

PUBLIC FINANCIAL MANAGEMENT REFORM PROGRAM STAGE 2

DEPARTMENTAL ACTION PLAN

BUDGET FORMULATION GROUP

(Budget Department-Department of Investment and Cooperation-Department of Local Finance)

Updated 04 February 2009

1. PLATFORM ONE ACTIVITIES TO BE CONTINUE MONITORING IN STAGE 2

Objective/Activity/Action	Time(Month)																CG	Dept.	Indicators	TA Support
	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward				
OBJECTIVE 12: FURTHER IMPROVE DEBT MANAGEMENT																				
12. 1. Review institutional and legal framework and roles/responsibilities of debt management.					X	X	X	X	X	X	X	X	X	X	X	X	BFG	DIC		ADB
12.1.1 Improve DMFAS usage through: (i) increase number of work stations to departmental management and staff in the three front office, and (ii) provision of further training program/activities						X	X	X	X	X	X	X	X	X	X	X		DIC	DMFAS fully operational and spreadsheet system discontinued	
12.1.2 Establish clear guidelines on debt management												X	X	X	X	X		DIC	Standard operating manual on debt management published	
12.1.3 Develop comprehensive draft law (or draft sub-decree) on public debt management in line with international best practice as well as Cambodia situation												X	X	X	X	X		DIC	Draft debt law (draft sub-decree) approved by senior management of MEF	
12.1.4 Set up a Middle Office (Or Middle Office Function) within Debt Management Structure to enhance debt management function												X	X					DIC	Middle Office and/or its TOR established	
12.1.5 Establish and enhance analytical tasks on risk management to improve public debt management function												X	X	X	X	X		DIC	Regular debt strategy and debt sustainability analysis prepared	
12. 2. Develop and implement debt management strategy.										X	X	X	X	X	X	X	BFG	DIC		ADB

Objective/Activity/Action	Time(Month)																CG	Dept.	Indicators	TA Support		
	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward						
12.2.1: Prepared first draft of debt management strategy														X	X	X				DIC	Debt management strategy approved by senior management and implemented (By Nov. 2008 to coincide with budget figures)	
For training activities, please see the activity 28.1.1 and 28.1.2																						
12.3. Enhance use of debt databases					X	X	X	X	X	X	X	X	X	X	X	X				DIC		ADB
12.3.1 Prepare Quarterly and Annual Debt Monitoring Statements													X	X	X	X				DIC	Production of Quarterly and Annual Debt Monitoring Statements initiated	
12.3.2 Provision of disseminate workshop will be provided to all concerned staffs in DIC and other relevant departments of MEF when necessary							X	X					X	X		X				DIC	The approved Debt Management Strategy and other products of DMFAS will be known by all concerned staffs of DIC and other relevant departments	

2. PLATFORM TWO ACTIVITIES TO BE IMPLEMENTED IN STAGE 2

Objective/Activity/Action	Time(Month)																CG	Dept.	Indicators	TA Support
	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward				
OBJECTIVE 21: IMPROVED LINES OF ACCOUNTABILITY: CLARIFY ROLES, FUNCTIONS AND RESPONSIBILITIES WITHIN LEVELS OF GOVERNMENT AND WITHIN SPENDING INSTITUTIONS.																				
21.1 Review and update law and decrees that specify the roles and responsibilities for PFM within the government and re-specify roles where necessary		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	BFG	BD		
21.1.1. Review law decrees and regulations to align with new initiative arising from the reform such as new accountability new budget entity etc.														X	X	X		BD		
21.1.2. Update law decrees and regulations to implement new initiative arising from the reform such as new accountability new budget entity etc.																X		BD		
21.2 Clarify the lines of accountability within the annual budget and PIP with respect to government investment spending and define the different responsibilities of all the main actors including the MEF, MoP, CDC		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	BFG	BD/DIC/DPC/LMs	Clear lines of management accountability established	
21.2.1 Review current existing framework and responsibility in preparing PIP among MEF, MoP, CDC and LMs					X	X	X	X	X	X								BD/DIC/DPC/LMS		
21.2.2 Propose new framework and responsibility in Preparing PIP among MEF, MoP, CDC and LMs													X	X	X	X		BD/DIC/DPC/LMS		

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	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward					
21.2.3 Design a mechanism to align DPs' practice into new government's framework															X	X		BD/DIC/DPC/LMS			
21. 3. Identify full schedule of budget entities for central and provincial governments and budget managers in relation to those entities.								X	X	X	X	X	X	X	X	X		BFG	BD/LMs		MDTF
21.3.1 Determine approach and key actions to be taken and what constitutes a budget entity								X	X									BD			
21.3.2 Determine and agree the sample of LMs to be surveyed and the means of conducting this survey e.g. questionnaire										X								BD			
21.3.3 Design the means of conducting the survey e.g. questionnaire											X							BD			
21.3.4 Convene a meeting with the chosen sample of LMs to explain approach and key actions to be taken by LMs											X							BD			
21.3.5 Conduct the survey to identify schedule of budget entities and budget managers												X	X					BD			
21.3.6 Evaluate findings of survey and in consultation with the LMs surveyed													X					BD			
21.3.7 Use these findings as basis for designing new accountability framework and new budget flows arrangements														X	X	X		BD			
21. 4. Define responsibilities between management levels.														X	X	X		BFG	BD/LMs		MDTF

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	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10					Onward
21.4.1 Design and agree accountability framework that addresses accountability by whom; accountability for what; accountability to whom;														X	X			BD		
21.4.2 Review the mechanisms for conveying budgets downward through budget entity structures														X	X			BD		
21.4.3 Propose and agree improvements in those mechanisms																X		BD		
21.4.4 Build the changes in business process into FMIS design																X		BD		
21.4.5 Prepare action plan to implement the piloting of the accountability framework and new business process																X		BD		
21.4.6 Determine and agree which ministries will pilot the accountability framework and new business process																X		BD		
21.4.7 Pilot the accountability framework and new business process in selected ministries and monitor implementation																X		BD		
21.4.8 Review pilot and revise accountability framework and new business process as required																X		BD		
21.4.9 Implement accountability framework and new business process across all ministries																X		BD		

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	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward				
21. 5. Development and issue of a manual explaining the empowerment and responsibilities of budget entities and budget managers and disseminate via training workshop and courses																X	BFG	BD/LMs		MDTF
21.5.1 Draft structure and table of contents for consultation with LMs																X		BD		
21.5.2 Prepare draft manual																X		BD		
21.5.3 Finalise draft manual based on pilot																X		BD		
21.5.4 Obtain approval for issue of manual																X		BD		
21.5.5 Officially issue manual																X		BD		

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	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward				
OBJECTIVE 22: IMPROVED INSTRUMENTS FOR ENCOURAGING RESPONSIBLE FINANCIAL MANGEMENT ANE ENCOURAGING ACCOUNTABILITY																				
22. 2. Establish a list of freedoms and flexibilities to be given to those budget entities that meet agreed criteria with regards to satisfactory resource management systems.								X	X	X	X	X	X	X	X	X	BFG	BD		MDTF
22.2.1 Review list of financial powers distinguishing between (a) those that MEF will always retain and (b) those that could be potentially transferred to budget managers/entities								X	X	X	X							BD		
22.2.2 Agree on the list of financial power to be transferred from MEF to budget managers and from budget managers to budget entities												X	X	X	X			BD		
22.2.3 Review and amend legal framework to implement financial power to be transferred from MEF to budget managers and from budget managers to budget entities																X		BD		
22. 3. Conduct regular review of standards of resource management achieved by individual budget entities as a basis for extending those freedoms and flexibilities.							X	X	X						X	X	X	BFG	BD	MDTF
22.3.1 Conduct baseline readiness checks of LMs using Checklist of Budget Management Standards															X	X	X		BD	

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	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward				
22.3.2 Regularly monitor LMs using Checklist so that when specific standard achieved this triggers transfer of financial powers																X		BD		

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	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward				
OBJECTIVE 23: FURTHER IMPROVE THE IMPLEMENTATION OF NEW BUDGET CLASSIFICATION AND NEW CHART OF ACCOUNT																				
23.1. Review and further improve the new chart of account and budget classification in terms of progressive enhancement and implementation of the administrative, functional and economic classification.					X	X	X	X	X	X	X	X	X	X	X	X	BFG	BD/DIC		MDTF/IMF
23.1.1 Identify and agree interim measure whereby the level of further detail for an item can be identified and distinguished from another item while being recorded within the same sub-account	X	X	X	X	X	X	X											BD		
23.1.2 Design sub-sub account as required so that economic classification becomes Chapter .xx account xxx sub-account xxxx sub-sub account xxxxx within GFS standard								X	X									BD		
23.1.3 Assess what is required in terms of developing the functional classification using as reference the COFOG international standard								X	X	X								BD		
23.1.4 Assess feasibility of adopting COFOG and tailoring it to use only those groups most important in regard to policy objectives								X	X	X								BD		
23.1.5 Based on feasibility assessment propose recommendations for development of new functional classification											X							BD		

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	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward					
23.1.6 Agree recommendations for development of new functional classification											X								BD		
23.1.7 Design new functional classification												X	X	X					BD		
23.1.8 Develop new economic and new functional classification manual														X	X				BD		
23.1.9 Use Budget Department Trainers to train staff in LMs																X			BD		
23.1.10 Officially issue the new economic and new functional classification Manual																X			BD		
23.1.11 Prepare action plan to guide implementation of the new economic and new functional classification including alignment with FMIS implementation														X	X				BD		
23.1.12 Implement new sub-sub account and new functional classification																X			BD		
23.1.13 Monitor implementation take remedial appropriate action if required																X			BD		
23.1.14 Review the implementation of new budget classification and new chart of account in respect to classification of capital investment expenditures				X	X	X													DIC		MDTF
23.1.15 Discuss and agree on recommendations of the report, particularly on the matching of new budget classification and new chart of account with the natures of capital investment spending						X	X	X											DIC		

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	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward					
23.1.16 Prepare detailed Action Plan to implement the agreed recommendations							X	X	X										DIC		MDTF
23.1.17 Implement activities in the detailed Action Plan										X	X	X	X	X	X	X			DIC		MDTF
For training and workshop, please see activity 28.1.3 and 28.1.4																					
23.2 Develop option for implementation of program classifications.											X	X	X	X	X	X		BFG	BD		MDTF/IMF
23.2.1 Assess what is required in terms of developing the program classification by studying from another countries											X	X	X						BD		
23.2.2 Based on the assessment propose recommendations for development of program classification														X					BD		
23.2.3 Design structure of program classification in coordination with NT															X	X			BD		
23.2.4 Consult designed structure of program classification with all concerned departments and LMs.																X			BD		
23.2.5 Develop program classification Manual																X			BD		
23.2.6 Use Budget Department Trainers to train staff in LMs																X			BD		
23.2.7 Officially issue the program classification Manual																X			BD		
23.2.8 Prepare action plan to guide implementation of the program classification including alignment with FMIS implementation																X			BD		

Objective/Activity/Action	Time(Month)																CG	Dept.	Indicators	TA Support
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23.2.9 Implement program classification																X		BD		
23.2.10 Monitor implementation and take remedial appropriate action if required																X		BD		
For training and workshop, pleas see activity 28.1.5 and 28.1.6																				

Objective/Activity/Action	Time(Month)																CG	Dept.	Indicators	TA Support
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OBJECTIVE 24: IMPROVE BUDGET IMPLEMENTATION AND FINANCIAL MANAGEMENT SYSTEMS.																				
24.2 Improved processing of transactions in MEF/ Line ministries in accordance with developments in the chart of accounts and accounting rules and regular completion of bank reconciliations	X	X	X	X	X	X	X	X	X									NT/DIC/LMs		MDTF/IMF
24.2.1: Reduce/minimize stock of cash disbursement through cash advance for 2008 projects by the end of 2008 (Not include cash advance for 2009 projects. (DIC)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		DIC		

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OBJECTIVE 25: IMPROVED ACCOUNTING, FINANCIAL REPORTING AND TRANSPARENCY																				
25. 2. Implementation of quarterly budget progress reports commenting on stage of completion reached, results achieved and any delays and remedial action proposed: From line ministries to MEF and within line ministries from internal budget entities to senior management					X	X	X	X	X	X	X	X	X	X	X	X	BFG	BD/DIC/LMs		MDTF
25.2.1 Design and agree reporting framework covering roles and responsibilities, timing and presentation of reports							X	X	X									BD/DIC		
25.2.2 Prepare guidelines to explain use of reporting framework and report formats										X	X							BD/DIC		
25.2.3 Automation: ICT the reporting system within DIC					X	X	X											DIC		ICT
25.2.4 Issue Guidelines to LMs												X						BD/DIC		
25.2.5 Annually review Guidelines and update as required																X		BD/DIC		
For training and workshop, please see the activity 28.1.7 and 28.1.8																				
25. 3. Submit improved form of budget implementation summaries to Cabinet and to legislature								X	X	X	X	X	X			X	BFG	BD/DIC		MDTF
25.3.1 Design report format incorporating financial and non-financial information								X	X	X								BD		

Objective/Activity/Action	Time(Month)																CG	Dept.	Indicators	TA Support	
	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward					
25.3.2 Consult with National Assembly and Council of Ministers and obtain approval from Council of Ministers on new report format design											X	X							BD		
25.3.3 Implement new budget reporting to Cabinet and National Assembly																	X		BD		
25.3.4 Annually review reporting format and propose and agree changes as required																	X		BD		
25.3.5 Review annual budget document submitted to CoM and legislation to align with new classification, the integration of budget and the implementation of program budgeting																	X		BD		
25.3.6 Propose new budget document format																	X		BD		

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	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward						
OBJECTIVE 27: STRENGTHEN AND DEVELOP FISCAL DECENTRALIZATION POLICY AND STRATEGY.																						
27.1. Review current practices and develop options for strengthening preparation and implementation of Provincial Governors' budgets.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		BEG	LFD	New Strategy for Budget Formulation and Execution for Provinces is in Place. and the implementation is strengthened.	NCDD/ MDTF	
27.1.1. Study the current practice of budget formulation and execution of Provincial Governors' budgets	X	X																			NCDD/ MDTF	
27.1.2. Develop Intermediate strategy for strengthening existing Budget Formulation and Execution Systems		X	X	X	X																	
27.1.3. Implement the above strategy						X	X	X	X	X	X	X	X	X	X	X						
27.1.4. For the purpose of regular monitoring, prepare detailed TOR for new Local Finance Offices at the Provincial Economy and Finance Department.											X	X										
27.1.5. Establish Local Finance Offices in every Provincial Economic and Finance Department.													X	X	X							
27.2. Improve Non Tax Revenue of Provinces	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		BEG	LFD D&D WG	Non-tax revenue is remarkably increasing by 20%	NCDD/ MDTF	
27.2.1 Develop strategy for non-tax revenue mobilization at the provincial level in line with the implementation of the Organic Law and Law on Financial Regime and Asset for Sub National Administrative	X	X	X	X	X	X	X	X	X												NCDD/ MDTF	

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	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward				
27.2.2 Pilot strategy of non-tax revenue collection at provincial level.										X	X	X	X	X	X	X				
27.2.3. Full implementation of strategy of non-tax revenue collection at provincial level																X				
27.3. Improved provincial/district budget formulation, implementation, and financial management systems.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		BEG	LFD D&D WG	New Financial Management System for Provinces/ Districts is in Place	NCDD/ MDTF
27.3.1 Develop options for introducing autonomous, unified and appropriate budgeting procedures at the provincial level and piloting in districts	X	X	X	X	X	X														NCDD/ MDTF
27.3.2 Improve central-to-sub-national level fiscal transfer mechanisms and procedures	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
27.3.3 Prepare and disseminate sector (e.g. education) decentralization policy papers developed on assigned functions and financing of functions					X	X	X	X	X											
27.3.4 Improved Provincial/District budgeting systems and budget revisions procedures										X	X	X	X	X	X	X				
27.3.5 Identify and pilot appropriate revenue raising instruments at the provincial level										X	X	X	X	X	X	X				
27.3.6 Design, implement and pilot the 2-tier model and review and discuss policy lessons										X	X	X	X	X	X	X				

Objective/Activity/Action	Time(Month)																CG	Dept.	Indicators	TA Support
	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward				
27.4. Improved commune/sangkat budget formulation, implementation, and financial management systems.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		BEG	LFD D&D WG	Improved Financial Management System is in Place	NCDD/ RILGP/ UNCDF
27.4.1. Conduct study of current practice of Commune Budget Execution	X																			RILGP NCDD
27.4.2. Conduct seminar on the current practice of Commune Budget Execution		X																		
27.4.3. Document the recommendations given by the above study after the seminar			X	X																
27.4.4. Make changes to current Commune/ Sangkat budget formulation, implementation and financial system as recommended by the study above					X	X	X	X	X	X	X	X	X	X	X	X				
27.4.5. Assess and improve the types and quality of information used in preparing C/S budgets. Revise of the C/S Chart of Accounts (as required).			X	X	X	X														NCDD/ RILGP/ UNCDF
27.4.6. Assess and improve the procurement process used for C/S level projects			X	X	X	X	X													
27.4.7. Continue to work with NCDD/MEF to explore options to improve C/S financial management	X	X	X	X	X	X	X	X	X											
27.4.8. Monitor policy and procedural analysis for C/S budget revenue and expenditure patterns										X	X	X	X	X	X					

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	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward					
For training activities please see the activity 28.1.9 and 28.1.10																					
27.5. Develop supporting laws and regulations as required in the Law on Administration and Management of the Capital, Province, Municipality, District and Khan (Organic Law)	X	X	X	X	X	X	X	X	X									BEG	LFD D&D WG	Organic Law is approved by Council of Ministers and adopted by the National Assembly	NCDD
27.5.1. Identify existing financial laws and regulations that must be revised to be consistent with the Organic Law.	X	X	X	X																	
27.5.2. Advanced preparations for required revision of existing laws and regulations that will be needed to support implementation of the Organic Law	X	X	X	X	X	X	X	X	X												
27.6. Develop a fiscal decentralization policy and strategy incorporating the strategic framework for D&D reform and the Public Financial Management Reform.	X	X	X	X	X	X	X	X	X									BEG	LFD D&D WG	Fiscal Decentralization policy and strategy is in place and implemented	NCDD/ RILGP/ UNCDF
27.6.1 Develop a near term Fiscal Decentralization Strategy for implementation of the Organic Law (2009-2010). Incorporate this near term strategy into the National Program for Sub-national D&D (NP-SNDD).	X	X	X	X	X	X	X	X	X												NCDD/ RILGP/ UNCDF

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27.6.2 Develop a Longer Term Fiscal Decentralization Strategy (2011-2018) and incorporate into the NP-SNDD	X	X	X	X	X	X	X	X	X												
27.7. Develop a detailed implementation plan to support initial implementation of fiscal and financial aspects of the Organic Law.	X	X	X	X	X	X	X	X	X									BEG	LFD D&D WG	Implementation Plan for Fiscal and Financial Decentralization is in place	NCDD/ RILGP/ UNCDF
27.7.1 Prepare Preliminary Implementation Plan					X	X	X														NCDD/ RILGP/ UNCDF
27.7.2 Revise dynamically to coincide with actual progress in adopting the Organic Law							X	X	X												

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	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward				
OBJECTIVE 28: BUILDING INSTITUTIONAL CAPACITY AND MOTIVATIONAL MEASURES																				
28.1. Organizational development relevant to Stage 2 including complete functional reviews of all MEF departments and financial development in LMs. Develop and implement strategic plan for each department, develop approach to production and dissemination of system manuals, introduce policies for effective use of technical assistance, recruitment of advisers to support the capacity development plan,. Improve work practices through increase use of technology.					X	X	X	X	X	X	X	X	X	X	X	X	GS/PD/ALL	BD, DIC, LFD		
28.1.1: Provision of training programs/activities on preparation of debt management strategy												X	X	X	X	X		DIC	All concerned staffs of DIC participate in the program	
28.1.2: Provision of hands on training of the preparation of debt management strategy to the concerned staffs in DIC														X	X	X		DIC	Concerned staffs in DIC will know how to prepare debt management strategy	
28.1.3 Train Budget Department Trainers in the use of the new economic and new functional classification Manual																X		BD		

Objective/Activity/Action	Time(Month)															CG	Dept.	Indicators	TA Support	
	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10					Onward
28.1.4 Hold workshops at central and provincial levels on the use of the new economic and new functional classification Manual using Budget Department trainers																X		BD		
28.1.5 Train Budget Department Trainers in the use of the program classification Manual																X		BD		
28.1.6 Hold workshops at central and provincial levels on the use of the program classification Manual using Budget Department trainers																X		BD		
28.1.7 Train Budget Department in the use of the Guidelines on new reporting framework covering roles and responsibilities, timing and presentation of report													X					BD		
28.1.8 Hold workshop with LMs on the Guidelines on new reporting framework covering roles and responsibilities, timing and presentation of report														X				BD/DIC		
28.1.9 Identify capacity development needs for the LFD	X	X	X															LFD/D&D working group	PFM Capacity and Systems at Sub National Level.	MDTF/ RILGP/ UNCDF
28.1.10 Provide analytical training and support on what has been identified in activity 28.1.9				X	X	X	X	X	X	X	X	X	X	X	X	X		LFD/D&D working group	PFM Capacity and Systems at Sub National Level.	

3. ENCOMPASSING WORK FOR LATER PLATFORMS THAT NEEDS TO BE COMENCED NOW

Objective/Activity/Action	Time(Month)															CG	Dept.	Indicators	TA Support	
	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10					Onward
OBJECTIVE 31: IMPROVE AND EXPAND THE IMPLEMENTATION OF PROGRAM BUDGETING.																				
31.1 Review and improve the implementation of program budgeting, including integrating poverty reduction and gender implications statements into BSP and PB guidelines					X	X	X	X	X	X	X	X	X	X	X	X	BFG	BD		
31.1.1: Review the implementation of PB of the piloted ministries to find the areas needed to improve and set direction for the future.	X	X	X	X	X	X	X	X	X	X						X				
31.1.2 Based on the above review, develop and agree, standard (essential characteristics) of what constitutes a good program budget and revise PB preparation guideline.											X	X	X			X		BD		
31.1.3 Use agreed PB standard above to develop and agree methodology for review, assessment and scoring (ranking) of program budgets														X	X	X		BD		
31.1.4 Use agreed methodology to review, assess and rank quality of program budgets																X		BD		
31.1.5 Annually review program budget standard and program budget scoring methodology and update as required																X		BD		
31.1.6 Annually review program budget preparation guidelines and update as required																X		BD		
31.1.7. Issue updated program budget preparation guidelines																X		BD		

Objective/Activity/Action	Time(Month)																CG	Dept.	Indicators	TA Support
	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward				
31.1.8 Annually hold workshop with LMs on updated program budget preparation guidelines and methodology used to analyze and rank quality of program budgets																X		BD		
31.2 Develop strategy for the further roll-out of program budgeting					X	X	X	X	X	X	X	X	X	X	X	X	BFG	BD		
31.2.1 Develop and agree criteria for determining the suitability of other LMs to pilot program budgeting					X	X	X									X		BD		
31.2.2 Use criteria to determine timing of piloting program budgeting in other LMs								X								X		BD		
31.2.3 Use BSP for determining piloting of program budgeting at provincial level								X	X							X		BD		
31.2.4 Use criteria to determine timing of program budgeting at provincial level										X						X		BD		
31.2.5 Pilot program budgeting in other LMs in line with strategy																X		BD		
31.2.6 Pilot program budgeting at provincial level in line with strategy																X		BD		
31.3 Implement capacity development and training plan in program budgeting					X	X	X	X	X	X	X	X	X	X	X	X	BFG	BD		
31.3.1 Establish sustainable core of program budget trainers in Budget Department					X	X	X									X	BFG	BD		
31.3.2 Design and agree training course to train program budget trainers in Budget Department								X	X	X						X		BD		

Objective/Activity/Action	Time(Month)																CG	Dept.	Indicators	TA Support
	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward				
31.3.3 Implement program budget Training of Trainers course in Budget Department										X	X	X			X			BD		
31.3.4 Evaluate the training course and revise as required														X	X			BD		
31.3.5 Identify and designate Budget Department program budget trainers and develop incentive mechanism to encourage Budget Department trainers to train others as required														X	X			BD		
31.3.6 Use Budget Department trainers to train other MEF departments at central and provincial level															X			BD		
31.3.7 Use Budget Department program budget trainers to train program budget trainers in LMs															X			BD		
31.3.8 At the end of each training course evaluate the training and revise the training course as required															X			BD		
31.3.9 Undertake study tour to one or two countries where program budgeting is in operation			X	X											X			BD		
31.3.10 Prepare study tour report presenting finding, lessons learnt and recommendations as appropriate					X										X			BD		
31.3.11 Present report to Budget Department to share experience of study tour						X									X			BD		

Objective/Activity/Action	Time(Month)																CG	Dept.	Indicators	TA Support
	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward				
OBJECTIVE 32: FURTHER IMPROVE COMPREHENSIVENESS AND INTEGRATION OF THE BUDGET																				
32.1. Develop policy on integration of the budget. Continue to improve integration of recurrent and capital budgets through such ongoing initiatives such as MTEF, BSP and PB.					X	X	X	X	X	X	X	X	X	X	X	X	BFG	BD/DIC	- Further improve BSP preparation and utilization - Study options and develop strategic plan	MDTF
32.1.1 Review Budget Strategy Plan (BSP) preparation guidelines and update as required	X	X														X		BD		
32.1.2 Prepare and update as required a guideline to integrate capital budget preparation into the preparation of BSP			X													X		DIC		
32.1.3 Make changes as appropriate to the BSP assessment criteria, scoring and ranking methodology			X													X		BD/DIC		
32.1.4 Hold BSP workshops with LMs to reiterate purpose and importance of BSP							X									X		BD/DIC		
32.1.5 Officially issue updated BSP Guidelines				X												X		BD/DIC		
32.1.6 Liaise with LMs BWGs to assist them on request with the preparation of their BSPs				X	X	X										X		BD/DIC		
32.1.7 Ensure that all LMs prepare a BSP and use BSP as platform to enable multi-year (three years) fiscal budget framework				X	X											X		BD/DIC		
32.1.8 Use reviews of BSPs as input into Detailed Budget Estimates Circular						X	X									X		BD/DIC		

Objective/Activity/Action	Time(Month)																CG	Dept.	Indicators	TA Support
	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Onward				
32.1.9 Annually review the BSP Guidelines and BSP Review Methodology													X			X		BD/DIC		
32.2. Further incorporate off-budget expenditure and revenues into the annual budget including increasing coverage of donor funds in the budget					X	X	X	X	X	X	X	X	X	X	X	X	BFG	BD/DIC		MDTF
32.2.1 Ensure that auxiliary budgets of industrial and commercial enterprises and autonomous budgets of public administrative institutions are included in the budget in line with existing provision of Budget Law, which provides for annual budget law to approve such budgets and for MEF to issue Prakas to guide preparation of these budgets					X	X										X		BD		
32.2.2 Issue Prakas to guide preparation of auxiliary and autonomous budgets to ensure that these are included in budget						X										X		BD		
32.2.3 Review Prakas for preparation of auxiliary and autonomous budgets															X	X		BD		
32.2.4 Review the off-budget expenditure and revenue								X	X	X	X	X	X					BD		
32.2.5 Design reporting format for LMs to report on the off-budget expenditure and revenue to MEF.												X	X					BD		

Objective/Activity/Action	Time(Month)															CG	Dept.	Indicators	TA Support	
	08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10					Onward
32.2.6 Design mechanism to incorporate the off-budget expenditure and revenue into the annual budget														X	X	X		BD		
32.2.7 Cooperating with BD to prepare and update as required guideline to integrate externally funded capital expenditure (project executed directly by RGC) into BSP and budget reporting framework					X													DIC/BD		
32.2.8 Cooperate with BD to improve the quality of information on externally funded capital expenditure (projects executed directly by DPs) and integrate them into BSP and reporting system					X	X	X											DIC/BD	There will be no clear indicator but with great efforts and good cooperation between the stakeholders, the outcome would be visible.	