergo thorough Risk Profiling. 	\$ 1.7b \$366.7m 700,000 300 1,050 150,000 \$30m	\$ 1.8b \$435.7m 700,000 300 1,050 150,000 \$30m	Fiji Revenue and Customs Authority

Output 4: Collection of Taxes – Fiji Revenue and Customs Authority					
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section
	<p>CEO FRCA</p>  <ul style="list-style-type: none"> Tax receipts paid to the MF bank account within one business day of receipt. Timeliness <ul style="list-style-type: none"> Tax assessment notices issued within three working days. Tax receipts paid to Ministry of Finance Consolidated Fund Account. Audit Plan reviewed regularly. Cost – Financial Budget <ul style="list-style-type: none"> Completion of work program within the Budget Estimate No. of Full Time Staff 	<ul style="list-style-type: none"> Tax receipts paid to the MF bank account within one business day of receipt. Timeliness <ul style="list-style-type: none"> Tax assessment notices issued within three working days. Tax receipts paid to Ministry of Finance Consolidated Fund Account. Audit Plan reviewed regularly. Cost – Financial Budget <ul style="list-style-type: none"> Completion of work program within the Budget Estimate No. of Full Time Staff 	100% 100% Within 1 working day of receipt Complete in Qtr 1 \$37m (Refer to 2013 Budget Estimate) 788	100% 100% Within 1 working day of receipt Complete in Qtr 1 \$39.5m (Refer to 2013 Budget Estimate) 788	Fiji Revenue and Customs Authority

Outcomes: 9 (Macro-Economic Performance) and 21 (Financial Services)

Output 5: Financial Asset, Liability Management, Market Operations and Portfolio Management – Debt and Asset Management						
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section	
Output 5.1 Financial Asset Management.	<ul style="list-style-type: none"> Analyse annual documents and financial reports produced by SOE's Prepare quarterly reports to SFCCO and Annual Appendix 9 – Statement of Investment Report for Accounts and Finance Commence and monitor the restructure of SOE's. These include Fiji Sugar Corporation, Copra Millers Fiji Limited and Government Printing & Stationery Department. Divestment of approved SOE assets that includes; FINTEL, Foreign Missions and KTFZ. 	<p><u>Quantity</u></p> <ul style="list-style-type: none"> Monitor SOE's financial viability Number of Reports, SFCCO, Appendix 9, Chapter 5 Budget Supplement, Fiscal Support for SOE Number of Restructuring, Strengthening of Government Ministries, Departments, & State Owned Entities. Number of Divestment of State Owned Entities. 	35 7 14 • Number of Divestment of State Owned Entities.	45 7 2 11 3	Asset Management	

Output 5: Financial Asset, Liability Management, Market Operations and Portfolio Management – Debt and Asset Management						
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section	
Output 5.1 Financial Asset Management	<ul style="list-style-type: none"> Monitor and Review TMA business operations and coordinate the effective implementation of the TMA Reform programme. Monitor Investments & facilitate various reorganisation processes in a timely manner. Implementation Strategies for NFAR to WoG. Monitor and Assess Investment in SOE's Progressive execution of the Restructure plan of FSC (2011-2012), CMF (2012-2013), and GPSD (2012-2013), in a timely manner. 	<ul style="list-style-type: none"> Bi-Annual TMA Viability Report Quarterly Update of SOE's AGM and Board Meeting. Number of Ministries and Departments to be assessed for NFAR purposes. Achievement on Return on Equity by State Owned Entities consistent Public Enterprises Act 1996, Public Enterprises Policy 2001 and the Corporate Governance Policy 2003 Restructure of SOE's 	115 114 5 90% 40%	2 4 20 100% 100%	Asset Management	

Output 5: Financial Asset, Liability Management, Market Operations and Portfolio Management – Debt and Asset Management						
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section	
Output 5.1 Financial Asset Management	<ul style="list-style-type: none"> • Timely execution of asset sales in order to achieve the optimum market value of Government assets. • Scrutinise TMA Business Plans and coordinate the implementation of the TMA Reform programme in a prudent manner. • Ensure accuracy of NFAR to be updated to FMIS • Timely analysis of planning documents, financial statements & reporting documents. a) Assessment of State Owned Entities Annual Reports. 	<ul style="list-style-type: none"> • Divestment of Government's Foreign Missions and KTFZ Assets. • TMA Business Plan, Bank Reconciliations, Quarterly Reporting and Reform of TMA Business Activities • Training to Ministries and Departments on importance of accurate data and updates • Timelines • Three months after Financial and Calendar Year Reporting 	<ul style="list-style-type: none"> 25% 90% 10% 90% 90% 	<ul style="list-style-type: none"> 100% 100% 100% 100% 100% 	Asset Management	

Output 5: Financial Asset, Liability Management, Market Operations and Portfolio Management – Debt and Asset Management						
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section	
Output 5.1 Financial Asset Management	<p>b) Planning Documents, which includes Draft Corporate Plan, SCI, EIRP – finalised by 31st December.</p> <p>c) Formulate and furnish: Quarterly report submitted to SFCCO Annual submission of the Appendix 9 to FMS.</p> <p>• Progressively monitor the restructure plans</p> <p>• Analysis of TMA Business Plan, Bank Reconciliations and Quarterly Reports and Reform of TMA Business Activities.</p>	<ul style="list-style-type: none"> • Received by 31st December 2011 • Quarterly for SFCCO Reports and Quarter 2 for Appendix 9 • Restructure of assigned SOE • Finalize TMA, Business Plans by 31st December, 2012, Bank Reconciliations and Quarterly Reports to be submitted by the 15th of every month and coordinate the successful coordination of TMA Reform Programme 	90% 100%	100% 100%	Asset Management	

Output 5: Financial Asset, Liability Management, Market Operations and Portfolio Management – Debt and Asset Management						
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section	
Output 5.2 Financial Liability Management.	<ul style="list-style-type: none"> Assess all new applications for guaranteees in line with Guarantee Policy and agreed benchmarks Focus on Agencies with 50% of Arrears over 5 years old Obtain documentary claims of contractors and reports by implementing agencies. Continually analyse drawdown schedules. 	<p>Quantity</p> <ul style="list-style-type: none"> Number of Financial Assessments and Reports on Guaranteed Entities. Number of Submissions Assessed for Write off of Irrecoverable Arrears. Loan Drawdown is consistent with 2013 Budget for WoG 	8 2 4	8 2 4	Debt & Cash Flow Management	
Output 5.3 Market Operations	<ul style="list-style-type: none"> Consolidate the Cash Flow forecast by Agencies that are submitted to FMIS to Formulate WoG Cash Flow Forecast and for RBF Organize Issuances of Treasury Bills and Bonds in line with Financing Needs of Government. 	<ul style="list-style-type: none"> Prepare Whole of Government Cash flow Forecast/ Impact on Central Account Number of issuances of debt securities in the domestic market. 	12 48	12 48		

Output 5: Financial Asset, Liability Management, Market Operations and Portfolio Management – Debt and Asset Management						
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section	
Output 5.3 Market Operations	<ul style="list-style-type: none"> Facilitate in the processing of new loan requests for capital projects and in the review of loan agreements. 	<ul style="list-style-type: none"> New External Loans and Extensions for capital Finalized or negotiated for development. Ensure Treasury Bills raised are within statutory limit of \$150m Establish Debt Financing Programme for 2016 US\$250m Bond. (Update Report on Debt Financing for Global Bond) Refinancing of expensive loans via prepayment arrangement <p>Project Site Visit - Nadi</p>	\$85m US\$85m US\$120m	1 1 1 3	Debt & Cash Flow Management Debt & Cash Flow Management	

Output 5: Financial Asset, Liability Management, Market Operations and Portfolio Management – Debt and Asset Management					
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section
	<p>Project Site Visit - Labasa</p>  <ul style="list-style-type: none"> Maintain debt level below 60% of GDP by Dec 2012. Settlement of Governments Debt Servicing obligations. Minimize cost of borrowing. <p>Timeline</p> <ul style="list-style-type: none"> Increase offshore investment. Debt strategy formulation. Interest, Principal repayments, loan management and listing fees to be paid on or before the due dates. Finalizing of Annual Borrowing Programme and issuance of finance calendar. Annual Debt Report presented to Cabinet. 	<p>Output Indicators</p> <ul style="list-style-type: none"> Maintain debt level below 60% of GDP by Dec 2012. Settlement of Governments Debt Servicing obligations. Minimize cost of borrowing. <p>Timeline</p> <ul style="list-style-type: none"> Increase offshore investment. Debt strategy formulation. Interest, Principal repayments, loan management and listing fees to be paid on or before the due dates. Finalizing of Annual Borrowing Programme and issuance of finance calendar. Annual Debt Report presented to Cabinet. 	<p>50.7% of GDP</p> <p>100%</p> <p>Below 7%</p> <p>Quarter 4</p> <p>September</p> <p>December</p> <p>March</p> <p>March</p>	<p>50% of GDP</p> <p>100%</p> <p>Below 7%</p> <p>Quarter 4</p> <p>September</p> <p>December</p> <p>March</p> <p>March</p>	Debt & Cash Flow Management

Output 5: Financial Asset, Liability Management, Market Operations and Portfolio Management – Debt and Asset Management						
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section	
		<ul style="list-style-type: none"> • Progress towards the development of the retail bond market. • Preparation of the Annual Financial Statements • Statement of borrowing appendix • Arrears - appendix 24/ Contingent liability – appendix 17 <p>Completed Project - Waila</p>	Dec 31 st As per FMIS and Audit timeline Quarter 1 Quarter 1	Nov 29 th As per FMIS and Audit timeline Quarter 1 Quarter 1	Debt & Cash Flow Management	

⁶ This budget covers Asset/Debt Management Units
⁷ Total staff for both Asset/Debt Management Units

Outcome: 21 (Financial Services)

Output 6: Financial Management Reform, Development and Implementation of Reform Initiatives – Financial Policy and FMIS					
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section
Output 6.1 <i>Identification and implementation of Reform Initiatives.</i>	<ul style="list-style-type: none"> 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 strengthened policies derived from analysis of recurring internal audit and OAG Reports Compliance of WoG financial statement to be IPSAS compliant 	<p>Quantity</p> <ul style="list-style-type: none"> Number of FMR and other financial policy initiatives formulated, modified and implemented. Number of policy advice provided. Number of policy papers formulated and implemented Formulation of IPSAS compliant WoG Financial Statement. Facilitate FMIS Training Committee Meetings and Scholarship Awards. 	6 12 4 1 19	6 10 4 1 23	Financial Policy Assurance

Output 6: Financial Management Reform, Development and Implementation of Reform Initiatives – Financial Policy and FMR						
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section	
Output 6.1 <i>Identification and implementation of Reform Initiatives.</i>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Review and amendment of Agency Finance Manuals Disseminate progress and update on FMR initiatives to stakeholders via “Lavo” Newsletter Publications. <p>Quality</p> <ul style="list-style-type: none"> FMR and financial policies are accepted by the Policy Committee. <p>Professional Distribution</p> <ul style="list-style-type: none"> Professional Lavo Newsletter <p>Timeliness</p> <ul style="list-style-type: none"> Timely provision of policy advice. Timely publication of newsletters. 	<p>2</p> <p>4</p> <p>4</p> <p>100%</p> <p>100%</p> <p>Within 3 days</p> <p>Quarterly</p>	<p>48</p> <p>4</p> <p>4</p> <p>100%</p> <p>100%</p> <p>Within 3 days</p> <p>Quarterly</p>	Financial Policy Assurance	

Output 6: Financial Management Reform, Development and Implementation of Reform Initiatives – Financial Policy and FMIS						
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section	
Output 6.2 Implementation, ongoing support & Administration of FMIS	<ul style="list-style-type: none"> Conduct training as per FMIS Training Requirements. Implement EFT across government. Deliver acceptable and reliable WoG reports. Facilitate / Develop Receipt Application for WoG 	<p>Quantity</p> <ul style="list-style-type: none"> Number of FMIS training courses conducted to Ministries and Departments Improved financial efficiency. Establish and implement EFT in 20 Agencies for WoG WoG reports submitted. Receipt automation Progress Report on a Quarterly basis <p>Quality.</p> <ul style="list-style-type: none"> WoG reports generated are reflective of updated figures from the agencies; 	20 07 13 1. State of Nation 2. Annual Financial Statement 1 N/A	20 20 13 12 1 1	Financial Management System	

Output 6: Financial Management Reform, Development and Implementation of Reform Initiatives – Financial Policy and FMIS					
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section
	<p>State of the Art Training Room Opening</p> <ul style="list-style-type: none"> Timelines <ul style="list-style-type: none"> Ensure that all month-end processes are completed on time. Production of State of Nation Annual Financial Statement Ensure all Appendices are completed before 31st May 	<p>Timelines</p> <ul style="list-style-type: none"> 3rd of every month 5th of every month 30th of Sept 31st May 2012 <p>Cost-Financial Budget</p> <ul style="list-style-type: none"> Completion of work program within Budget Estimate <p>No. of Full Time Staff</p>	<p>3rd of every month</p> <p>5th of every month</p> <p>30th of Sept</p> <p>31st May 2013</p> <p>\$2.58m (Refer to 2013 Budget Estimate)</p> <p>16⁹</p>	<p>Financial Management Information System</p> <p>\$2.4m⁸ (Refer to 2013 Budget Estimate)</p>	

⁸ Total Budget for FPAU and FMIS
⁹ Total Staff for FPAU and FMIS

Outcomes: 6 (Public Sector Reform) and 21 (Financial Services)

Output 7: Procurement, Facilitation, Development and Compliance - Fiji Procurement Office					
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section
Output 7.1 Procurement Processing and Logistical Support.	<ul style="list-style-type: none"> Manage and facilitate the procurement process. Provide Secretariat Services to the Government Tender Board. Efficiently facilitate Customs Clearance and Delivery of all goods purchased / supplied from Overseas in a timely manner. Facilitate the Disposal of Assets. 	<ul style="list-style-type: none"> Number of tenders called. Number of GTB papers processed. Number of GTB meetings. Number of Imports and Exports Customs clearance carried out via air, sea and parcel post. Number of Public auctions. 	200 220 22 1294 3	200 220 22 950 3	Fiji Procurement Office
Output 7.2 Policy Development and Training.	<ul style="list-style-type: none"> Provide WoG Training on Procurement Policies. Provide Policy Advice on Procurement issues. Formulate and Implement Procurement Policies. 	<ul style="list-style-type: none"> Number of training provided on Procurement Policies and Processes. Number of Policy Advice submitted. Number of Procurement Policies formulated. 	20 140 5	20 150 5	

Output 7: Procurement, Facilitation, Development and Compliance – Fiji Procurement Office						
Sub-Output	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Target	Responsible Section	
Output 7.3 Monitoring and Compliance.	<ul style="list-style-type: none"> Conduct Compliance Audits of Ministries and Departments. BOS for total Historical value of items over \$50,000 	<p>Quality</p> <ul style="list-style-type: none"> Number of substantiated complaints received from agencies regarding delays in tender process. 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. 	<p>Number of Compliance Audits conducted.</p> <p>>15</p> <p><20</p> <p>80% of review requests received</p> <p>80% of board papers tabled</p> <p>56%</p>	<p>10</p> <p>>15</p> <p><20</p> <p>80% of review requests received</p> <p>80% of board papers tabled</p> <p>60%</p>	Fiji Procurement Office	

Output 7: Procurement, Facilitation, Development and Compliance – Fiji Procurement Office					
<u>Sub-Output</u>	<u>Strategies and Timeframe & Montage of 2012 Highlights</u>	<u>Output Indicators</u>	<u>2012 Actual</u>	<u>2013 Target</u>	<u>Responsible Section</u>
	<p>Completed Project - Sigatoka</p>  <ul style="list-style-type: none"> • % of Participants rate training as satisfactory or better. • % of clarifications and issues resolved. • % of complaints resolved. 	<ul style="list-style-type: none"> • % of Participants rate training as satisfactory or better. • % of clarifications and issues resolved. • % of complaints resolved. 	<p><70%</p> <p>75% of queries received.</p> <p>75%</p>	<p><70%</p> <p>75% of queries received.</p> <p>75%</p>	Fiji Procurement Office

Outcome: 21 (Financial Services)

Output 8: Supply of Goods, Stationery Supplies and Printing – Government Printing

<u>Sub-Output</u>	<u>Strategies and Timeframe & Montage of 2012 Highlights</u>	<u>Output Indicators</u>	<u>2012 Actual</u>	<u>2013 Target</u>	<u>Responsible Section</u>
Output 8.1 Supply of Goods-Stationery Supplies and Printing.	<ul style="list-style-type: none"> • Printing and supply of quality stationery and publications when required. • Compliance with Library Deposit (Cap 109). • Supply of quality printing services to customers in accordance with their needs and requirements 	<p>Quantity</p> <ul style="list-style-type: none"> • Quarterly update and Report on Publication and Printing jobs – Financials / Report / TMA) • No. of Libraries supplied • No. of complaints received All Section to have this <p>Quality</p> <ul style="list-style-type: none"> • Proper printing of materials supplied to stakeholders <p>Timelines</p> <ul style="list-style-type: none"> • Timely printing and supply of stationary to all stakeholders <p>Cost</p> <ul style="list-style-type: none"> • Completion of work program within Budgetary Estimate <p>No. of Full Time Staff</p>	<p>>1000</p> <p>2</p> <p>15</p> <p>90%</p> <p>90%</p> <p>\$2.5m (Refer to 2013 Budget Estimate)</p> <p>110</p>	<p>4</p> <p>2</p> <p>15</p> <p>90%</p> <p>90%</p> <p>\$2.8m (Refer to 2013 Budget Estimate)</p> <p>110</p>	Government Printing

Outcome: 6 (Public Sector Reform)

Output 9: Internal Control, Audit, Compliance and Public Accounts – Internal Audit and Good Governance						
<u>Output 9</u>	<u>Strategies and Timeframe & Montage of 2012 Highlights</u>	<u>Output Indicators</u>		<u>2012 Actual</u>	<u>2013 Targets</u>	<u>Responsible Section</u>
		<u>Quantity</u>	<u>Quality</u>			
Output 9.1 Internal Control and Special Investigation	<ul style="list-style-type: none"> Improvement of Internal Control Framework for the whole of Government Review of the current financial control systems in place Compile and submit quarterly report on repetitive audit issue Conduct follow up and consultation as recommended 	<ul style="list-style-type: none"> Number of Policy paper on Internal Control Framework for Government Number of reviews undertaken Number of quarterly reports on recurrent Audit Issues Number of quarterly reports on Audit Follow ups 	<ul style="list-style-type: none"> Number of reviews undertaken Number of quarterly reports on recurrent Audit Issues Number of quarterly reports on Audit Follow ups Effective Internal control mechanisms. Accurate and reliable data Reduction of audit queries on projects and new initiatives 	<ul style="list-style-type: none"> 1 4 4 - 	<ul style="list-style-type: none"> 1 7 4 4 	<ul style="list-style-type: none"> Internal Governance Audit and Governance Audit and Governance 80% 80% 20% 80% 80%

Output 9: Internal Control, Audit, Compliance and Public Accounts – Internal Audit and Good Governance						
Output 9	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Targets	Responsible Section	
Output 9.2 Audit of Ministries and Departments.	<ul style="list-style-type: none"> Conduct internal audit of ministries and departments within the division's business plan; by undertaking the Four (4) Internal Audit Processes. Provide follow-ups on audit recommendations issued to ministries and departments. 	<p>Quantity</p> <ul style="list-style-type: none"> Number of normal audits completed <p>Quality</p> <ul style="list-style-type: none"> Objective, clear and concise audit report in line with standards. Reports provide relevant and practical recommendations Verification of agreed recommendations. <p>Timeliness</p> <ul style="list-style-type: none"> Normal audit completed within timeframe Recommendations undertaken within agreed timeframe 	34 35 32	32 35 32	Internal Governance	Internal Audit and Good Governance

Output 9: Internal Control, Audit, Compliance and Public Accounts – Internal Audit and Good Governance						
Output 9	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators		2012 Actual	2013 Targets	Responsible Section
Output 9.3 Surcharge Actions	<ul style="list-style-type: none"> Facilitate and execute procedures in Government. surchARGE 	<p>Quantity</p> <ul style="list-style-type: none"> Provide Quarterly update and report on SurchARGE for WoG Number of reports submitted based on FI requirements. <p>Quality</p> <ul style="list-style-type: none"> Factual and sound advice to management and to other stakeholders. SurchARGE submissions are rated satisfactory or better. <p>Timeliness</p> <ul style="list-style-type: none"> SurchARGE memos processed according to timeframe stipulated in the FI 2005. Accurate management reports/returns. 	<p>Provide Quarterly update and report on SurchARGE for WoG</p> <p>Number of reports submitted based on FI requirements.</p> <p>Factual and sound advice to management and to other stakeholders.</p> <p>SurchARGE submissions are rated satisfactory or better.</p> <p>SurchARGE memos processed according to timeframe stipulated in the FI 2005.</p> <p>Accurate management reports/returns.</p>	>100 16 90% 90% 92%	4 16 92%	Internal Governance and Good Governance

Output 9: Internal Control, Audit, Compliance and Public Accounts – Internal Audit and Good Governance						
Output 9	Strategies and Timeframe & Montage of 2012 Highlights	Output Indicators	2012 Actual	2013 Targets	Responsible Section	
Output 9.4 Public Committee Support Services.	<p>• Provide support advice to PAC proceedings under the PAC timetable.</p> 	<p>Quantity</p> <ul style="list-style-type: none"> • Provide Quarterly issues • Number of government Statements prepared in response to PAC report. <p>Quality</p> <ul style="list-style-type: none"> • Relevant support and advice to PAC. • Accurate, clear and concise responses. <p>Timeliness</p> <ul style="list-style-type: none"> • Verification of attendance in PAC minutes of the meeting. • Tabling of Government Statement within timeframe. <p>Cost – Financial Budget</p> <ul style="list-style-type: none"> • Completion of work Budgetary Estimate. <p>No. of Full Time Staff</p>	<p>60</p> <p>4</p> <p>>95%</p> <p>90%</p> <p>90%</p> <p>90%</p> <p>\$1.2m (Refer to 2013 Budget Estimate)</p> <p>41</p>	<p>4</p> <p>4</p> <p>>95%</p> <p>90%</p> <p>90%</p> <p>92%</p> <p>80%</p> <p>\$1.2m (Refer to 2013 Budget Estimate)</p> <p>41</p>	<p>Internal Governance</p> <p>Internal Audit and Good Governance</p>	

10. Public Service Commission Deliverables and Indicators

Table 3: PSC Deliverables and Indicators

<u>PSC Deliverables</u>	<u>Strategies</u>	<u>KPI</u>	<u>Timeline</u>	<u>Unit</u>
Platform 1: Human Resources Management and Development				
Effective Resource Planning and Development.	<p>Human</p> <ul style="list-style-type: none"> Formulation, monitoring and review of: Strategic Workforce Plan. Succession Plan. Learning & Development Plan. 	<p>Implementation,</p> <ul style="list-style-type: none"> Alignment of Organisational and People Objectives. 	31st March 2013.	Corporate
Training and NTPC Levy Grant Compliance.	<p>Payroll updates for NTPC Payment.</p>	<p>NTPC levy and grant refund increased by 80% from the 2011 return.</p>	<ul style="list-style-type: none"> 1st Levy submission by 15th Jan. 2nd Levy Submission by 15th July. 	Corporate
	<p>Effective administration of training activities by Training Unit and Training Administrators.</p>		<ul style="list-style-type: none"> Training Plans by 31st January. Training Policy by 31st March. TNS 2 weeks before training. Transfer Evaluation 3 months after each training. 	

Compliance with PSC Human Policies.	PSC Resource	Administration of Disciplinary Cases.	Effective disposal of disciplinary cases.	Cases closed within 3 months.	Corporate
	Administration of Recruitment and Selection Procedures.	Appointments and made to vacancies.	Promotions	Vacancies filled within 3 months.	Corporate
	Implementation of PMS – formulation, implementation, monitoring and review of work plans [BP, PD and IWP].	Performance Review.	<ul style="list-style-type: none"> • Work Plans implemented by 1st January • Plans reviewed every quarter. 		Corporate
Platform 2: Organisational Management					
Effective Planning and Accountability Framework Compliance.	Formulation, monitoring and reviewing of:	<ul style="list-style-type: none"> • SDP aligned to the broad outcomes of Government. • Annual Corporate Plan. • PSC Deliverables Report. • Agency 2012 Annual Report. 	2011 – 2014 and achievement of long, medium and short term goals.	<ul style="list-style-type: none"> • Implementation of ACP from 1st January of 2013. • Reviewed quarterly against the SDP. • 2014 ACP draft by October 2013. • PSC Deliverables report 1st week of new quarter. • Annual Report by 30th May 2013. 	Corporate

Control of Establishment.	Staff	Compilation of: <ul style="list-style-type: none"> • Person to Post return. • Vacancies Return. • Government Bodies Updates. • Civil List updates. 	Effective monitoring and control of Government's establishment.	P2P 7th of every month. <ul style="list-style-type: none"> • Returns on 7th of every Month. • Updates by 31st December. 	Corporate
Re-organised Sustainable Changes.	& Structural	Freeze of positions identified through reduction exercise and redeployment of staff.	Rightsizing of the Civil Service.	31st December.	Corporate
Compliance with National Records Management Policy.		• Compilation of Records Report.	Ensuring the proper creation, maintenance, use and disposal of records to achieve efficient, transparent and accountable governance.	• Records Report by 30th June.	Corporate
Strengthening International Relations and Compliance with International Conventions		• Submission of Agency reports to relevant parties.	Honour MOUs, Agreements and International Conventions to maintain Diplomatic Relations	Reports received on the 2nd week of each quarter.	Budget

Platform 3: Productivity Management						
Implementation of the Service Excellence Framework		<ul style="list-style-type: none"> Submission of Agency Desktop to SEA Secretariat Release of for SEA Evaluation Process Implementation of OFI's from 2012 Agency Feedback Report 				
Adherence to Service Charter		<ul style="list-style-type: none"> Formulation, monitoring and reviewing of Agency Service Charter 				
Business Process Re-Engineering		<ul style="list-style-type: none"> Documentation and review of business process 				
Adherence to Service Level Agreements with GIRC		<ul style="list-style-type: none"> Appointment of Primary and Secondary Focal Point 				
Increased network with the Ministry of Information on the use of Media		<ul style="list-style-type: none"> Establishment of media liaison process Establishment of Website / PR Committee 				

11. Capital Projects for Year 2013

Table 4: Capital Projects

<u>SEG</u>	<u>Projects /KPI¹⁰</u>	<u>Responsible Unit</u>	<u>Cost (\$)</u>
(9) Capital Purchases	Purchase of Documents Digitizer Scanner	Training	247,801
	Printing and Binding Machine	Government Printing	500,000
(10) Capital Grant	FRCA Capital Grant	Budget	1,000,000
Total	As stated above		1,747,801

Completed CCAR Project - 2012



Before - Nadi Bus Stand



After - Nadi Bus Stand

¹⁰ Refer to Budget Estimate 2013

Cost: \$661,647.13

12. Ministry of Finance Deliverables and Indicators

Table 5: Ministry of Finance Deliverables and Indicators

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

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
IPAS – 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	
NFAR – National Fixed Asset Register	

14. Summary

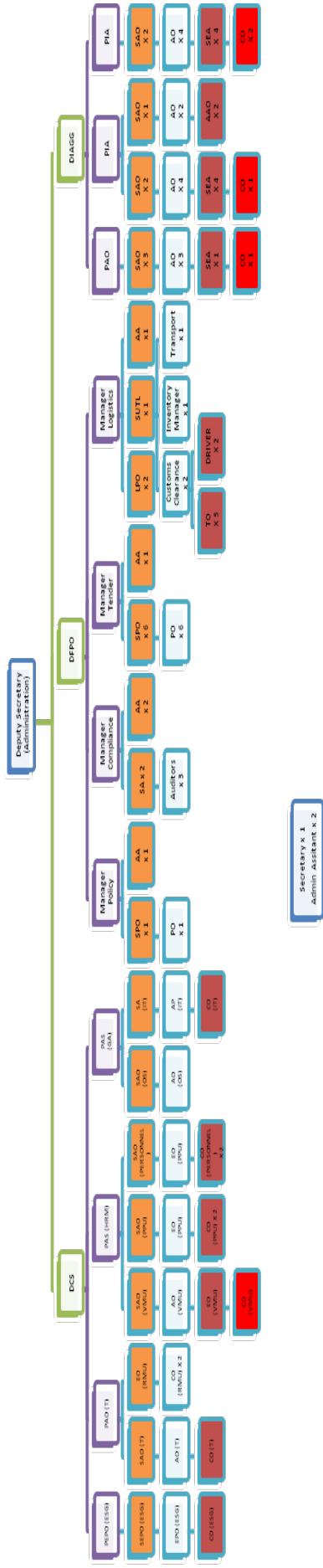
Ministry of Finance 2013 Summary

<u>Section</u>	<u>Exp. Account</u>	<u>2013 Budget (\$)</u>	<u>No. of Staff</u>	<u>Core Function</u>	<u>Output</u>
Corporate Services	4-1-1	42.1m	39	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	1.2m	41	Audit and Surcharge Services	Output 9
Fiji Procurement Office	4-3-1	1.4m	49	Facilitating Procurement for WOG	Output 7
Government Printing	4-4-1	2.8m	110	Government Printing Services	Output 8
Budget	4-1-3	1.3m	39	Budget Management Services and Policy Advise	Output 2
Asset Management Unit	4-1-4	1.1m	32	Analysis and Restructure of State Owned Enterprises	Output 5
Debt Management & Cash Flow Unit				Monitor Government Debt and Cash Flow	
Treasury	4-1-2	8.1m	50	Accounting Services	Output 3
Financial Management Information System	4-1-6	2.4m	16	Implementation of Government Financial Management reform	Output 6
Financial Policy Assurance				Development of Financial Policies	
Total¹¹	4-1-1 to 4-4-1	60.4m	376	10	Output 1 - 9

¹¹ Excludes ITCS: 4-5-1 / 17.2m / 104 / Provision of ITC Services / Output 9 as in 2012 ACP

15. Division Structure

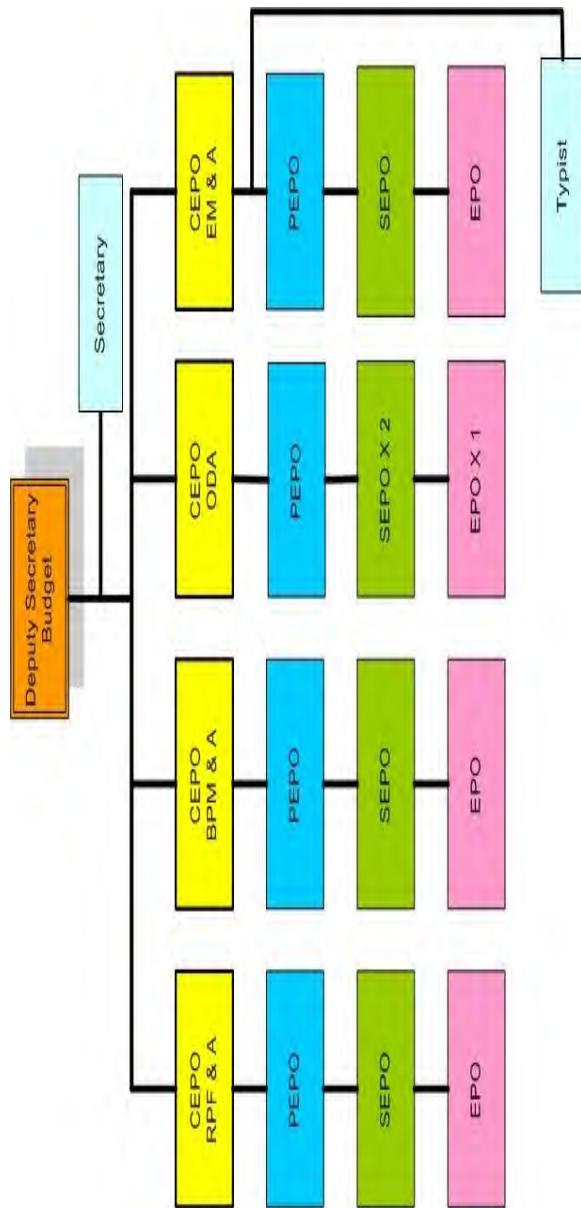
Administration Division



<u>Administration Division</u>	<u>Exp. Account</u>	<u>2013 Budget (\$)</u>	<u>No. of Staff</u>	<u>Core Function</u>
Corporate Services	4-1-1	42.1m	39	Ministerial and Executive Support to the Minister and Permanent Secretary and administrative support to the Ministry.
Internal Audit & Good Governance	4-1-5	1.2m	41	Audit and Surecharge Services
Fiji Procurement Office	4-3-1	1.4m	49	Facilitating Procurement for WoG
Government Printing	4-4-1	2.8m	110	Government Printing Services
Total	As above	47.5m	239	As above

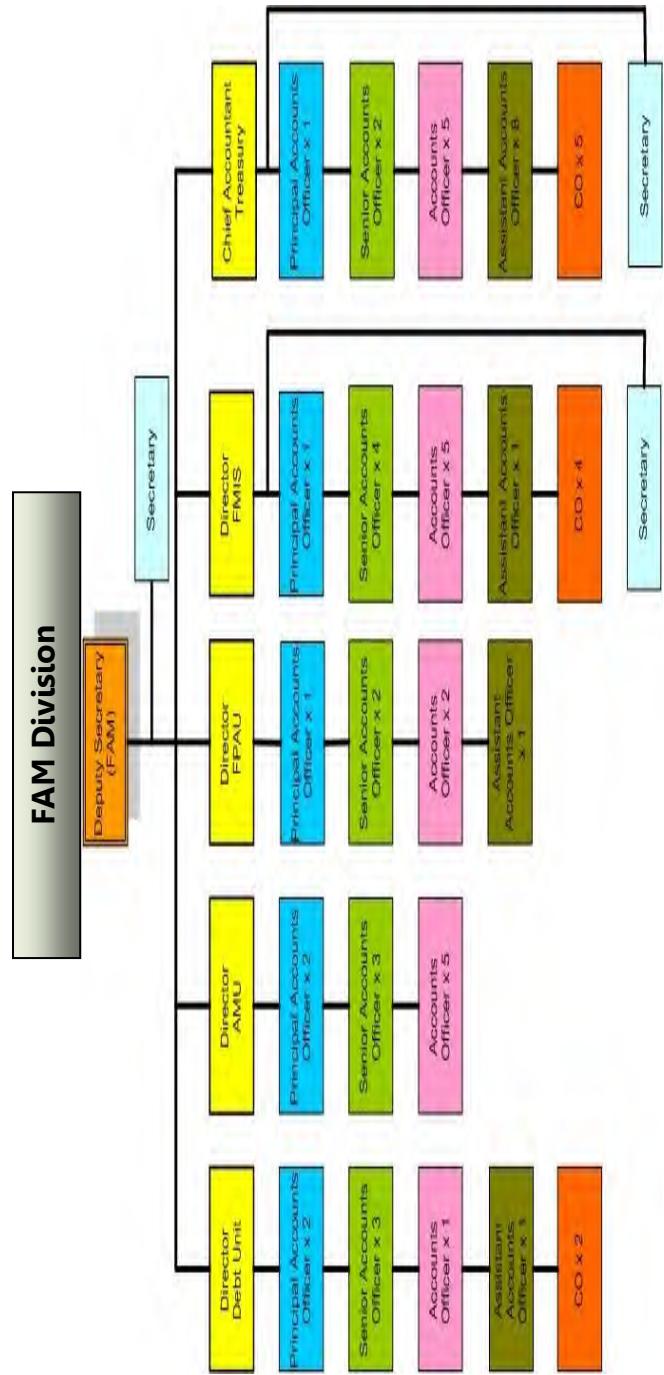
15. Division Structure (continued)

Budget Division



Budget Division	Exp. Account	2013 Budget (\$)	No. of Staff	Core Function
Budget	4-1-3	1.3m	39	Budget Management Services and Policy Advice
As above	As above	1.3	39	As above

15. Division Structure (continued)



FAM Division	Exp. Account	2013 Budget (\$)	No. of Staff	Core Function
Asset Management Unit	4-14	1.1m	32	Analysis and Restructure of State Owned Enterprises
Debt Management & Cash Flow Unit				Monitor Government Debt and Cash Flow
Financial Policy Assurance				Development of Financial Policies
Treasury	4-1-2	8.1m	50	Accounting Services
Financial Management Information System	4-1-6	2.4m	16	Implementation of Government Financial Management reform
As above	As above	11.6m	98	As above

**Ministry of Finance
2013 Annual Corporate Plan**



**Executive Management's 2013 Annual Corporate Planning
Workshop**

"Investing In Our Future"

