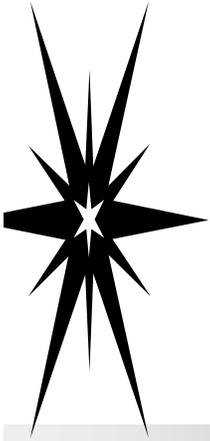


**GUYANA**

**MINISTRY OF FINANCE  
STRATEGIC PLAN 1998/1999**



**BUILDING EQUITY AND ECONOMIC  
PARTICIPATION (BEEP) PROJECT**

**CONTRACT NO. 504-0107-C-00-6201-00**

---

Submitted to: *Daniel Wallace*  
Project Manager  
USAID  
Georgetown, Guyana

Submitted by: *Sandra V. Jones*  
IGI International Inc.  
North Miami Beach  
Florida, USA

*August 1998*

# TABLE OF CONTENTS

	Page
<b>EXECUTIVE SUMMARY</b>	
<b>1.0 INTRODUCTION</b>	
<b>2.0 CONCEPTUAL FRAMEWORK FOR PLANNING</b>	<b>4</b>
<b>2.1 Definition, Philosophy, Principles, Aspects of Planning</b>	<b>4</b>
<b>2.2 The Strategic Approach to Planning</b>	<b>4</b>
<b>2.3 The Political Dimension of Planning</b>	<b>5</b>
<b>2.4 Critical Planning Factors</b>	<b>5</b>
<b>2.5 Institutional Analysis</b>	<b>7</b>
2.5.1 <i>Organization Charts</i>	7
2.5.2 <i>Job Titles/Descriptions</i>	7
2.5.3 <i>Job Performance Standards</i>	21
<b>2.6 Gap Analysis</b>	<b>22</b>
2.6.1 <i>Responses to SWOT Analysis</i>	23
<b>3.0 MONITORING, EVALUATION AND CONSOLIDATION</b>	<b>25</b>
<b>4.0 PERFORMANCE ASSESSMENT PROCEDURES</b>	<b>27</b>
<b>5.0 INSTITUTIONAL IMPLEMENTATION PLAN</b>	<b>29</b>
<b>6.0 CHANGE AGENT RESPONSIBILITY</b>	<b>31</b>
<b>7.0 THE STRATEGIC PLAN 1998/1999</b>	<b>34</b>
<b>7.1 Validation of the Mission, Objectives and Policies</b>	<b>34</b>
<b>7.2 Macroeconomics Analysis and Programming</b>	<b>35</b>
7.2.1 <i>Goal, Objectives and Anticipated Outcomes</i>	35
7.2.2 <i>Overview of the Strategies, Major Tasks and End Products</i>	36
<b>7.3 Project Cycle Management</b>	<b>41</b>
7.3.1 <i>Goal, Objectives and Anticipated Outcomes</i>	41
7.3.2 <i>Overview of the Strategies, Major Tasks and End Products</i>	42
<b>7.4 Budget Management Process</b>	<b>46</b>
7.4.1 <i>Goal, Objectives and Anticipated Outcomes</i>	46
7.4.2 <i>Overview of the Strategies, Major Tasks and End Products</i>	47
<b>7.5 Ministry Administration</b>	<b>52</b>
7.5.1 <i>Goal, Objectives and Anticipated Outcomes</i>	52
7.4.2 <i>Overview of the Strategies, Major Tasks and End Products</i>	53
<b>7.6 Management Information Systems</b>	<b>59</b>
7.6.1 <i>Goal, Objectives and Anticipated Outcomes</i>	59
7.4.2 <i>Overview of the Strategies, Major Tasks and End Products</i>	60

## EXECUTIVE SUMMARY

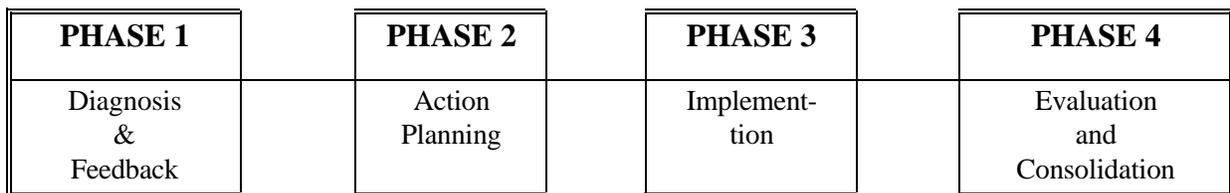
The internal assessment of the **Ministry of Finance** has re-highlighted its strengths and weaknesses, opportunities and threats that require attention in the context of Strategic Planning.

The results of the analysis reflect a need for attention to be paid to the implementation of proposals in support of the **Ministry's** stated objectives and the processes to be used in the management of the **Ministry's** human and financial resources.

Several **Consultants' Reports** are in varying stages of implementation. The process requires more effective management and prioritization to achieve the desired objectives as set out in the last **Action Plan** of 1996/97. The **Ministry of Finance** must again pay special attention to these processes. Special attention must also be given to the various levels of decision-making so that the Managers and those managed can feel empowered to initiate agreed actions in the execution of their tasks.

Special efforts will have to be made with respect to the human input. As the **Ministry** moves to address its current staff shortages, attention must be paid to the recruitment and selection process as well as to motivating its current Staff into renewed purpose. Staff performance; concern for the physical environment; facilities management; training and quality control must all be part of the **organizational review process**. These coupled with the important aspects of supervision, execution of agreed action, monitoring and assessment, and performance appraisal must be addressed.

The process of restructuring the **Ministry** can be described in terms of four (4) distinct phases. These phases are schematically shown following:



The Ministry must now move to effecting the third and fourth Phases.

Over the past three years, the **Ministry of Finance** has undertaken a number of restructuring

activities all geared to improving the general systems of management in order to effect its **Mission**.

The **Mission** is as stated following:

*To foster strong economic development by managing and maintaining sound public finances, providing a positive framework for public and private initiatives and mobilizing inflows of resources.*

The restructuring process has initiated a period of significant change. Varying levels of success have been recorded in undertaking a number of functions to carry out the Ministry's mandate. These have included developing and maintaining a comprehensive macroeconomics database; conducting policy analysis and planning; improving the formulation and management of public investment; and improving public resource management.

A series of interventions and a number of decisions have been effected with the overall aim of improving the effectiveness of the **Ministry's** operations. However, the implementation of proposals emanating from these interventions have not progressed in accordance with the expectations of the **Ministry's Staff**. Consequently, a number of dissatisfactions still exist that are a deterrent to full systems implementation.

Discussions held with some **Department Managers** and the **Ministry's Advisors** have revealed a low implementation status of most of the **Plans**. The **Consultant** was unable to meet with **Managers** of the **State Planning Secretariat** to review the status of implementation of their **Action Plans**. This is viewed as a most unfortunate occurrence since it is this Department of the Ministry that has the vested responsibility for planning. Unfortunately, there exists no formal **Report** on the status of the **Implementation Plan**.

The most important objective of the assignment was for the **Preparation and Facilitation of a**

**Retreat and Strategic Planning (1998/99) for the Ministry of Finance.** The Ministry however, demonstrated an unwillingness to undertake the retreat and plans in this regard had to be aborted. Activity in executing this objective was intended to place heavy reliance on assessing critical actions that should have taken place with respect to:

- Building Change and Consensus
- Human Resource Management
- An effective system of delivery
- Establishment of a system of Communication and Accountability

The Retreat is still necessary to finalize and identify strategies to implement the **Strategic Planning Process for 1998/99.**

Major structural and procedural changes have been introduced to the **Ministry of Finance** Staff are still in the process of adjusting to these changes and modifying their actions accordingly.

Like most organizations undergoing a change process, some problems have been encountered. The most important and critical of these are concerned with leadership, motivation and teamwork. Members of Staff are apprehensive and need to be assured that there are no hidden agendas. Lack of trust appears to have inhibited the flow of information.

A clear understanding of the goals and objectives of the **Ministry** is required at this stage. This must include a re-ordering of priorities and a definition of the roles of individual members of Staff.

A Schedule for completion of the tasks previously agreed must be revisited and a commitment made to undertake work activities in clear, unambiguous terms and within specific time frames.

## **Ownership of Systems**

There is a lack of ownership of systems approved for implementation. The role of the **Public Service Ministry** and new **Agencies**, specifically the **Revenue Authority** is still to be explained and clarified.

### **Physical Environment and Facilities Management**

The Staff is aware of plans being effected to improve the physical environmental facilities, but feel there is a high level of tardiness in the implementation. They claim to have no information on the timetable for completion.

Needless to say the informal interactions have been a source of irritation in the process.

### **Monitoring Systems**

The results of the implementation of systems have not been monitored. Consequently, there are no indications that the concerns of Staff are being addressed and corrective action is being initiated to enhance the **Ministry's overall** performance.

The **Ministry** must develop a comprehensive proactive and unbiased **Human Resource Management** capability to build a "**total quality management**" institution.

Strategic **Human Resource Management** allows for:

- participation in formulating overall strategic plans and aligning human resource functions with the overall **Ministry** Strategies
- concern with all **Technical and Support Staff**
- full integration with other institutional functions: **Administration; Budgetary; Project Cycle; Macroeconomics; Information Systems** and **Technical Projects**
- co-ordination of all human resource activities

**Human Resource Planning** must ensure an organic linkage between **Strategic Planning, medium term planning** and **operational planning**.

There is evidence of poor linkages and lack of co-ordination amongst the **Office of Management; Office of the Treasury; Office of the Budget; Office of Planning & Development.**

This lack of co-ordination can be a major cause of implementation failure. **Strategic Human Resource Planning** must be seen as the link between the **Strategic Plan** and the overall human resource management functions. Such a linkage will facilitate and inform strategic human resources management while ensuring the following:

1. Human resource management becomes fully integrated with the strategic needs of the **Ministry of Finance.**
2. Human resource policies - some still to be implemented - cohere across the different operational areas and across hierarchies.
3. Human resource practices are adjusted, accepted and used by **Technical and Support Staff** as part of their everyday work.
4. The development of competencies, skills and attitudes amongst all levels of staff to ensure the sustainability of the **Restructuring Programme.**

An effective human resource interface **must** be institutionalized among all functions of the **Ministry.** This will be beneficial to the development of Career Development Strategies.

### **Job Descriptions**

**Job Descriptions** have already been prepared as part of the **Ministry's** Restructuring Process. The **Ministry of finance** has recently undertaken a **Job Description Writing Exercise.** This exercise was premised on a Job Analysis, which identified the required tasks and responsibilities; determined the authority/accountability relationships important to the Job so as to develop an ordered division of job effort.

There is still however, a need to extend the exercise to include an evaluative component to effect proper placement in the **Ministry's Salary Structure.** The descriptions should now be reviewed

with the **Ministry's** Staff and amended/adjusted for implementation. They should be considered a key source for the provision of "**Key Results Areas**" for determining the areas of day-to-day responsibility as well as for the assessment of performance results for **Technical and Support** staff.

These **Descriptions** will be utilized in the **Workshop** to develop **Departmental Work Activity Matrices** for executing the **Action Plans**.

### **Salary Administration System and Procedures**

The compensation system currently in place is cause for much dissatisfaction and should now be reviewed in the light of the completion of the **Job Description** exercise.

All of the **Ministry's** new Descriptions should be subjected to an evaluative process to determine if the present placement in the **Government's 14-Grade Structure** is still valid or in need of adjustment. In addition, the **Ministry** should work at ensuring that the procedures for monitoring internal and external relativities are still in effect. This would necessitate close interaction with the **Public Service Ministry**.

It is understood that the **Public Service Ministry** is in the process of undertaking **Compensation Surveys** through sampling of compensation packages of national organizations to determine market means for salaries, particularly in the **Private Sector**.

The **Compensation Strategies** that the Ministry must promote should be aimed at achieving the following:

1. Relating job worth to differences in job requirements.
2. Recognizing the worth and value of employee knowledge and skills.
3. Rewarding employees' contributions on the basis of the results achieved.
4. Promoting employee continued acquisition and upgrading of knowledge and skills.

5. Providing a total **Compensation Package** that provides long-term protection for employees and their dependents.

### **Conditions of Employment**

The **Ministry** is already participating with the **Public Service Ministry** in a review of the **Conditions of Employment** for all levels of Staff within the framework of existing legal and labour relation practices.

It is important to ensure that the policies with respect to recruitment and selection, staff training and development, promotion and transfer, wages and salaries reflect a correction of the problems the **Ministry** now faces as well as promote transparency in **Human Resources Administration**.

### **Communication Systems**

The working of the internal communication system has been inimical to the **Ministry's** success in keeping Staff informed about key occurrences and achievements.

Senior Staff is uncertain as to the implementation status of the various **Consultants' Reports**, particularly that relating to the **Restructuring of the Ministry** and undertaken in 1996.

Few **Departments** have planning meetings and fewer still are in the habit of providing feedback to Staff. Discussion on key topics/issues/achievements and even failure has been termed as being selective. Since no views are disseminated no feedback comes back to the management levels.

**Senior Management** must communicate to all levels

- Broad goals that redefine the expectations of the Ministry
- Principles that will guide the process of change
- The sequence of activities to effect the change

Communications can be singled out as the principal inhibiting factor to the **change process**. The

communications flow, at the least, has been inadequate. The downward flow, where the aims and objectives of the Senior Managers of the **Ministry** should be communicated to gain acceptance and action consistent with the objectives has not filtered to all levels of the **Ministry**. In some instances, there is evidence of some amount of distortion.

Feedback, representing the upward flow, has been unstructured and largely informal. Successful goal attainment of the **Ministry's Work Plan** requires attention to the upward flow of information since it is the means by which the **Senior Management Team** will be informed of the problems, misunderstanding and needs of the **Staff**.

### **Team Building**

Team building in the **Ministry of Finance** is an imperative. The **Departments/Divisions** must work together in a manner to allow members to identify and fully utilize each other's resources and skills so that their mutual interdependence will result in more effective problem-solving and task accomplishment. Developing a well functioning Team in the **MoF** will take time and effort.

The process involves several steps. The activities should not be limited to special sessions, retreats or consultancy interventions but should occur daily at work as **Team Members** demonstrate their commitment to put into practice what they learn. Members of the Team, i.e. **Ministry of Finance Staff** at all levels must understand that team building is not a one time only procedure, but rather a process of continuous diagnosis, action planning, implementation and evaluation.

### **Interpersonal Relationships**

In the course of discussions many **Staff** complained about poor interpersonal relationships at all levels. The **Ministry** must therefore seek to develop competencies, skills and attitudes to support the change effort and to institutionalize the new culture change among its **Staff**.

This new culture must be characterized by the following:

- Leadership and management that emphasize teamwork, collegiality and empowerment of everyone in the **Ministry** to foster a supportive atmosphere.
- A renewed emphasis on on-going improvement in the strategic management approaches being utilized in the **Ministry**.

It has to be stressed also that morale drops when goals are unclear, priorities are unfocused and performance criteria are not specified.

### **Training**

The **Ministry** must use strategic human resource development to develop **Staff** to support its **Work Plan**. Skill upgrades should be formally introduced in terms of strengthening existing skills. There is also the need to train employees in the use of new skills. Such skills upgrade can include:

- Financial management systems
- Human Resource management systems
- Management audit systems
- Information Systems
- User-friendly Operation Manuals
- Internal and External Training Programmes

In addition, periodic assessment of the **Ministry's** work progress, accomplishments and failures can be used as the catalyst for training - both on-the-job and internal as well as external training.

### **Introduce the Logical Framework Methodology in the Planning System**

The **Logical Framework Methodology** can be systematically introduced in planning, management, delivery and evaluation of the **Ministry's** work.

The **Log Frame** ensures that project activities are correctly sequenced, with the objectives of each

linked hierarchically to the achievement of overall objectives by logic and assumptions, which are made explicit.

The **Methodology** lends itself to computerization as a simple planning and management tool. The framework is built on the following basis:

- Specific identification of goals and ultimate benefit of Projects
- Determination of specific activities to achieve objectives
- Linking each output to a specific objective thereby providing a quantifiable means of measuring project performance
- Specific means of verification of project execution and precise determination of assumptions underlying the **Strategic Plan**.

The documentation already available in the **Ministry** can be easily converted to the **Log Frame Methodology** and provide a better means for monitoring the progress of activities with respect to the **Strategic Plan** on an annual basis.

The **Log Frame** allows for cross - Ministerial programmes and also identifies responsibility for objectives at the cross-sectoral level in different agencies.

Sandra V. Jones

August 6, 1998

## 1.0 INTRODUCTION

The **Ministry of Finance's** first **Strategic Plan** came into being in **1996** and covered the period **1996/1997**. The strategic planning process employed, embraced a networking model for institutional planning which sought to gain consensus on the basis of an internal review of the **Mission, Goals and Objectives** of the **Ministry**, and an assessment of its strengths and weaknesses, opportunities and threats as determined at that time.

The process led to a series of interventions the most significant of which was a **Restructuring Exercise**. Proposals emanating from the **Exercise** provided guidelines to build effective **Human Resource Systems** and in so doing provided a basis for making adjustments and modifications to the existing organization, thereby modifying the **Ministry** at the institutional and departmental levels towards the achievement of its **Mission** which is stated as follows:

*To foster strong economic development by managing and maintaining sound, public finances, providing a positive framework for public and private initiatives and mobilizing inflows and resources.*

The **1998/99 Strategic Plan**, in building on the first **Strategic Plan** re-emphasizes and re-defines the need for definitive action in executing strategies related to actualizing the **Ministry's Mission Statement** and to maintaining coherence between the **Mission** and the institutional, functional and operational objectives of the **Ministry**.

The **1998/99 Strategic Plan** therefore focuses on the following:

- **Strengthening the strategic management process by a review of the status of implementation, the accountability procedures and recommendations to accommodate changes in the restructured Ministry. The process will include steps to:**
  - Clarify roles and responsibilities so as to increase management effectiveness.
  - Use integration **strategies** across **Departments\Divisions** and **Units** as well as with those Agencies with which the **Ministry** is linked.
  - Redesign as necessary, processes to strengthen the achievement of policy objectives.
  - Implement decisions and obtain commitment to the relevance of the **Ministry's** development activities.

- **The re-introduction of process consultation for systematic change.**

To initiate process consultation, which should allow the **Ministry's Staff** to reach agreement on accepting the proposals for the new institutional arrangements. There must be therefore collegial action in undertaking the following:

- Establishing a climate of mutual respect and shared expectations.
- Facilitating participation in developing the **Action Plans** and developing a sense of ownership of the **Plans**.
- Ensuring that **Ministry Staff** support improved work processes by participating in the design and adjustment of these work processes.
- Monitoring specific short-term and long activities in implementing the **Action Plans**.

- **Supporting the evolution of "commitment to change"**

- Taking responsibility for individual and Team action.
- All staff becoming partners in the implementation process with a clear understanding of the goals and objectives of the **Ministry** and their individual responsibilities.
- Keeping communication blame free.
- Developing a commitment to serve.
- Participating in interactive learning.
- Cascading the implementation process.
- Providing feedback for learning.

- **Developing an internal leadership capability to enhance the organizational climate and strengthen the capacity of the Ministry of Finance to fulfill its Mission by**

- A delegated authority approach
- Clear operating principles
- Collaboration between functions and Departments

A **Strategic Planning Retreat**, subsequently changed to **Brainstorming Workshop** was planned to assist the **Senior Management Staff** of the **Ministry of Finance** in developing the **1998/99 Strategic Plan**. Process consultation was the strategy to be used to review the goals, objectives and anticipated outcomes; tasks and end products of the **1996/97 Strategic Plan**; revisit the **Action Plans** and update those **Plans** along with the **Resource Needs** and **Action Plans for the 1998/1999 period**.

In addition to the review alluded to in the preceding paragraph, and as a direct result of the discussions held with Senior Members of Staff in the process of the **Preparation and Facilitation of A Retreat and Strategic Planning (1998/99) For the Ministry of Finance**, it was also intended to undertake some **team building** activity with the **Minister of Finance** and his **Senior Management Staff** and **Advisers** to -

- Foster a climate of mutual respect and shared expectations on the basis of teamwork and collaborative working relationships.
- Facilitate participation and ownership to encourage the **Ministry's Staff** at all levels to "buy" into the change process by implementing people - focused objectives under facilitative leadership where everyone would feel involved and committed to the process.
- Revisit the **(Draft) Proposed Restructuring: Ministry of Finance, 1997 Report** and make recommendations for adjustments to support the improved work processes recommended.

The **Ministry's Staff** needed to be given an opportunity to seek clarity on their new roles and work processes to accomplish the **Ministry's Mission**.

- Use "**systems thinking**" towards appreciation of the dynamics of the complex process in which the **Ministry** was engaged and to reach consensus on the leverage for effecting change.

This would include a redefinition of priorities; adoption of simpler procedures if necessary; identification of mechanisms to reduce backlog and motivation of Staff through improved working conditions and operating principles.

## 2.0 CONCEPTUAL FRAMEWORK FOR PLANNING

### 2.1 Definition, Philosophy, Principles: Aspects of Planning

Planning, is an indispensable tool in Government in that it organizes resources and activities to accomplish objectives that are usually generated from a mix of philosophical, technical, social, economic and political concepts.

The activity of planning is usually carried out according to some general and specific principles. It starts with an understanding of objectives to be achieved, usually arranged in a hierarchy and defines a course of action for attaining the objectives while at the same time working towards maximizing the relevance of activities and the value of results. The techniques of participation, coordination, integration and continuity all contribute to the holistic approach to planning.

### 2.2 The Strategic Approach to Planning

The **strategic approach** to planning strengthens existing management systems and provides a new direction to effecting the operational dimensions. It takes into account the vision, concepts and the methodology to handle the complexity of the changes that will undoubtedly result, while maintaining a focus on the attainment of objectives. The **strategic approach** in the **Ministry** will direct **Managers'** attention to:

- An analysis of the expectations of the **Ministry's** external clients, to identify opportunities and threats.
- The usefulness of a people-centered system that will focus on the needs of staff, users and other **Ministries**.
- An internal analysis of the **Ministry** to identify its strengths and weaknesses, that must be considered in the goal clarification process.
- A **Gap analysis** to identify the inputs and processes that must be put in place to minimize difficulties and so allow the **Ministry** to achieve its strategic objectives.
- Periodic reviews and reformulation of the **Ministry's Mission, objectives, policies and strategies**.
- Investments in training and development activities for the **Ministry's Staff**.
- Interdisciplinary approaches and multidimensional **perspectives** for building a strong **Team** utilizing a varied skill base and integrating work processes across the **Ministry's** several **Divisions and Departments**.
- Utilizing participatory management models and processes.

The success of the **Ministry of Finance's Strategic Plan** must be derived from the consistency of its **Operational** and **Action Plans**. The **Strategic Plan** has therefore to involve all levels in a top-to-bottom and bottom-to-top process.

### 2.3 The Political Dimension of Planning

Planning can only be successful in the **Ministry of Finance** if it has the unstinted support of the top decision-maker and a display of confidence that the **strategic approach** applied to planning will strengthen the management of the **Ministry**. There must also be demonstrated the "**political will**" to transform the **Mission** and **Vision** into reality and a "**political decision**" to implement and adjust effective human resource systems to institutionalize the **strategic approach** to planning. The "**political courage**" to face the risks that will undoubtedly emerge and will have to be managed must also be demonstrated.

### 2.4 Critical Planning Levels

In reviewing the progress made with respect to the implementation of the **1996/97 Strategic Plan** it was necessary to review the decision-making levels that affected the last **Strategic Plan**. **Table 2.1** following illustrates the **Decision-making levels, types of planning and characteristics** that must be institutionalized.

The **Ministry of Finance**, in considering the critical planning factors, must work within a national institutional framework where human resources, financial resources, management and organizational processes must be addressed within the context of that framework.

The **strategic approach** to planning in the **Ministry of Finance** cannot be separated from the interests and demands of other **Government Ministries** and institutions. Consequently, close liaison is required especially with the **Public Service Ministry** in rationalizing the changes needed to effect the goals, objectives and anticipated outcomes of the **Ministry of Finance**.

DECISION-MAKING LEVEL	TYPE OF PLANNING	CHARACTERISTICS
<p><b>TOP MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• <b>STRATEGIC LEVEL</b></li> <li>• <b>STRATEGIC DECISIONS</b></li> </ul>	<p><b>STRATEGIC PLANNING</b></p>	<ul style="list-style-type: none"> <li>▪ Diagnostic process that considers the overall <b>Government's</b> approach and relates same to goal, objectives and anticipated outcomes of the Ministry</li> <li>▪ Long term, qualitative objectives, policies, priorities, strategies guide the medium-term functional objectives</li> </ul>
<p><b>TECHNICAL MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• <b>TECHNICAL MANAGERS</b></li> <li>• <b>PROFESSIONALS</b></li> </ul>	<p><b>MEDIUM-TERM PLANNING (TACTICAL)</b></p>	<ul style="list-style-type: none"> <li>▪ Medium-term objectives, goals, policies and strategies with a twelve month horizon tied into individual <b>Action Plans</b> and <b>Resource Needs Acquisition Plans</b> on a <b>Departmental</b> basis.</li> <li>▪ Quantitative measurable indicators are used.</li> </ul>
<p><b>SUPPORT OPERATIONS</b></p> <ul style="list-style-type: none"> <li>• <b>NON-MANAGEMENT STAFF</b></li> </ul>	<p><b>OPERATIONAL PLANNING</b></p>	<ul style="list-style-type: none"> <li>▪ Immediate, short-term objectives, goals, priorities, strategies derived from the <b>Strategic Plan</b> for implementation within a defined period.</li> <li>▪ Identification of individual activities of each sub-system of the <b>Ministry</b> on an individual Staff basis.</li> <li>▪ Monitoring/Assessment of the attainment of objectives, work flows and processes.</li> </ul>

**Table 2.1: MINISTRY OF FINANCE: DECISION MAKING LEVELS AND PLANNING PROFILE**

## 2.5 Institutional Analysis

The first step in the institutional analysis was to determine the current status of the **Ministry's Resource Needs and Acquisition Plan** emanating from the **1996/97 Strategic Planning Exercise**.

The purpose of the Exercise was to determine whether the organizational inputs requested - financial, physical and human resources - were obtained and utilized in achieving the stated objectives or whether the lack thereof constituted a serious disadvantage and should therefore be considered for appropriate action in the **1998/99 Strategic Planning Cycle**.

The analysis revealed that special attention must be directed to the human input especially in terms of selecting, training and motivating **Staff** and in planning, monitoring and assessing their activities. Most of the Consultancy resources were obtained as well as the equipment resources.

The results of the review of the **Resource Needs and Acquisition Plan** are shown as **Table 2.2**.

Decisions will have to be made with respect to the identification of sources of funding for those activities that must still be pursued.

There are three other aspects that deserve special focus in the **institutional analysis** since their treatment would impact significantly on the success of the attainment of objectives of the **1998/1999 Strategic Plan**. These are dealt with in the **Sub-sections** following:

### 2.5.1 Organization Charts

**Organization Charts** need to be updated and approved. Several versions of **Charts** exist but an agreement on the **Ministry's** approved structure is necessary. These **Charts** reflect the relationships among the various functions and activities of the **Ministry**.

The **Draft Organization Structure of the Ministry of Finance** is shown in **Charts** identified as **Exhibits 1 to 4**.

### 2.5.2 Job Titles\Descriptions

Usually, the most critical part of the **job identification process** is specifying titles for jobs. As such, **Job Titles** should relate to the particular field of activity and should at the same time lend some prestige to the job. In so doing they contribute to the personal satisfaction of the **Staff member**. Some of the **Job Titles** in use should be reviewed to reflect current functions.

**Table 2.2**  
**MINISTRY OF FINANCE**  
**RESOURCE NEEDS AND ACQUISITION PLAN**  
**Macroeconomic Analysis and Programming**

**GOAL: Improve Ministry Capabilities to collect, analyze and utilize macroeconomic data**

OBJECTIVES/TASKS	RESOURCES NEEDED	SOURCES	HOW ACQUIRED
<p>1. Conduct necessary inventories and prepare a report which defines the following and provides the basis for creation of the MAP Unit.</p> <p>1.1 Define data requirements, sources, proxies, frequency, reliability and cross-checking strategies.</p> <p>1.2 Develop systems and methodologies for collecting data.</p> <p>1.3 Design data storage and retrieval systems including levels of access, security and ownership of data.</p> <p>1.4 Develop procedures, methods and targets of dissemination.</p> <p>1.5 Determine resources needed for each data requirement.</p> <p><b>End Product: Report to be delivered by September 1998.</b></p>	<p>Consultant to conduct research and prepare report.</p>	<p>To be identified</p>	<p>Terms of Reference (TORs) written and approved.</p>
<p>2. Conduct briefings for users and providers of data including data definitions and interpretation/manipulation techniques.</p> <p>2.1 Develop data definitions</p> <p>2.2 Prepare list of users and providers to be briefed</p> <p>2.3 Schedule &amp; conduct meetings</p> <p><b>End Product: A brief report on the result of briefings by October 1998.</b></p>	<p>Consultant to conduct research and prepare Report.</p>	<p>To be identified.</p>	<p>Terms of Reference (TORs) written and approved.</p>
<p>3. Systematically evaluate unit capability to produce increasingly more sophisticated outputs including modeling, programming, policy papers, periodic reports and surveys/sampling.</p>	<p>Training Consultant</p>	<p>To be identified.</p>	<p>Terms of Reference (TORs) written and approved.</p>
<p>3.1 Assess operations and outputs of current level</p> <p><b>End Product: First Assessment conducted October 1998.</b></p> <p>3.2 Prescribe interventions</p> <p><b>End Product: First report of recommendations for next steps due October, 98</b></p>	<p>Consultant to conduct research and prepare Report.</p>	<p>To be identified.</p>	<p>Terms of Reference (TORs) written and submitted for approval.</p>



Project Cycle Management continued...

OBJECTIVES/TASKS	RESOURCES NEEDED	SOURCES	HOW ACQUIRED
<p>5. Based on this role clarification, develop and build the necessary capabilities of a project cycle management unit with the MoF.</p> <p>Tasks:</p> <p><b>Formalize and initiate the Unit.</b></p> <p>5.1 Merge bilateral, multilateral and project cycle division and develop clear channels of communications.</p> <p><b>End Product: Formal approval by August '98.</b></p>			
<p>5.2 Hire new staff where needed.</p> <p><b>End Product: Staff hired by October '98.</b></p> <p>5.3. Train/orient new and existing staff.</p> <p><b>End Product: Needs assessment and training program, '98.</b></p> <p>5.4 Assess existing personnel skills <b>Ministry-wide</b> to identify existing staff for inclusion in the Unit.</p> <p><b>End Product: assessment report and recommendations submitted.</b></p>	<p>New Staff</p> <p>Training Consultant</p>	<p>Government</p> <p>To be identified</p>	<p>Write TORs and submit for approval.</p>



**Budget Process Management continued...**

OBJECTIVES/TASKS	RESOURCES NEEDED	SOURCES	HOW ACQUIRED
<p>6. Improve the effectiveness of expenditures by changing from a line item system to a programmatic format.  <b>End Product: Complete change over by 2000.</b></p> <p>7. Develop a viable debt management strategy  <b>Tasks:</b>            7.1 Acquire management decision to elevate the Unit to Departmental status.  <b>End Product: Proposal to elevate Unit submitted for approval.</b></p> <p>8. Review entire debt portfolio (internal and external debt and grants) and determine where debt is to be recorded.  <i>Note this action was required by the IMF by December '96.</i>  <b>End Product: Report on Debt portfolio.</b></p> <p>9. Rationalize a method of tracking/ monitoring grants, a process now split among various Ministries.  <b>End Product: Report on recommendations.</b></p> <p>9.1 Prepare Policy Papers (on-going) Note: The timetable could be moved forward if technical assistance could be provided in the initial phase. Examples include debt strategy, debt options, currency options and debt swaps.  <b>End Product: Policy Papers, on-going.</b></p>	<p>Consultant</p>	<p>To be identified.</p>	<p>Terms of Reference written for approval.</p>



--	--	--	--

Ministry Administration continued...

OBJECTIVES/TASKS	RESOURCES NEEDED	SOURCES	HOW ACQUIRED
<p>7. Contract for, or hire appropriate personnel to take care of each of the above areas.  <b>End Product: Contracts completed by October, '98. Hiring completed by October, '98.</b></p> <p>8. Identify resources to contract for technical assistance to improve the central and sub-registries (filing system).  <b>End Product: Recommendations for Improvements by July, '98</b>  <b>Changes implemented by :October, '98</b></p> <p>9. Improve financial administration including budgeting, salaries and wages, allowances, expenses, etc.  <u>Tasks:</u>            9.1 Resolve the 15% increase discrepancy.  <b>End Product: Decision by the Ministry by October, '98.</b>            9.2 Resolve conflicts surrounding the transfer of Professional Staff from <b>MoF</b> to <b>State Planning</b> including benefit issues and the standardization of compensation.  <b>End Product: Recommendations to Minister by September, '98.</b>            9.3 Develop an in-house capacity to formulate and manage MoF budget/ assets.  <b>End Product: Proposed methodology submitted by September, '98.</b></p> <p>10. Enhance the framework for research for the <b>Ministry</b> through improvements in the acquisition and cataloging within the Library.  <b>End Product: Implementation plan with specific recommendations for collection, storage, retrieval, resources needed and training by July, '98</b>  <b>Training provided by September, '98.</b></p> <p>11. Develop plan to improve parking situation including immediate parking policies and specification for surfacing of open spaces on the northwestern sides of the <b>Ministry</b> compound.  <b>End Product: Plan submitted for approval.</b></p> <p>12. Contract for or purchase safe drinking water. System proposed is the large bottled dispensers, which provide hot and cold water.</p>	<p>Funds for maintenance contracts.</p> <p>Consultants</p> <p>Human Resources Consultant</p> <p>Library Consultant</p>	<p>Government</p> <p>To be identified</p> <p>To be identified.</p> <p>To be identified.</p>	<p>Terms of Reference (TORs) written for approval.</p> <p>Terms of Reference (TORs) written for approval.</p> <p>Write Terms of Reference and submit for approval.</p>

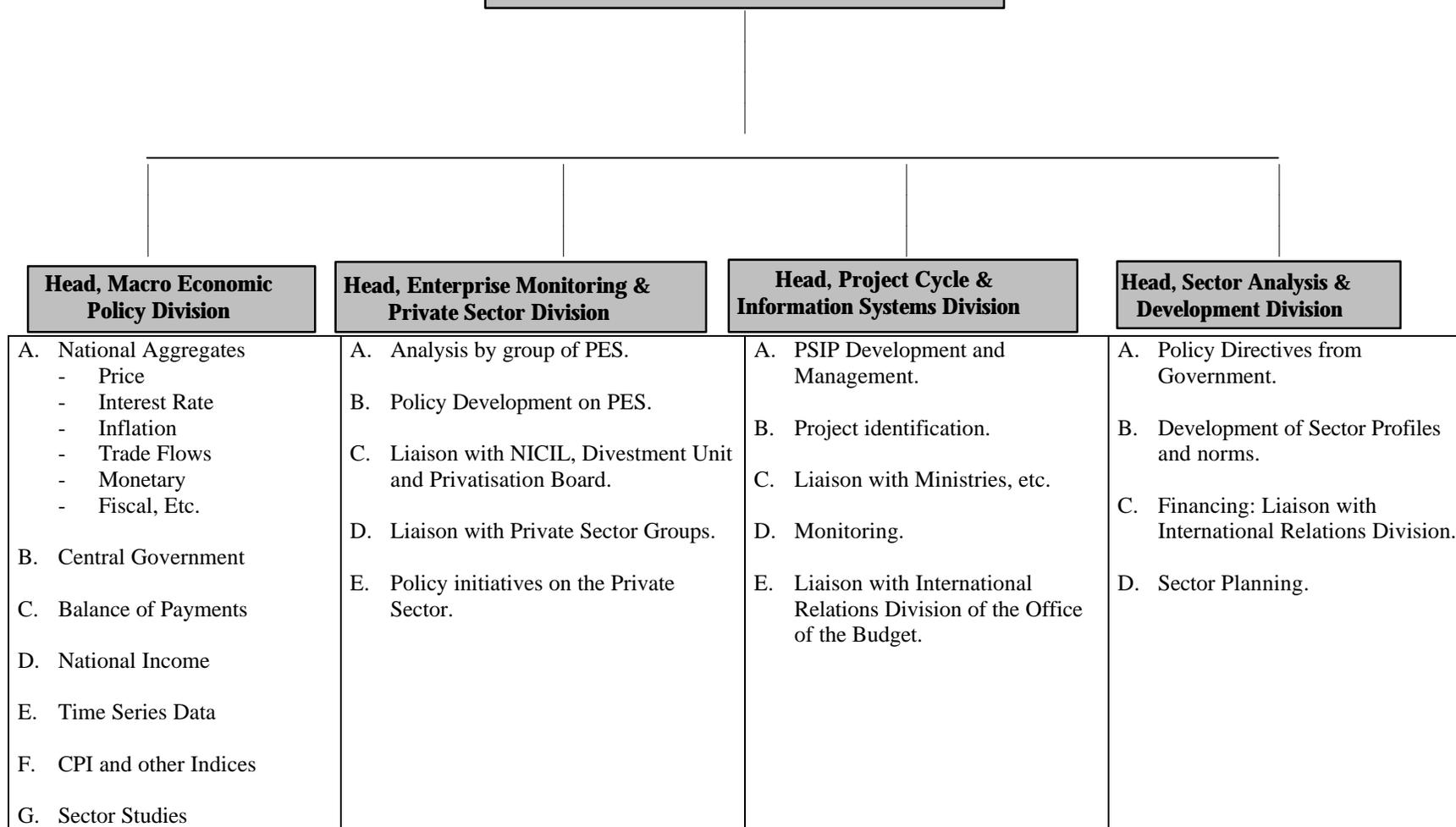
<b>End Product: Contract completed by July, '98</b>			
<b>OBJECTIVES/TASKS</b>	<b>RESOURCES NEEDED</b>	<b>SOURCES</b>	<b>HOW ACQUIRED</b>
<p>13. Set up the canteen using existing donated furnishings and contract for food service. Include soft drink dispenser.  <b>End Product: Canteen in operation by October, '98</b></p> <p>14. Computerize pension/payroll system  <b>End Product: Functioning computerized system by January, '98</b></p> <p>15. Prepare a systematic, periodic process for evaluating and improving all support services.  <b>End Product: Report on proposed system by December, '98</b></p>	Systems Consultant	To be identified	Write Terms of Reference and submit for approval.





## DRAFT ORGANISATION STRUCTURE OF THE OFFICE OF PLANNING

**DIRECTOR, OFFICE OF PLANNING**









The **Job Descriptions** have recently been reviewed via a process of **Job Analysis** where the content of the jobs, the knowledge and skills necessary to perform the tasks and the conditions under which the jobs are to be performed have been recorded. A refinement process is however still necessary in the **Implementation Phase**, principally due to the fact that the job/positions have not been placed in the approved Job Structure.

These **Descriptions** should be subjected to a **Job Evaluation Programme**.

Job Evaluation is required in order to:

- Establish an orderly, rational, systematic structuring of the reviewed job content based on their individual worth to the **Ministry**.
- Justify proper placement in the **Ministry's 14 - Grade Pay Structure** and later on to develop/justify use of a **Pay Structure** that would provide for internal equity and eliminate the controversial issues surrounding the present compensation arrangements.
- Identify a ladder of progression for future movement of all **Ministry** employees on the basis of a performance based merit scheme.

The **Evaluation System** must however, be in consonance with the current or upgraded procedures of the **Public Service Ministry**.

**Job Descriptions** will ensure that important duties and responsibilities for each position in the **Ministry** are set forth in a uniform and consistent way so as to allow for a more efficient system of assigning and monitoring work activities.

### **2.5.3 Job Performance Standards**

The **Duties and Responsibilities (with % time) Statements** on the new **Job Descriptions** recommend behaviour which should be used to compare actual with expected or desired results. These should in turn be used as the basis for setting **performance standards**.

If the **Ministry** is to achieve the **goals and objectives** of its **Strategic Plan**, then it must agree on minimum acceptable levels of performance from every member of its **Staff**.

Setting **job performance standards** however, must be seen as an objective and fair way of measuring results or in determining the degree of completion of agreed activities.

The **Ministry** may find that agreed **Job Performance Standards** would motivate its current **Staff** complement into renewed action. At an optimum level of performance the **Ministry of Finance's Job Performance Standards** should:

1. Enable the **Staff Member** to differentiate between acceptable and unacceptable results of the tasks assigned.
2. Present a challenge to the employee and in so doing utilize even latent skills.
3. Be realistic in terms of utilizing skills and resources.
4. Be able to measure the work activity **qualitatively** and **quantitatively**.
5. Be attainable in specified time frames as agreed between incumbent and Supervisor.
6. Be observable to avoid the labels of nepotism or favouritism.
7. Be useful in identifying skill gaps to be filled by training.

In light of the present level of dissatisfaction, particularly related to performance payments, the **Ministry of Finance** must ensure that the **job performance standards** implemented are agreed as being accurate, observable and documentable.

## 2.6 Gap Analysis

A **gap analysis** was undertaken to determine the changes that should be made in the inputs and internal processes to allow the **Ministry of Finance** to achieve its **strategic purpose** in operational year, **1998/99**.

In identifying the changes needed, the **Ministry** must now work towards implementing definitive decisions to guide the courses of action that must take place in the period to be covered by the new **Strategic Plan**.

An in-house **Committee** (comprising of Members of the Senior Management Team) should be identified to validate the gaps at the management and operational levels of the **Ministry** as indicated in the **Review Phase**. This **Committee** must have as its **Terms of Reference** the following:

- The analysis of the threats and weaknesses identified by staff.
- The development of a process to impact on the strengths and opportunities identified at the internal **Ministry** level.
- The agreement on a framework for implementing an **Institutional Action Plan**.

The **Committee** should clearly establish the institutional implications and recommend necessary action to the **Minister of Finance** in order of importance, so that priorities can be re-established or alternative procedures identified as a base for addressing **Organizational and gap analysis**.

### **2.6.1 Responses to the SWOT Analysis**

In an effort to support and guide the formulation of the **1998/1999 Strategic Plan**, the **Consultant** undertook a **SWOT Analysis** to determine the degree of change necessary to effect the new **Strategic Plan**. The result of the **SWOT Analysis** is shown following in **Table 2.3**.

In addition to the above, the **1998/99 Strategic Plan** will be developed on the basis of the three sets of objectives recognizing the **Ministry's** decision-making levels and the time horizons for achieving the objectives.

**Table 2.3: SWOT ANALYSIS**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Adequate training facilities, A core of persons with requisite training and expertise.</li> <li>• Strong and committed leadership.</li> <li>• Adequate and suitable office equipment.</li> <li>• A high level of morale.</li> <li>• Adequate system of communication.</li> <li>• There is an existing Budget structure as starting point.</li> <li>• Some amount of in-house computing capability to process data for the Budget.</li> <li>• Well established Budget Department in the eyes of the International Agencies.</li> <li>• Many Consultants have analysed problems and offered recommendations for implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequacy of Staff in terms of numbers and quality.</li> <li>• Poor support from the Registry Division of the <b>M.O.F.</b></li> <li>• Inordinate delay by Agencies in finalizing disciplinary matters.</li> <li>• Hesitancy by some Officers to make decisions.</li> <li>• Weak linkages between capital and current budget.</li> <li>• Salary inadequate to attract proper staff.</li> <li>• Inadequate monitoring of releases.</li> <li>• Lack of capability to strengthen the administrative process.</li> <li>• Lack of coordination among Funding Agencies.</li> <li>• Inadequate specialist training, no training plan in place. Training exposure of staff limited.</li> <li>• Plans not being implemented as a result of Restructuring.</li> <li>• Outdated equipment.</li> <li>• Not keeping abreast with technological improvements.</li> <li>• No Manpower Plan</li> <li>• No views disseminated: No feedback systems.</li> <li>• Poor interpersonal relationships.</li> <li>• Poor interface at Technical and Support Staff levels.</li> <li>• Heavy reliance on key persons who are not in-line.</li> <li>• No understudy arrangements for Advisers being effected.</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Training Opportunities both internal and external.</li> <li>• Technical opportunities via grants.</li> <li>• Lots of applications on file: Decisions need to be taken.</li> </ul>	<ul style="list-style-type: none"> <li>• Rapid staff turnover and loss of experienced staff and institutional knowledge.</li> <li>• Inadequate wages.</li> <li>• Competition for skills by the Private Sector.</li> <li>• Poor telephone system.</li> <li>• The inordinate delay in the finalization of the computerization of the accounting system.</li> <li>• Lack of honesty in budget submissions for Agencies. (This should be reduced to some extent with the change from line items to Programme Budgeting).</li> <li>• Unreliable supply of electricity.</li> <li>• Less reliance on external Consultants whose period of work is more or less short term. Local personnel should be trained and allowed to function</li> <li>• .Shortage of computer facilities.</li> <li>• Long process in replacing equipment.</li> <li>• Denial of Internet use to MOF Managers</li> <li>• Long delay in approving Structure for implementation.</li> <li>• No Implementation Plan Manager.</li> <li>• Unease at slotting into 14-Band Scale with only inflationary increases.</li> <li>• Selective discussion of Plans.</li> <li>• State Planning Secretariat seen as a conduit for bringing in high salaried Staff.</li> <li>• No identification of functional responsibilities.</li> <li>• No arrangements for capacity building.</li> </ul>

### 3.0 MONITORING, EVALUATION AND CONSOLIDATION

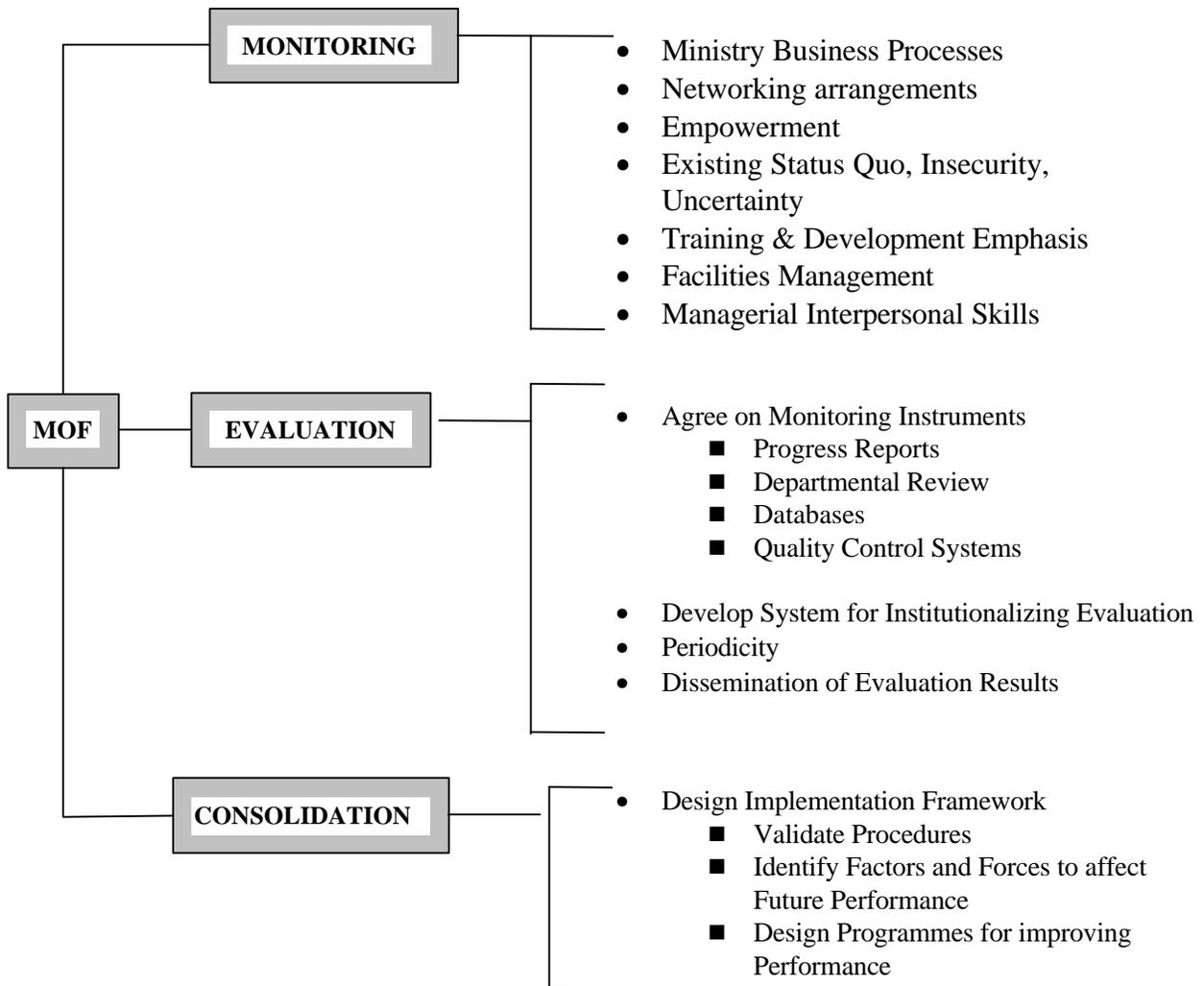
Major structural and procedural changes have been proposed for implementation in the **Ministry of Finance**. Where recommendations/proposals have been accepted for implementation **Staff** are still in the process of adjusting to these changes and modifying their actions accordingly. There is a need to communicate with **Staff** at all levels the degree of acceptance by Senior Management of the proposals for implementation.

Noticeably absent at the present time is a defined mechanism for **monitoring and evaluation** of the **Ministry's Action Plans**.

Most of the **Institutional Action Plans** related to the **1996/1997 Strategic Plan** have not been implemented across the **Ministry's** various **Departments**. In respect of those being implemented no feedback mechanisms have been formalized to monitor or report on progress at the **Departmental/Unit** level, and even the nature of reporting that has been cited as "**Criteria for Success**" has not been adhered to.

In order to monitor progress at the **Departmental/Unit** level, the **Ministry** should establish a regular feedback mechanism. Reports etc. must also be shared across the **Ministry** as changes occur and tasks are completed.

A **Monitoring, Evaluation and Consolidation Model** should be considered in relation to the **1998/99 Strategic Plan**. Elements of this model can be as shown in **Table 3.1**.



**Table 3.1: Monitoring, Evaluation & Consolidation Model**

## 4.0 PERFORMANCE ASSESSMENT PROCEDURES

A results-based **Performance Appraisal System** providing rewards to employees for meritorious effort and output should be considered for the **Ministry's Staff**.

**Performance standards** based on job activities have already been discussed in **Section 2.5.3**.

If the **Ministry** is truly committed to pay for performance, then a new mechanism must be put in place and be used to measure and rate the performance of all of its employees whose pay will be adjusted according to individual meritorious performance, on an annual basis.

It must be realized however, that this must be done in consonance with guidelines and procedures set by the **Public Service Ministry**, whose task it would be to update the present **ACR System** or to approve a new system for implementation by the **Ministry of Finance**.

**Performance Appraisal** must be used in the formal process of assessing the attainment of objectives and tasks on an individual basis, in relation to the **Action Plans** of the **Ministry**.

This process would encourage the **MoF Staff** to put forward their best efforts so that the **Ministry** can achieve its goals and objectives. It would also allow the **Ministry** to identify and recognize effort and contributions and suitably reward employees, thereby reinforcing positive behaviour in a manner that would increase the likelihood of each member of **Staff** attempting to achieve a level of excellence in attaining their own goals. Undoubtedly, this would have the positive effect of increasing morale and motivation towards higher levels of output.

The development of a good **Performance Appraisal Instrument** must be seen as a precursor to initiating the process. This again requires co-ordination with the **Public Service Ministry**.

Additionally **the Ministry of Finance can use performance appraisal data and information** in making decisions in the following major areas of the management process it must employ:

- Administration and Human Resource Management
- Training and development of **Staff**
- Administration of the **MoF** Salary Structure and Compensation Policy Procedures
- Staff Placement related to lateral transfers and promotions
- Validation of the **Ministry's Staff** selection Procedures

The **job analysis** process has already been undertaken as part of the **1997 Restructuring**.

The **Ministry** may want to initiate the process by introducing the simple form shown as **Figure 4.1**, for recording individual objectives and tasks for specified periods.

This form can be used later in the **Appraisal Process**.



## 5.0 THE MINISTRY OF FINANCE: INSTITUTIONAL IMPLEMENTATION PLAN

The **Ministry of Finance** has to encourage and foster a strong leadership capability and Team spirit to accelerate the implementation of its **Corporate Plans**.

As an institution, the **Ministry** has been shaped and influenced by varying styles of leadership. However, the present leadership style should be one that embodies a collegial approach and teamwork.

The implementation process should therefore focus on a team approach, where the role and responsibility of each member of the Team is defined and a climate of trust is encouraged. A **Matrix** for this supportive and consultative approach has been developed for those activities seen as critical at this stage and which were not completed in the last **Strategic Plan Cycle**. The **Matrix** is shown as **Table 5.1**

The explanatory key for the **Matrix** is explained following:

- |                        |   |
|------------------------|---|
| <b>R – Responsible</b> | The <b>Minister of Finance</b> is responsible for seeing that the task is accomplished. Only one `R' is responsible for each of the nine (9) activities identified in the matrix for <b>1998/1999</b> . |
| <b>S - Support</b>     | The Officer identified is committed to being a resource to the <b>Minister</b> and is expected to assist in accomplishing the task.   |
| <b>C - Consult</b>     | These persons must be consulted for input, advice and expert opinions.  |
| <b>A - Approve</b>     | This person reviews the plans and final results and must either approve them or send them back for specified changes.   |
| <b>I – Inform</b>      | These persons must be kept informed by the person assigned the `R', as to the progress, milestones achieved and the completion of activities.   |



## 6.0 CHANGE AGENT RESPONSIBILITY

Transformation or restructuring of any institution is a process that has to be guided and managed so that existing and new mechanisms can be tested and adjusted until they are working well together. These have to be managed in such a way that the transformation of the whole system takes shape in a coherent manner and with the least amount of disruptions.

Transformational leadership through a **Change Management Unit** should be used as a short-term intervention to assist the **Ministry of Finance**, at least for the first half of the period of the **1998/1999 Strategic Planning** period, to adjust and effect changes to its goals, objectives, strategies, structures and relationships, in order to emphasize the meaning and realize renewed understanding of its **Mission**.

The mandate for initiating a **Unit** to guide the change should start with an identification of a **Mission Statement** specifying its purpose, outputs, anticipated impact and specific responsibilities. The mandate must flow from the highest political authority.

The **Unit's** skills must include systems thinking; process consultation; the capacity to facilitate inter and intra-departmental work; the mapping of work processes and the designing of feedback systems for accountability so as to garner support for the **Restructuring Process**.

The **Ministry of Finance** should therefore consider the critical importance of setting up such a **Unit** to manage and guide the implementation of proposals emanating from the **Restructuring Exercise of 1997** and the **Strategic Plan of 1998-99**, in order to ensure the attainment of its goals and objectives in an ordered change process, using a supportive systems approach to achieve greater institutional effectiveness.

In guiding the culture change within the **Ministry** and for fusing the functions of the **State Planning Secretariat** and the **Ministry of Finance** to better serve the achievement of its **Mission** and **Objectives**, the **Change Management Unit** should be mandated:

- To develop strategies to move from a "**traditional management culture**" to a "**total quality culture**" where process and content are strategically balanced.
- To influence a change from hierarchical to networking structures and to implement networking structures to achieve the **Ministry's** institutional goals and objectives, as well as with those Agencies with which it must collaborate.
- To implement **Human Resource Management Systems** fully linked with the **Strategic Planning Process** of the **Ministry** and in so doing, eliminate the long-standing concerns of **Staff** and generate a positive culture in their thinking and actions.
- To work towards providing an environment that will stimulate a high quality of interpersonal relations.
- To ensure that **Human Resource** practices are adjusted, accepted and adopted by **Professional, Technical and Support Staff** as part of their everyday work.

- To define and clarify the concept of change, assess the current culture and develop a process for measuring the gap between the two, and develop strategies for reducing/eliminating the gap.
- To assist each **Department/Division Head** to finalize his/her objectives, work plans, budgets, structures and outputs.
- To examine the business processes; to propose and assist the implementation of upgraded processes and document these in **Operations Manuals** for the **MoF**.
- To institutionalize a **Project Management System** and ensure the development and integration of effective systems.
- To institutionalize the **Team Approach** to management, introduce **Team Building** techniques and implement such systems across the **Ministry**.
- To undertake a **Training Needs Survey** among the **Ministry's Staff** and use the survey results to develop a **Training Plan**.
- To develop a **Manpower Plan** for the **Ministry of Finance**.

A Summary of **Key Activities** for **Guiding the Principles** for **Systemic Change** are shown in **Table 6.1** following:

STRATEGIC AREAS	KEY ACTIVITIES FOR GUIDING PRINCIPLES FOR SYSTEMIC CHANGE
<b>HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>• Focus systemic change on the improvement of specific conditions vital to sustainable human development in the <b>MoF</b>.</li> <li>• Define explicit people - focused objectives.</li> <li>• Recruit and train Staff for collaborative roles to support <b>MoF</b> integration requirements.</li> <li>• Implement on-going training related to: <ul style="list-style-type: none"> <li>- Executive Management</li> <li>- Total quality Management</li> <li>- Orientation to Performance Appraisal Systems</li> <li>- Supervisory management</li> <li>- The management of change</li> </ul> </li> <li>• Develop a sense of teamwork, congeniality and empowerment to foster a supportive and facilitative atmosphere.</li> <li>• Create administrative capacity for improving administrative procedures, roles and functions and upgrading <b>Human Resource Systems</b>.</li> <li>• Align <b>MoF</b> Draft Policy Proposals to the rest of the <b>Public Service</b>.</li> </ul>
<b>BUILDING CHANGE AND CONSENSUS</b>	<ul style="list-style-type: none"> <li>• Maintain dialogue at <b>Departmental</b> level to discuss issues of strategic importance.</li> <li>• Redefine authority and responsibility to support integration.</li> <li>• Support the development of an attitude of commitment.</li> <li>• Clarify processes that need to be strengthened to accomplish <b>MoF</b> objectives.</li> <li>• Develop a coherent hierarchy of objectives to guide policy implementation.</li> </ul>
<b>EFFECTIVE SYSTEM OF DELIVERY</b>	<ul style="list-style-type: none"> <li>• Design assessment criteria</li> <li>• Assess progress</li> <li>• Modify strategies as needed</li> </ul>

**Table 6.1: KEY ACTIVITIES FOR GUIDING THE PRINCIPLES OF SYSTEMIC CHANGE**

## 7.0 THE STRATEGIC PLAN 1998/1999

The **Strategic Plan** for the period **1998/1999** is now being presented for execution from the **third quarter 1998** to the end of the **second quarter 1999**.

### 7.1 Validation of the Mission, Objectives and Policies

A re-evaluation was attempted of the **Ministry of Finance's Mission Statement** to assess whether it represented a clear vision of what the goals and objectives should be, and whether at the same time it encapsulated a blue-print and strategy for work to be accomplished.

A participatory approach, involving **Managers** in a review of the **Mission**, resulted in no changes being proposed. A review of strengths, weaknesses, opportunities and threats (**SWOT Analysis**) and gaps also resulted in no change, but a re-emphasis of points previously made in the **1996/97 SWOT Analysis**.

Further consultations regarding objectives for **1998/1999** with the **Ministry's Departments** have resulted in the utilization of the following strategies for the **1998/1999 Strategic Plan**:

#### ❖ Departmental Work Plans

A description of Objectives and Activities for implementing the **Strategic Plan** and to accomplish the **Ministry's Mission**; cross-linkages required with other Ministries/Agencies to produce the desired outcomes; identification of performance criteria and the structuring of activities to assure accountability and best results of the **Action Plans**.

#### ❖ Departmental Action Plans

The **Departmental Action Plans** will link the **Mission** to the goals and outputs of all the **Departments, Units** and individuals by a set of **Work Plans**. **Resource Needs** to actualize the **Work Plans** are shown in **Table 2.2**, and performance criteria and monitoring and evaluation mechanisms are described in **Section 4.0**. Most of the activities are *roll-over* activities since they were not attempted in the last **Planning Phase** and are still considered essential to the **Ministry's** functioning.

#### ❖ Departmental Activity Matrices

**Activities Matrices linking Professional/Technical and Support Staff in an output oriented Work Plan** are shown in the sub-sections for each general area in this **Section** of the **Report**. Clearly identified objectives, responsibilities and tasks are assigned within specific time frames.

#### ❖ Departmental Log Frames

**Log Frames** will identify and specify goals and objectives which are anchored in the **Ministry's Mission Statement** at the highest level and diffuse downwards throughout the **Ministry** to the lowest organizational level. Objectives and Sub-objectives will be integrated in such a way as to ensure that they contribute to the attainment of the **Ministry's** goals and objectives.

The **Logical Framework Methodology** is therefore introduced in the planning, management, delivery and evaluation of the **Ministry's work** for **1998/99**.

The **Log Frame** ensures that project activities are correctly sequenced, with the objectives of each linked hierarchically to the achievement of overall objectives by a logic and assumptions, which are made explicit.

The methodology lends itself to computerization as a simple planning and management tool. The **framework** is built on the following basis:

- ❖ Specific identification of goals and ultimate benefit of activities of the **MoF Work Plan**
- ❖ Determination of specific activities to achieve objectives on a Departmental basis
- ❖ Linking each output to a specific objective thereby providing a quantifiable means of measuring performance
- ❖ Specific means of verification of execution of activities and precise determination of assumptions underlying the **Strategic Plan**.

The following **Sub-sections** detail the requirements for each of the **Ministry's Departments**.

## **7.2 Macroeconomic Analysis and Programming**

### **7.2.1 Goal, Objectives and Anticipated Outcomes**

Improved capacity to generate data reports, conduct analysis, make recommendations and prepare white papers is an essential step towards overall improvement in government policy formulation. Current **MoF** capacity resides in several units in the **Ministry of Finance** but is not delivering sufficient data products to support decision makers. Current capacity is unsupported by effective management information systems and has a clear need for additional staff and staff training in order to respond to the growing demand across the **Ministry** and other Government agencies for more and better information analysis.

#### **Goal:**

Improve **Ministry** capabilities to collect, analyze and utilize macroeconomic data.

#### **Objectives:**

- Develop capability to provide and disseminate routine analysis.
- Develop capability in planning and programming.
- Develop capability to review policy issues and make recommendations.

#### **Anticipated Outcomes 1998-1999:**

- Resources will be defined which are needed to develop long-term capacity to generate the desired level of policy analysis and recommendations to support **Ministry of Finance** decision making.

- Macroeconomic **Unit** will be formalized and new staff hired and trained to ensure increasing capability.
- Data users and providers will be trained to interface with the **Unit** and use data provided by the **Unit** more effectively.
- Data providers and users will be continually updated on effective ways to provide/use data to meet **Unit** requirements.

### 7.2.2 *Overview of the Strategies, Major Tasks and End Products*

The lead strategy to achieve the above outcomes is consolidation and expansion of current **Ministry** policy analysis capability through development of a **Macroeconomic Analysis and Programming Unit**. The specific data needs, sources, and access and distribution strategies will be determined to provide the basis for development of a management information system to support the **Unit**. The **Unit** will produce data reports and analysis and the focus will be continued enhancement of the quality and sophistication of **Unit** analysis, recommendations and products. Regular and systematic surveying of providers and users will provide information necessary to meet evolving data needs.

The overall effectiveness of the above strategy will be evaluated by

- the number and quality of data reports and policy papers generated
- the reports/papers/increasing level of sophistication
- the degree of satisfaction of the data users
- most importantly, the degree to which unit recommendations are able to promote effective policy formation and reform in Guyana

Specific end products required to achieve the outcomes include:

- Monthly reports commencing **September 1998**.
- A report on data access, management and dissemination by **September 1998**.
- A report on meetings held to brief data providers and users by **October 1998**.
- Implementation of the structure, staffing, location, and resource needs of the Unit by **October 1998**.
- Request for additional new equipment and software if needed for upgrade by **December 1998**.

## ACTION PLAN MACROECONOMIC ANALYSIS AND PROGRAMMING

**Goal: Improve Ministry capabilities to collect, analyze and utilize macroeconomic**

Objectives	Tasks	Person Responsible	Time Table			
			1998 3rd Q	1998 4th Q	1999 1st Q	1999 2nd Q

1. Develop capability to provide and disseminate routine analysis.	1. Begin collecting and disseminating data as soon as possible. <b>End Product: Monthly data Reports.</b>					
2. Develop capacity in planning and programming.	2. Conduct necessary inventories and prepare a report which defines the following and provides the basis for creation of the MAP Unit. 2.1 Define data requirements, sources, proxies, frequency, reliability and cross-checking strategies. 2.2 Develop systems and methodologies for collecting data. 2.3 Determine resources needed for each data requirement. <b>End Product: Report to be delivered.</b>					
3. Develop capability to review policy issues and make recommendations.	3. Conduct briefings for users and providers of data including data definitions and interpretation/manipulation techniques. <b>End Product: Reports on the result of briefings.</b>					
	4. Formalize the <b>Macroeconomic Unit</b> , including: 4.1 Determine structure, positions, job descriptions and qualifications. <b>End Product: Report on Implementation.</b>					
	4.2 Determine space requirements, location and resources needed. <b>End Product: Report on Work Plan</b>					
	4.3 Assess existing personnel skills <b>Ministry-wide</b> to identify existing staff for inclusion in the <b>Unit</b> . <b>End Product: Report on Recruitment/Placement Process.</b>					

**MACROECONOMIC ANALYSIS AND PROGRAMMING**

**Goal: Improve Ministry capabilities to collect, analyze and utilize macroeconomic data**

Objectives	Tasks	Person Responsible	Time Table			
			1998 3rd Q	1998 4th Q	1999 1st Q	1999 2nd Q

	<p>4.4 Train/orient new and existing staff.  <b>End Products: Training program design completed. Training completed.</b></p> <p>4.5 Acquire new software and other needs resources to increase capability.  <b>End Products: Needs assessment completed. List of needs submitted.</b></p> <p>5. Systematically elevate <b>Unit</b> until capable to produce increasingly more sophisticated outputs including modeling, programming, policy papers, periodic reports and surveys/sampling.</p> <p>5.1 Assess operations and outputs of current level.  <b>End Product:</b> Assessments conducted periodically.</p> <p>5.2 Prescribe interventions.  <b>End Product: First report of recommendations for next steps.</b></p> <p>5.3 Design and implement new training programs for inclusion in the Unit.  <b>End Products: First Training Designs  Training Program  Policy analysis  papers of increased  quality and  sophistication, ongoing.</b></p>					
--	--	--	--	--	--	--



**MINISTRY OF FINANCE  
LOGICAL FRAMEWORK MATRIX  
MACROECONOMIC ANALYSIS AND PROGRAMMING**

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><b>LONG TERM GOAL</b> To improve the <b>Ministry of Finance's</b> capabilities to collect, analyze and utilize macroeconomic data.</p>	<p>Programmes designed and executed. Appropriate institutional structure, procedures, systems designed.</p>	<p>Strategic Plan Action Plan Resource Needs and Acquisition Plan Policy Papers Human Resource Management System Macroeconomic Policy Budget Management Policy Project Cycle Policy Information Systems Donor Agency Reports</p>	<ol style="list-style-type: none"> <li>1. Technical assistance support available.</li> <li>2. Funding for infrastructure and resources available from Donor Agencies.</li> <li>3. Senior Management Team collaborates in establishing an effective, participative relationship and fosters a Team spirit.</li> <li>4. Managers support consultation process with Staff.</li> <li>5. Department Heads/Unit Managers make timely contribution to support consultation process.</li> <li>6. Recommendations for enhanced working environment implemented.</li> </ol>
<p><b>PURPOSE (OBJECTIVES)</b></p> <ul style="list-style-type: none"> <li>▪ To develop capability to provide and disseminate routine analysis.</li> <li>▪ To develop capacity in planning and programming.</li> <li>▪ To develop capability to review policy issues and make recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly data Reports submitted.</li> <li>▪ Reports submitted.</li> <li>▪ Meetings conducted.</li> </ul>		

**MINISTRY OF FINANCE  
MACROECONOMIC ANALYSIS AND PROGRAMMING**

**Logical Framework Matrix continued...**

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><b>OUTPUTS</b> Resources defined to develop long-term capacity. <b>Activities:</b></p> <ol style="list-style-type: none"> <li>1. Begin collecting/disseminating data.</li> <li>2. Conduct inventories; prepare report.               <ol style="list-style-type: none"> <li>2.1 Define data requirements.</li> <li>2.2 Develop systems and methodologies for collecting data.</li> <li>2.3 Determine resources.</li> <li>2.4 Brief users.</li> <li>2.5 Formalize Unit</li> <li>2.6 Hire/Place Staff.</li> <li>2.7 Train Staff</li> </ol> </li> </ol>	<p>Recommendations support <b>Ministry of Finance</b> decision-making Users satisfied with quality of Reports Recommendations to promote effective policy formation and reform in Guyana</p>	<ul style="list-style-type: none"> <li>• Policy Papers</li> <li>• Assessment and Surveys completed</li> <li>• High quality Reports</li> <li>• Reports of Meetings of Data Providers and Users</li> <li>• Monthly Reports</li> </ul>	<p><b>For achieving output</b></p> <ol style="list-style-type: none"> <li>1. Participation of the Ministry's Managers as the Agents of change.</li> <li>2. Data users and providers trained.</li> <li>3. Staff hired, located and trained.</li> <li>4. Equipment and software needed to process/analyze data installed.</li> <li>5. Report on meetings to brief data providers and users.</li> <li>6. Implementation of structure, staffing, location and resource needs.</li> </ol>
<p><b>INPUTS:</b> <b>(According to Action Plan)</b> Human Resources Funding Facilities Equipment and supplies Training Leadership</p>	<p>Staff and facilities in place by October 1998</p>	<ul style="list-style-type: none"> <li>▪ New Staff hired</li> <li>▪ Training Programme designed and completed</li> <li>▪ Administrative Reports</li> <li>▪ Quarterly and Annual Reports</li> </ul>	<p><b>(Activity to Output)</b></p> <ul style="list-style-type: none"> <li>- Training Needs Assessment undertaken</li> <li>- Vacancies advertised</li> <li>- Applications reviewed</li> <li>- Selection process put in place</li> </ul>

## 7.3 Project Cycle Management

### 7.3.1 Goal, Objectives and Anticipated Outcomes

Key to country development is the **Government of Guyana's** capability to identify, design, implement, monitor and evaluate projects. The **Ministry's** pivotal role in this process calls for further rationalization and considerable capability development. Elements of this complex process lie in other **Ministries** and in project implementation units. Lack of proper management can lead to poor coordination and overall process management. Hence, the entire Project Cycle Management Process needs to be re-rationalized and a more effective system developed, including a potential restructuring within the **Ministry**. **Staff** within the **Ministry of Finance** needs additional training and new staff may need to be hired.

#### **Goal:**

Enhance the **Ministry of Finance's** capability to manage the **Project Cycle** and coordinate effectively with other project stakeholders.

#### **Objectives:**

- a) Develop a clear rationale for the role and scope of the **Ministry of Finance's** management of the project cycle.
- b) Based on the role clarification, develop and build the necessary capabilities of a successful **Project Cycle Management Unit** within the **Ministry of Finance**.

#### **Anticipated Outcomes 1998-1999:**

- ❖ A rational and effective approach to Project Cycle Management will be approved by all involved parties which will clearly lay out the specific responsibilities of the **Ministry of Finance** and prescribe methods for improved coordination among all participants.
- ❖ The **Ministry's Bilateral, Multilateral and Project Cycle-Division** will be merged and clearer lines of communication developed.
- ❖ The **Ministry of Finance** will begin to assist other **Ministries** to improve their project-related output.
- ❖ Overall Government capacity to conduct development projects will improve significantly and the number of projects implemented will increase.

### ***7.3.2 Overview of the Strategies, Major Tasks and End Products***

The lead strategy for improving **Project Cycle Management** is the restructuring of the **Ministry of Finance** project cycle components (bilateral and multilateral) into a single **Project Cycle Unit** and the development of a rational system of management and coordination among a broad range of projects from many different **Donors** and in many different Sectors. Consulting services will be used to develop proposed approaches and to recommend a revised structure for the **Unit**. Consensus building will be essential with other stakeholders in the **project cycle**, a process that should lead to strategies for the improvement of communication and coordination among these participants.

The overall effectiveness of the strategy will be evaluated by:

- ❖ A periodic survey of project cycle stakeholders/participants.
- ❖ A demonstrated increase in the number of projects being implemented and the level of development they achieve.

**End Products** over the next 12 months will include:

- ❖ A formal decision to merge bilateral and multilateral into a single **Project Cycle Management** Unit by **October 1998**.
- ❖ A report on recommendations for revised approach to **Project Cycle Management** by **November 1998**.
- ❖ A report on consensus-building meetings with other project stakeholders by end **December 1998**.

**ACTION PLAN  
PROJECT CYCLE MANAGEMENT**

**Goal: Enhance Ministry of Finance capability to manage the project cycle and coordinate effectively with other project stakeholders**

Objectives	Tasks	Person Responsible	Time Table			
			1998 3rd Q	1998 4th Q	1999 1st Q	1999 2nd Q
1. Develop a clear rationale for the role and scope of MoF management of the project cycle.	<p>1. Review documents prepared through assistance from the IDB which clarify the project cycle.</p> <p>2. Review steps in the full cycle and determine recommendations regarding which elements belong to the <b>MoF</b> and which are best managed elsewhere (PIUs and other agencies). <b>End Product: Report of recommendations by October, '98.</b></p> <p>3. Develop consensus on the above with other agencies.</p> <p>3.1 Prepare recommendations for submission to other project cycle participants.</p> <p>3.2 Schedule and conduct meetings to negotiate agreements. <b>End Product: Brief report on results of meetings by November, '98.</b></p> <p>4. Strengthen information systems</p> <p>4.1 Conduct needs assessment and develop recommendations. <b>End Product: Needs assessment report.</b></p> <p>4.2 Request new equipment, if any. <b>End Product: Equipment list and request prepared.</b></p> <p>4.3 Develop plan for accessing, processing and utilizing necessary data. <b>End Product: Report Plan prepared.</b></p> <p>4.4 Train staff as needed. <b>End Product: Training needs assessment and training program implemented.</b></p>					
2. Based on this role clarification, develop and build the necessary capabilities of a project cycle management unit with the MoF.	<p>1. Formalize and initiate the <b>Unit</b>.</p> <p>1.1 Merge bilateral, multilateral and project cycle division and develop clear channels of communications. <b>End Product: Formal approval given.</b></p> <p>1.2 Assess existing personnel skills Ministry-wide to identify existing staff for inclusion in the <b>Unit</b>. <b>End Product: Assessment report and recommendations made.</b></p> <p>1.3 Hire new staff where needed. <b>End Product: Staff hired by September '98</b></p> <p>1.4 Train/orient new and existing staff. <b>End Product: Needs assessment and training program initiated.</b></p>					

**MINISTRY OF FINANCE  
LOGICAL FRAMEWORK MATRIX  
PROJECT CYCLE MANAGEMENT**

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><b>GOAL:</b> To enhance the <b>Ministry of Finance's</b> capability to manage the <b>Project Cycle</b> and coordinate effectively with other Project Stakeholders.</p>	<p>Programmes designed and executed. Appropriate institutional structure, procedures, systems designed.</p>	<p>Strategic Plan Action Plan Resource Needs and Acquisition Plan Policy Papers Human Resource Management System Macroeconomic Policy Budget Management Policy Project Cycle Policy Information Systems Donor Agency Reports</p>	<ol style="list-style-type: none"> <li>1. Technical assistance support available.</li> <li>2. Funding for infrastructure and resources available from Donor Agencies.</li> <li>3. Senior Management Team collaborates in establishing an effective, participative relationship and fosters a Team spirit.</li> <li>4. Managers support consultation process with Staff.</li> <li>5. Department Heads/Unit Managers make timely contribution to support consultation process.</li> <li>6. Recommendations for enhanced working environment implemented.</li> </ol>
<p><b>PURPOSE (OBJECTIVES)</b></p> <ol style="list-style-type: none"> <li>1. To develop a clear rationale for the role and people of the <b>MoF's</b> management of the <b>Project Cycle</b>.</li> <li>2. To build the necessary capabilities of a successful <b>Project Cycle Management Unit</b> within the <b>Ministry of Finance</b>.</li> </ol>	<ul style="list-style-type: none"> <li>• Report on Performance of Project Unit</li> <li>• Meetings completed with consensus developed.</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry Records</li> <li>• Government capacity to conduct development projects</li> <li>• Increase in number of projects implemented</li> <li>• Reports of Meetings</li> <li>• Annual Reports</li> <li>• Budgets</li> <li>• Donor Agency Reports</li> <li>• Department/Unit Reports</li> <li>• Strategic Plan</li> <li>• Action Plan</li> <li>• Resource Needs</li> <li>• Implementation Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Needs assessment completed.</li> <li>• Equipment requests made.</li> <li>• Inputs available</li> <li>• Staff consultations undertaken and policies and procedures implemented</li> <li>• Staff committed to change in attitudes, values and relationships</li> <li>• Inter-group/Intra-group relations improved</li> </ul>

**MINISTRY OF FINANCE  
LOGICAL FRAMEWORK MATRIX**

## PROJECT CYCLE MANAGEMENT

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><b>OUTPUTS</b> <u>Activities:</u></p> <ol style="list-style-type: none"> <li>1. Clarify Project Cycle</li> <li>2. Review/determine elements for MOF/other Agencies</li> <li>3. Prepare Recommendations for Participants</li> <li>4. Strengthen information systems               <ol style="list-style-type: none"> <li>4.4 Conduct needs assessment</li> <li>4.5 Request equipment</li> <li>4.6 Develop data Plan</li> <li>4.4 Train Staff</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>• Documents prepared</li> <li>• Recommendations submitted/ approved</li> <li>• Reports on Meetings</li> <li>• Equipment requests made</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic Surveys of project cycle stakeholders/ participants</li> <li>• Number of projects implemented</li> <li>• Research Reports</li> <li>• Report on consensus building meetings</li> <li>• New equipment and software in place</li> <li>• Staff hired and trained</li> </ul>	<ul style="list-style-type: none"> <li>• A rational system developed to manage and coordinate a broad range of products from many different donors.</li> <li>• Strategies for the improvement of communication and coordination among stakeholders.</li> </ul>
<p><b>INPUTS</b> <b>(According to Action Plan)</b></p> <p>Human Resources Funding Facilities Equipment and supplies Training Leadership</p>	<p>Staff and facilities in place by October 1998</p>	<p>Quarterly and Annual Reports Administrative Records Training Records Personnel Data</p>	<ul style="list-style-type: none"> <li>• Donor sources identified will be available</li> <li>• Staff approved will be available</li> <li>• Training Plan prepared</li> </ul>

## 7.4 Budget Management Process

### 7.4.1 Goal, Objectives and Anticipated Outcomes

At the core of the **Ministry of Finance's** mandate is effective financial management for Guyana. Priorities within this area for the strategic planning process include improved budget planning process, improved debt management and transition to a program-based budgeting system. Factors constraining the current budgeting process include weak linkages between capital and current budgeting, utilization of a line item budgeting system, insufficient and poorly formatted information flow from other **Departments, Ministries and Agencies**, and lack of a year-round system for developing government-wide budgets. The budget area of the **Ministry of Finance** needs new equipment and software, additional and more sophisticated staff capability, and a systematic/coordinated approach to the collection of essential budgetary information.

#### **Goal:**

To strengthen the **Ministry of Finance's** budgeting systems and capabilities.

#### **Objectives:**

- a) To improve coordination between the capital and current expenditures.
- b) To improve the budget planning process.
- c) To improve the effectiveness of expenditures by changing from a line-item system to a programmatic format.
- d) To develop a viable debt management strategy.

#### **Anticipated Outcomes 1998-1999:**

- ❖ The capital program will be consolidated with the budget division.
- ❖ A year-round budget process will be rationalized (with consensus from other government agencies) and implemented.
- ❖ The **Ministry** will switch to a programmatic budgeting system.
- ❖ The **Debt Strategy Unit** will become a **Debt Management Unit**.
- ❖ The debt portfolio will be reviewed and a revised system of debt allocations will be proposed.
- ❖ A plan for the restructuring of the **Budget and Debt Management Units** will be implemented and additional resources (equipment and personnel) acquired.
- ❖ Staff training will elevate **Unit** capabilities.
- ❖ Other **Ministries** and **Agencies** will be trained and will begin to provide budget information that is timely, accurate and in useful format.
- ❖ The **Debt Management Unit** will be trained sufficiently to begin providing more sophisticated policy papers on debt strategy, debt and currency options and other critical issues.
- ❖ The overall Government's approach to budget planning will be increasingly more reliable, systematic and effective.
- ❖ The switch to programmatic budgeting will result in more effective spending with improved value for expenditure.
- ❖ Policy papers and recommendations regarding debt-related issues and decisions will become increasingly more effective.

#### *7.4.2 Overview of the Strategies, Major Tasks and End Products*

The lead strategies for the **Budget Management Unit** include:

- ❖ Consolidation of current and capital expenditures and the restructuring of the **Budget Unit** to provide the necessary resources and staff capability to implement a more systematic and year-round budgeting process. Also vital is the need to provide training to other **Ministries** and **Agencies** on the improved budgeting process. A budget process manual will be prepared as a training tool.
- ❖ A transmission to program budgeting, which requires training for other **Ministries** and **Agencies** on its implications for their portion of the budget planning and monitoring process.
- ❖ Elevation of the **Debt Strategy Unit** to a management unit, leading to a restructuring of the **Unit** and enhancement of equipment, staff capability and access to information.

Evaluation of the strategies' effectiveness will include:

- ❖ End of budget cycle surveys of key participants and stakeholders
- ❖ Periodic surveys of those using debt policy papers.

Key end products to be delivered during 1998/1999 include:

- ❖ Formal approval to consolidate current and capital budgets.
- ❖ Formal decision to elevate **Debt Unit** to a **Department**.
- ❖ Report on recommendations for restructuring of the budget planning process.
- ❖ Report on debt portfolio.
- ❖ Report on recommendations for tracking and monitoring grants.
- ❖ Report on result of meetings with all stakeholders in the budget planning process.
- ❖ Report on restructuring of the **Budget and Debt Management Units**.
- ❖ Training of budget personnel in other **Ministries** and **Agencies** on the budget planning program-based budget process.
- ❖ Production of high quality **Debt Management Policy Papers**.

**ACTION PLAN  
BUDGET PROCESS MANAGEMENT**

**Goal: Strengthen Ministry of Finance's budgeting systems and capabilities**

Objectives	Tasks	Person Responsible	Time Table			
			1998 3rd Q	1998 4th Q	1999 1st Q	1999 2nd Q
1. Improve coordination between capital and current expenditures.	<p>1. Delink the capital program for the current year and consolidate it with the budget division. <b>End Product: Request for formal approval submitted.</b></p> <p>2. Develop a plan for restructuring budget process management. <b>End Product: Report of recommendations submitted.</b></p> <p>3. Implement new structure 3.1 Assess existing personnel skills Ministry-wide to identify existing staff for inclusion in the <b>Unit.</b> <b>End Product: Report of recommendations submitted.</b></p> <p>3.2 Hire new staff where needed. <b>End Product: Staff hired by September 1998.</b></p> <p>3.3 Train/orient new and existing staff. <b>End Product: Needs assessment and training program initiated.</b></p>					
2. Improve the budget planning process.	<p>1. Prepare a detailed written description of the year-round budget planning process. <b>End Product: Report of process submitted.</b></p> <p>2. Interface with internal <b>Ministry</b> staff and other stakeholders for review and completion of the codified process. <b>End Product: Meetings on-going.</b></p> <p>3. Circulate budget-planning document and conduct training. <b>End Product: Budget process Guide and Plan for Briefings with other GOG agencies completed.</b></p> <p>4. Refine the process after one year of implementation. <b>End Product: Assessment of previous cycle and plan for improvements prepared.</b></p>					

**BUDGET PROCESS MANAGEMENT continued...**

**Goal: Strengthen Ministry of Finance's budgeting systems and capabilities**

Objectives	Tasks	Person Responsible	Time Table			
			1998 3rd Q	1998 4th Q	1999 1st Q	1999 2nd Q
1. Improve the effectiveness of expenditures by changing from a line item system to a programmatic format.	<b>End Product: Proposal to convert for approval by September 1998.</b>					
2. Develop a viable debt management strategy.	<p>1. Acquire management decision to elevate the <b>Unit to Management Unit.</b> <b>End Product: Proposal to elevate unit submitted for approval by August 1998.</b></p> <p>2. Review entire debt folio (internal and external debt and grants) and determine where debt is to be recorded. Note the IMF requires this action by December 1998. <b>End Product: Report on Debt portfolio by December 1998.</b></p> <p>3. Rationalize a method of tracking/monitoring grants, a process now split among various Ministries. <b>End Product: Report of recommendations by January 1999. completed.</b></p> <p>4. Initiate newly defined <b>Debt Management Dept.</b> 4.1 Determine structure, positions, job descriptions and qualifications. <b>End Product: Report of recommendations by September 1998.</b> 4.2 Assess existing personnel skills <b>Ministry-wide</b> to identify existing staff for including in the unit. <b>End Product: Report of recommendations by September 1998.</b> 4.3 Hire new staff where needed. <b>End Product: Needs assessment and training program initiated.</b></p> <p>5. Prepare Policy Papers (ongoing). Note: The timetable could be moved forward if technical assistance could be provided in the initial phase. Examples include debt strategy, debt options, currency options and debt swaps. <b>End Product: Policy Papers</b></p>					

**MINISTRY OF FINANCE  
LOGICAL FRAMEWORK MATRIX  
BUDGET MANAGEMENT PROCESS**

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
-------------------	-----------------------	-----------------------	-----------------------

<p><b>GOAL:</b> To strengthen the <b>Ministry of Finance's</b> budgeting systems and capabilities.</p>	<p>Programmes designed and executed. Appropriate institutional structure, procedures, systems designed.</p>	<p>Strategic Plan Action Plan Resource Needs and Acquisition Plan Policy Papers Human Resource Management System Macroeconomic Policy Budget Management Policy Project Cycle Policy Information Systems Donor Agency Reports Budget Training Manual</p>	<ol style="list-style-type: none"> <li>1. Technical assistance support available.</li> <li>2. Funding for infrastructure and resources available from Donor Agencies.</li> <li>3. Senior Management Team collaborates in establishing an effective, participative relationship and fosters a Team spirit.</li> <li>4. Managers support consultation process with Staff.</li> <li>5. Department Heads/Unit Managers make timely contribution to support consultation process.</li> <li>6. Recommendations for enhanced working environment implemented.</li> </ol>
<p><b>PURPOSE (OBJECTIVES)</b></p> <ol style="list-style-type: none"> <li>1. To improve coordination between the capital and current expenditures.</li> <li>2. To improve the budget planning process.</li> <li>3. To improve the effectiveness of expenditures by changing from a line-item system to a programmatic format.</li> <li>4. To develop a viable debt management strategy.</li> </ol>	<ul style="list-style-type: none"> <li>• End of budget cycle surveys of key participants and stakeholders</li> <li>• Periodic surveys of those using debt policy papers</li> </ul>	<ul style="list-style-type: none"> <li>• Policy papers</li> <li>• Consolidation of current and capital budgets</li> <li>• Report on Debt Portfolio</li> <li>• Recommendations for tracking and monitoring grants</li> <li>• Reports on Meetings</li> <li>• Train Budget Personnel</li> <li>• Preparation of Policy Papers</li> <li>• Annual Reports</li> <li>• Budgets</li> <li>• Donor Agency Reports</li> <li>• Department/Unit Reports</li> <li>• Strategic Plan</li> <li>• Action Plan</li> <li>• Resource Needs Implementation Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Elevation of Debt Unit to Department status</li> <li>• Meetings scheduled and held with stakeholders</li> <li>• Budget cycle surveys undertaken</li> <li>• Staff consultations undertaken and policies and procedures implemented</li> <li>• Staff committed to change in attitudes, values and relationships</li> <li>• Inter-group/Intra-group relations improved</li> </ul>

## MINISTRY OF FINANCE

### Logical Framework Matrix continued...

#### Budget Management Process

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	IMPORT
<p><b>OUTPUTS:</b></p> <ol style="list-style-type: none"> <li>1. Preparation of recommendations for restructuring.</li> <li>2. Interface with Ministry Staff and other stakeholders re codified process.</li> <li>3. Circulate budget-planning document.</li> <li>4. Review debt portfolio.</li> <li>5. Rationalize method to track/monitor grants.</li> <li>6. Prepare policy papers on:               <ul style="list-style-type: none"> <li>- debt strategy</li> <li>- currency</li> <li>- options</li> <li>- debt swap</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>- Reports on recommendations</li> <li>- Report on Debt Portfolio</li> <li>- Recommendations for tracking and monitoring grants</li> <li>- Trained budget personnel in other Ministries</li> </ul>	<ul style="list-style-type: none"> <li>- Consolidated current and capital budgets</li> <li>- Year-round budget process</li> <li>- High quality policy papers</li> </ul>	<p><b>Output to Purpose</b></p> <ul style="list-style-type: none"> <li>- Switch to program in effective spending</li> <li>- More effective</li> </ul>
<p><b>INPUTS:</b> (According to Action Plan)</p> <p>Human Resources Funding facilities Equipment and supplies Training Leadership</p>	<p>Staff and facilities in place by October 1998.</p>	<ul style="list-style-type: none"> <li>• New staff hired</li> <li>• Training Programme designed and completed</li> <li>• Administrative Reports</li> <li>• Quarterly and Annual Reports</li> </ul>	<p><b>Activity to Output</b></p> <ul style="list-style-type: none"> <li>• Training Needs</li> <li>• Vacancies advertisement</li> <li>• Applications</li> <li>• Selection process</li> <li>• Donor source</li> <li>• Staff approval</li> <li>• Training Plan</li> </ul>

## 7.5 Ministry Administration

### 7.5.1. Goal, Objectives and Anticipated Outcomes

There are a number of administrative issues within the **Ministry** which affect staff output and morale and need to be addressed as part of the overall capacity building and enhancement of the **Ministry of Finance**. Information gathered from the full staff center around problems relating to personnel policies, staff development, management and decision-making processes and lines of authority, and general work environment issues such as parking, access to food and water, janitorial services, building and equipment maintenance, and enhancement of filing and research facilities.

#### Goal:

Enhance **Ministry** performance through improvement in **Ministry** administration.

#### Objectives:

- 1) Significantly improve administration's capability to deal with human resource development, specifically the numerous existing and emerging training needs.
- 2) Develop updated integrated policies and procedures.
- 3) Improve support services managed by the Division of Administration.
- 4) Improve financial administration including budgeting, salaries and wages,
- 5) allowances, expenses, etc.

#### Anticipated Outcomes 1998-1999:

- ❖ Management decisions regarding the 15% salary increase and the status of the benefit discrepancies between the **Ministry of Finance** and **State Planning Secretariat** will be resolved.
- ❖ Recommendations will be developed for review regarding the restructuring of the **Ministry**.
- ❖ A Staff Development Professional will provide an assessment of existing staff skills and their training needs and propose an in-house training program to meet these needs combined with strategies for taking greater advantage of external training opportunities.
- ❖ A Staff Development Professional will also review all existing personnel policies, recommend refinements and additions, and prepare a Personnel Manual for use in orientation and training. The Manual will address issues such as an integrated program of staff evaluation, grievance, promotion and raises.
- ❖ Based on a study of comparative advantages, internal hiring or external contracting will be completed for improved management of custodial and maintenance services, including transportation services.
- ❖ The canteen will open for staff use.
- ❖ Safe drinking water will be available to staff.
- ❖ The pension/payroll system will be computerised.
- ❖ Recommendations will be submitted for review on the improvement of the Central and Sub Registries.
- ❖ Recommendations will be submitted for necessary improvements in the Library.
- ❖ A system approach to evaluating support services will be recommended.
- ❖ Staff and supervisors will be trained in the new personnel policies and procedures.

- ❖ An ongoing orientation program will be developed for new employees.
- ❖ Staff training in needed technical areas will be taken.
- ❖ Staff qualified for new position openings in the restructuring process will have the opportunity to apply and receive additional training.
- ❖ The restructuring of the **Ministry of Finance** will take place.
- ❖ New staff will be hired for key technical/professional slots to achieve increased capacity.
- ❖ Priority equipment and furniture will be acquired.
- ❖ New parking areas will be designated.
- ❖ Maintenance will show significant improvements.
- ❖ Administrative capacity to prepare and manage budgets will be improved.

### *7.5.1. Overview of the Strategies, Major Tasks and End Products*

The lead strategy for successful completion of the above outcomes is the use of **Staff Committees** to complete many of the intermediate tasks, augmented by the use of a Management and Organisation Specialist and a Personnel Specialist to provide analysis and recommendations regarding restructuring, line communication and improved task performance (productivity), a skills inventory and training needs assessment, personnel policies and procedures, and job description updating. This two-pronged approach will ensure that internal staff implements immediate improvements while groundwork is laid for major improvements in the areas of management, supervision and human resource development.

Successful achievement of the outcomes will be evaluated by:

- ❖ Periodic surveys of staff and supervisors reporting increased satisfaction with the work environment and higher morale.
- ❖ End of year performance evaluations showing improvements in productivity and quality of performance.
- ❖ Steady decreases in the number of complaints.

End products to be submitted during **1998/1999** include:

- ❖ Management decision regarding the 15% increase and the benefit discrepancies by installation of safe drinking water.
- ❖ New parking plan prepared and implemented.
- ❖ A report on the pros and cons of contracting versus hiring for maintenance and repairs prepared for discussion by August 1998.
- ❖ Canteen open for business as early as possible.
- ❖ Staff skills and training needs assessment completed.
- ❖ Inventory of external training opportunities undertaken.
- ❖ Report on recommendations for rewarding staff participation in training activities presented as part of the training plan.

## MINISTRY ADMINISTRATION

**Goal: Enhance Ministry performance through improvements in Ministry administration**

Objectives	Tasks	Person Responsible	Time Table			
			1998 3rd Q	1998 4th Q	1999 1st Q	1999 2nd Q
1. Significantly improve administration's capability to deal with human resource development, specifically the numerous existing and emerging training needs.	<p>1. Recruit a management/ organizational expert to restructure the Ministry of Finance. <b>End Product: Report of Recommendations by December '98.</b></p> <p>2. Review and implement recommendations arising out of the Consultant's Report on the re-organization of the MoF. <b>End Product: Task Force restructuring plans based on input from the Consultant's Report.</b></p> <p>3. Conduct a Staff Development/Training needs assessment. <b>End Products: Assessment Instrument and assessment results and recommendations report.</b></p> <p>4. Conduct an inventory of all training (or training funding) opportunities existing through other GoG sources and internal Donor Agencies. <b>End Product: Inventory list submitted.</b></p> <p>5. Design an in-house training program to meet the needs of all MOF Units. <b>End Product: Training program designed.</b></p> <p>6. Develop systematic mechanisms for channeling MoF Staff into external training opportunities. <b>End Product: Recommendations prepared and submitted.</b></p> <p>7. Identify methods for rewarding staff appropriately for participation in staff development activities. <b>End Product: Recommendations submitted.</b></p>					

**Ministry Administration continued...**

Objectives	Tasks	Person Responsible	Time Table			
			1998 3rd Q	1998 4th Q	1999 1st Q	1999 2nd Q
2. Develop updated, integrated personnel policies and procedures. Human Resource development, specifically the numerous existing and emerging training needs.	<p>1. Compile for review, existing staff policies and procedures at the <b>Ministry of Finance</b>.</p> <p>2. Develop standard operating manual for staff of MoF of Finance.</p> <p><b>End Product: Personnel Manual prepared.</b></p> <p>3. Provide training and orientation for staff on procedures.</p> <p><b>End Product: Training/orientation program designed.</b></p>					
3. Improve support services managed by the Division of Administration.	<p>1. Study the pros and cons of contracting versus in-house management of custodial, repair, plumbing, electrical and transportation services.</p> <p><b>End Products: Report of recommendations prepared.</b></p> <p>2. Conduct for or hire appropriate personnel to take care of each of the above areas.</p> <p><b>End Product: Contracts completed. Hiring completed.</b></p> <p>3. Identify resources to contract for technical assistance to improve the central and sub-registries (filing system).</p> <p><b>End Product: Recommendations for Improvements prepared. Changes implemented by December 1998.</b></p> <p>4. Enhance the framework for research for the <b>MoF</b> through improvements in the acquisitions and cataloging within the Library.</p> <p><b>End Product: Implementation plan with specific recommendations for collection, storage, retrieval, resources needed and training prepared.</b></p>					

**Ministry Administration continued...**

Objectives	Tasks	Person Responsible	Time Table			
			1998 3rd Q	1998 4th Q	1999 1st Q	1999 2nd Q
4. Improve financial administration including budgeting, salaries and wages, allowances, expenses, etc.	<p>1. Resolve all outstanding benefit issues.</p> <p>1.1 Resolve the 15% increase discrepancy. <b>End Product: Decision by the Minister implemented.</b></p> <p>1.2 Resolve conflicts surrounding the transfer of Professional staff from <b>MoF</b> to <b>State Planning</b> including benefit issues and the standardization of compensation. <b>End Product: Recommendations submitted to Minister.</b></p> <p>1.3 Develop an in-house capacity to formulate/and manage the <b>MoF</b> budget/assets. <b>End Product: Proposed methodology submitted.</b></p>					

**MINISTRY OF FINANCE  
LOGICAL FRAMEWORK MATRIX  
MINISTRY ADMINISTRATION**

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><b>GOAL:</b> To enhance the <b>Ministry of Finance's</b> performance through improvement in Ministry administration.</p>	<p>Programmes designed and executed. Appropriate institutional structure, procedures, systems designed.</p>	<p>Strategic Plan Action Plan Resource Needs and Acquisition Plan Policy Papers Human Resource Management</p>	<p>1. Technical assistance support available. 2. Funding for infrastructure and resources available from Donor Agencies. 3. Senior Management Team collaborates in establishing an effective, participative relationship and fosters a Team spirit.</p>

		System Macroeconomic Policy Budget Management Policy Project Cycle Policy Information Systems Donor Agency Reports Budget Training Manual	4. Managers support consultation process with Staff. 5. Department Heads/Unit Managers make timely contributions to support consultation process. 6. Recommendations for enhanced working environment implemented.
<p><b>PURPOSE (OBJECTIVES)</b></p> <p>1. To significantly improve the Administration's capability to deal with human resource development, specifically the numerous existing and emerging training needs.</p> <p>2. To develop updated integrated policies and procedures.</p> <p>3. To improve support services managed by the Division of Administration.</p> <p>4. To improve financial administration including budgeting, salaries and wages, allowances, expenses, etc.</p>	<ul style="list-style-type: none"> <li>• Reduction in complaints of personnel matters.</li> <li>• Database administration of Human Resource Systems</li> <li>• Compensation and Benefits systems rationalized.</li> <li>• Merit awards (salary increases) based on achievement of measurable and agreed upon outputs.</li> <li>• Progress reviews conducted quarterly. Staff notified.</li> <li>• Annual Performance Reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Reports prepared and submitted</li> <li>• Human Resource Manuals prepared</li> <li>• Consultants reports considered for implementation</li> <li>• Training Plan developed</li> <li>• Reports of Meetings</li> <li>• Annual Reports</li> <li>• Budgets</li> <li>• Donor Agency Reports</li> <li>• Department/Unit Reports</li> <li>• Strategic Plan</li> <li>• Action Plan</li> <li>• Resource Needs Implementation Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Effective linkages established on all Human Resource matters with the other MoF Departments/Units.</li> <li>• Staff consultations undertaken and policies and procedures implemented.</li> <li>• Staff committed to change in attitudes, values and relationships.</li> <li>• Inter-group/Intra-group relations improved</li> </ul>

**MINISTRY OF FINANCE  
LOGICAL FRAMEWORK MATRIX  
MINISTRY ADMINISTRATION**

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><b>OUTPUTS:</b> <b>Activities:</b></p> <ol style="list-style-type: none"> <li>1. Review/implement Restructuring Report</li> <li>2. Conduct Staff Development/Training Needs Assessment</li> <li>3. Prepare Inventory of training opportunities</li> <li>4. Design training programme</li> <li>5. Review Staff Policies</li> <li>6. Train/orient Staff on procedures</li> <li>7. Recruit/place Staff</li> <li>8. Identify resources for Technical Assistance</li> <li>9. Implement Facilities Management Plan</li> <li>10. Computerize Pension/Payroll systems</li> </ol>	<ul style="list-style-type: none"> <li>• New Benefits Plan/Salary structure in place</li> <li>• Facilities properly maintained</li> <li>• Staff skills and Training Needs Assessment completed</li> <li>• Improvement to Library completed</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic Surveys of Staff and Supervisors</li> <li>• Increased satisfaction with work environment</li> <li>• High morale</li> <li>• Performance evaluations show improvement in productivity</li> <li>• Quality of performance</li> <li>• Decrease in number of complaints</li> </ul>	<ul style="list-style-type: none"> <li>• Staff and Supervisors trained</li> <li>• Ongoing Orientation Programme in place</li> <li>• Staff trained in Technical areas</li> <li>• Restructuring process completed</li> <li>• Priority equipment/furniture acquired</li> <li>• Revisions in Registry implemented</li> <li>• Improvement in maintenance procedures</li> <li>• Management skills improved</li> </ul>
<p><b>INPUTS</b> <b>(According to Action Plan)</b></p> <p>Human Resources Funding Facilities Equipment and supplies Training Leadership</p>	<p>Staff and facilities in place by October 1998</p>	<p>Quarterly and Annual Reports Administrative Records Training Records Personnel Data</p>	<ul style="list-style-type: none"> <li>• Donor sources identified will be available</li> <li>• Staff approved will be available</li> <li>• Training Plan prepared</li> </ul>

## **7.6 Management Information Systems**

### **7.6.1 Goal, Objectives and Anticipated Outcomes**

Vital to achievement of all aspects of the **Strategic Plan** is development of an improved management information system for the **Ministry of Finance**. While some computers and staff computer skills are operational within the **Ministry**, there is significant need for access to more and better data, increased capability to manage and manipulate data, and improved methods of data dissemination.

#### **Goal:**

To improve information access, timeliness, dissemination and use across the **Ministry**.

#### **Objectives:**

- a) To assess data needs within the **Ministry** and prepare recommendations for databases, equipment, software and training required to maximize capabilities.
- b) To acquire necessary equipment and software to meet the **Ministry of Finance's** evolving needs.
- c) To provide **MIS** training as needed throughout the **Ministry** and to information providers and users in other areas of Government.

#### **Anticipated Outcomes 1998-1999:**

- ❖ An assessment of the **Ministry's** data needs will yield an inventory of equipment and software for immediate acquisition.
- ❖ Methods for improved data acquisition, storage, management and distribution will be recommended.
- ❖ The first order of equipment and software will be installed.
- ❖ Mechanisms for proper maintenance and repair of equipment will be developed.
- ❖ Training programs will be designed and implemented to meet **Ministry of Finance** needs as reflected in the **Strategic Plan**.
- ❖ A second phase of computer equipment and software needs will be acquired following restructuring of the **Ministry of Finance**.

- ❖ Systems will be identified to maximize use of available data throughout the **Ministry of Finance**.
- ❖ Needs assessments will be conducted periodically to identify evolving needs for improved access, manipulation and dissemination of information.
- ❖ New and more sophisticated levels of training will be provided in-house where possible.

#### **7.6.2 Overview of the Strategies, Major Tasks and End Products**

The lead strategy for achievement of the above outcomes is to utilize in-house capability of the **Ministry's Management Information Systems Unit** to conduct the initial inventory, develop an acquisition plan, install new equipment as it arrives and initiate training programs as needed.

The overall effectiveness of the above strategy will be evaluated by the degree to which **Ministry Division** and **Department** capabilities will be enhanced through increased access to information and the ability to manipulate, manage and disseminate data more effectively. The periodic assessments to be conducted by the **MISU** will contain mechanisms to determine the degree to which **Ministry's** needs are being met.

### INFORMATION ACCESS DISSEMINATION AND SYSTEMS

**Goal: To improve information access, timeliness, dissemination and use across the Ministry**

Objectives	Tasks	Person Responsible	Time Table			
			1998 3rd Q	1998 4th Q	1999 1st Q	1999 2nd Q
<p>1. To assess data needs within the Ministry and prepare recommendations for databases, equipment, software and training required to maximize capabilities.</p> <p>To acquire necessary equipment and software to meet <b>Ministry of Finance's</b> evolving needs.</p> <p>To provide <b>MIS</b> training as needed throughout the <b>Ministry</b> and to information providers and users in other areas of government.</p>	<p>1. Conduct an inventory of <b>Ministry</b> data needs (in progress). <b>End Product: Inventory of needs for purchase of equipment.</b></p> <p>2 Purchase and install first phase of equipment and software necessary to make data and data manipulation possible for those whose jobs require it. <b>End Product: Installation in progress.</b></p> <p>3. Determine means of data storage and dissemination both in and outside the <b>Ministry</b> i.e, networks, E-mail, publications, etc. <b>End Products: Report submitted.</b></p> <p>4. Implement recommendations from report regarding data storage and dissemination.</p> <p>5. Provide computer training as needed for each area within the <b>Ministry</b>. <b>End Products: Inventory of training needs and training program prepared.</b></p> <p>6. Implement solutions to improve data access and dissemination as the system is refined.</p> <p>7. Purchase second phase of computers and related equipment. <b>End Product: Needs inventory and request submitted.</b></p> <p>8. Provide training upon arrival of new equipment. <b>End Product: Training Needs Assessment and Training Program prepared.</b></p> <p>9. Review inflows of publications, journals, etc., and improve access and use of these resources. <b>End Product: Access list and dissemination plan prepared.</b></p>					

**MINISTRY OF FINANCE  
LOGICAL FRAMEWORK MATRIX  
MANAGEMENT INFORMATION SYSTEMS**

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><b>GOAL:</b> To improve information access, timeliness, dissemination and use across the Ministry.</p>	<p>Programmes designed and executed. Appropriate institutional structure, procedures, systems designed.</p>	<p>Strategic Plan Action Plan Resource Needs and Acquisition Plan Policy Papers Human Resource Management System Macroeconomic Policy Budget Management Policy Project Cycle Policy Information Systems Donor Agency Reports</p>	<ol style="list-style-type: none"> <li>1. Technical assistance support available.</li> <li>2. Funding for infrastructure and resources available from Donor Agencies.</li> <li>3. Senior Management Team collaborates in establishing an effective, participative relationship and fosters a Team spirit.</li> <li>4. Managers support consultation process with Staff.</li> <li>5. Department Heads/Unit Managers make timely contributions to support consultation process.</li> <li>6. Recommendations for enhanced working environment implemented.</li> <li>7. Standard equipment configuration.</li> <li>8. Timely retrieval of information.</li> </ol>
<p><b>PURPOSE (OBJECTIVES)</b></p> <ol style="list-style-type: none"> <li>1. To assess data needs within the Ministry and prepare recommendations for databases, equipment, software and training required to maximize capabilities.</li> <li>2. To acquire necessary equipment and software to meet the MoF's evolving needs.</li> <li>3. To promote MIS training as needed through information providers and users in other areas of Government.</li> </ol>	<ul style="list-style-type: none"> <li>• Equipment, personnel and support activities meet MoF database needs.</li> <li>• Better administration and management of computer resources.</li> <li>• Hardware equipment maintained.</li> <li>• Network support personnel available.</li> <li>• Databases developed for: <ul style="list-style-type: none"> <li>- Administration</li> <li>- Policy and analysis</li> <li>- Projects</li> <li>- Debt Management</li> <li>- Budget</li> <li>- Accounting</li> <li>- Training</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Reports</li> <li>• Survey results</li> <li>• Publications/Journals available</li> <li>• User satisfaction reports</li> <li>• Annual Reports</li> <li>• Budgets</li> <li>• Donor Agency Reports</li> <li>• Department/Unit Reports</li> <li>• Strategic Plan</li> <li>• Action Plan</li> <li>• Resource Needs Implementation Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Specifications and formal requests submitted.</li> <li>• Terms of Reference written and approved.</li> <li>• Staff consultations with Supervisor.</li> <li>• Equipment installed and operating efficiently.</li> <li>• Staff committed to change in attitudes, values and relationships.</li> <li>• Inter-group/Intra-group relations improved.</li> </ul>

**MINISTRY OF FINANCE  
LOGICAL FRAMEWORK MATRIX  
MINISTRY ADMINISTRATION**

NARRATIVE SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><b>OUTPUTS:</b> <b>Activities:</b></p> <ol style="list-style-type: none"> <li>1. Conduct inventor of data needs.</li> <li>2. Install first phase equipment.</li> <li>3. Determine data storage and dissemination needs.</li> <li>4. Provide computer training to each area as needed.</li> <li>5. Implement solutions to improve data access.</li> <li>6. Review inflows of publications/journals.</li> </ol>	<ul style="list-style-type: none"> <li>• Inventory of immediate Ministry needs.</li> <li>• Equipment installed.</li> <li>• MoF Staff trained.</li> <li>• Publication and journal access and dissemination plan available.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests for purchase of equipment.</li> <li>• Equipment Records.</li> <li>• Inventory of training needs.</li> <li>• Training Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Needs assessment conducted periodically to identify evolving needs of improved access manipulation and dissemination of information.</li> <li>• In-house training provided.</li> <li>• Mechanisms to determine degree to which Ministry's needs are met.</li> </ul>
<p><b>INPUTS</b> <b>(According to Action Plan)</b></p> <ul style="list-style-type: none"> <li>• To conduct capability to provide and disseminate routine analysis.</li> <li>• To develop capability in planning and programming.</li> <li>• To develop capability to review policy issues and make recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly data reports submitted.</li> <li>• Reports submitted.</li> <li>• Meetings conducted.</li> </ul>	<ul style="list-style-type: none"> <li>• New staff hired</li> <li>• Training Programme designed and completed</li> <li>• Administrative Reports</li> <li>• Quarterly and Annual Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Training Needs Assessment undertaken</li> <li>• Vacancies advertised</li> <li>• Applications reviewed</li> <li>• Selection process put in place</li> </ul>