



Republic of Mauritius

# TREASURY

MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT

ANNUAL REPORT ON PERFORMANCE

FOR THE FISCAL YEAR

2017/2018



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## 1. ABOUT THE TREASURY

### 1.1 Overview

The Treasury operates under the aegis of the Ministry of Finance and Economic Development and is responsible mainly for preparing the financial statements of government, monitoring government's cash flows, effecting government's payments and managing the dispensing of public service benefits. The Accountant-General, as head of the Treasury, acts as the custodian of the main bank accounts of the government.

The operations of the Treasury are governed by rules set out in various Acts, Regulations, Financial Instructions and Circulars. The Accountant-General is specifically required under the Finance and Audit Act to prepare, in respect of each fiscal year, annual statements presenting fairly the financial transactions and financial position of government on the last day of the fiscal year.

### 1.2 Our Vision

To be recognized as a modern organisation providing financial services of international standard.

### 1.3 Our Mission

Supporting effective public financial management through the delivery of quality accounting, cash management and payment services.

### 1.4 Our Core Values

#### **Integrity**

We value our role as an organisation providing an array of services and are committed to perform our duties in accordance with the highest standards of conduct and ethics.

#### **Customer Orientation**

We consider our customers as partners in our mission and consistently strive to anticipate their needs and meet their expectations.

**Team Spirit**

We foster continuous learning and believe that the best results stem from our collective talents and experiences.

**Innovation**

We continuously improve our processes by embracing new and better ways of doing our work.

**Eco-friendly**

We conduct our business in an environmentally responsible manner.

## 1.5 Ag. Accountant-General's Statement



*It gives me a great pleasure to present the Annual Report on Performance of the Treasury for the fiscal year 2017/2018.*

*The Treasury, by the very nature of its functions, is a very active participant and a key player in the Public Financial Management (PFM) sphere and has consistently strived to achieve international benchmark. With the constant incremental innovations/ reforms brought in over time, the Treasury is today cited as a reference by many of our African peers and international organisations like the World Bank and IMF. Also, as a department of the Ministry of Finance and Economic Development (MOFED), we have always provided an unflinching support to the latter to enable the achievement of the broader goals and objectives of a strong PFM.*

*The Treasury has a strong IT focus in the delivery of its services. One of the first high level information system in Mauritius, commonly known as Treasury Accounting System (TAS), was implemented by Treasury in the late 1990s. This system, which is at the heart of accounting and budgetary control, has proved to be a very efficient tool in the management of the budget and the preparation of the financial statements of the Government of the Republic of Mauritius. It is a success story that has been much applauded by international organisations and attracted many delegations from the african continent to come and learn from our experience.*

*During the year under review, we have continued to work in line with and build on the 5-Year Strategic Plan (Annex II) which was developed in the first half of 2016/17. It is worth highlighting that when the work plan for 2017/18 was set, we had in mind that the Treasury would be operating with the support of all its planned staff level.*

*However, the intake of Accounting Technicians, planned before December 2017, did not materialise and we had to do without them till the end of the year. The Accountant-General also went on leave for nearly half of the year. All this necessitated a reprioritisation of our efforts and be more creative in our approach. By so doing, although we met all the statutory and beyond normal operational deliverables/ obligations, some internally developed KPIs of lesser importance had to be left aside.*

*In addition to the above, quite a lot of resources were devoted in the following areas:*

- 1. Implementation of accrual based IPSAS;*
- 2. Working in collaboration with Ministry of Civil Service and Administrative Reforms (MCSAR) on HRMIS; and*

3. *Assisting Departments to record their Non-financial Assets in the Government Asset Register.*

*The implementation of accrual based IPSAS for financial reporting is an important step towards achieving transparency and is in line with good PFM. When the roadmap was prepared with IMF, an optimistic approach was taken on the fact of the robust reporting systems in place and the very good note received by Treasury from previous PEFA assessments. As such a five-year horizon was agreed for the full implementation when the average implementation period in other countries have been well beyond. Of course the implementation is not without difficulties and challenges and over time we have faced the arduous task of putting systems in place to capture much additional information required to comply with full accrual based IPSAS. Despite the foregoing, the Treasury is standing up to the challenge of preparing the first set of Financial Statements (for the fiscal year 2022/2023) for the whole Public Sector on full accrual based IPSAS and is confident that it can be achieved.*

*On the HRMIS front, the Treasury is shouldering the responsibility of managing the Government Payroll and to ensure that, once HRMIS goes live, Government Payroll is run successfully. This has proved to be very daunting as the payroll is very much dependent on the correct implementation of all HRMIS business rules. There is also the added complexity of HRMIS interacting with TAS for a seamless integration. As such this Department has been intricately involved in HRMIS with MCSAR and had to shift additional resources in this area during the second half of the year.*

*As for the delivery of services relating to the Public Sector Benefits, we witnessed a rise in applications relating to End of service, Passage and Car loan. It is with pride that we can affirm that all applications have been treated with the required attention to meet our pledge as laid down in our Customer Charter. The majority of the payments relating to end of service benefits have been paid well before the deadline set. It is felt that greater efficiency level could be achieved on this front with the timely and complete submission of the required information from Departments.*

*All the above would not been achieved without the help, support and dedication of the staff at all levels. This is in part the result of good team spirit and the provision of continuous training opportunities on top of improvements in the working environment. Of equal importance has been the continuous support of the MOFED throughout the year. As such I would like to convey my deep gratitude and thankfulness to the Financial Secretary and the Staff of the Treasury.*

*Lots of challenges are awaiting the Department during the next few years but at the same time we are very hopeful that all those challenges shall be met successfully. In the process the continued support and understanding of all stakeholders is prayed for.*



**Sunil Dutt Ramdeen**  
*Ag. Accountant-General, Treasury*

*31 October 2018*

## 1.6 Roles and Functions of the Treasury

### (a) Key Roles and Objectives

- (i) To maintain the accounts of government, to prepare annual financial statements and to ensure that accounting systems respond to government's needs for the proper processing, recording and accounting of financial transactions and for financial reporting;
- (ii) To monitor the cash flow position of government and to ensure that adequate funds are available to meet government's payment obligations in the most cost-effective way;
- (iii) To manage the dispensing of loans and passage benefits to government employees, as well as the payment of public service pensions and other retiring allowances, in accordance with prescribed rules, laws and regulations; and
- (iv) To operate as government's main payment centre and to ensure that all payments of government are executed efficiently and in a timely manner.

### (b) Main Functions

The main functions of the Treasury are: –

#### **Government Accounting & Reporting**

- (i) maintaining the accounting records of government;
- (ii) preparation of the annual Financial Statements of the government of the Republic of Mauritius as required under the Finance and Audit Act;
- (iii) ensuring that financial and accounting arrangements in all Ministries/Departments are adequate and effective;
- (iv) assisting Ministries/Departments in putting in place or in implementing computerised financial systems;

#### **Public Service Benefits**

- (v) processing and payment of retiring allowances in accordance with the Pensions Act, the National Assembly (Retiring Allowances) Act, the President's Emoluments & Pension Act, and other legislations;



- (vi) processing and payment of motor vehicle loans and passage benefits to government employees and other eligible persons in accordance with prescribed rules;

### **Cash Flow Management, Receipts & Payments**

- (vii) preparing cash flow forecasts for the government for the purpose of determining short term borrowing requirements;
- (viii) operating as government's main payment centre: executing payments on behalf of Ministries and Departments and effecting transfers of funds to banks for the purposes of government payments;
- (ix) monitoring the processing of monthly government payroll by Ministries and Departments and transferring funds to banks for that purpose;
- (x) exercising general supervision over the receipts, expenditures and other disbursements of government;
- (xi) collecting certain types of revenues of government;

### **Depository of Security**

- (xii) operating as depository of security required to be deposited by attorneys, notaries, auctioneers, land surveyors, recruiting agents, and private security service providers under relevant Acts; and

### **Motor Vehicle Accidents Claims**

- (xiii) processing of claims in respect of accidents involving government vehicles.

## **1.7 Sections of the Treasury**

The Treasury consists of sections arranged functionally as follows:

### **1.7.1 Government Accounting and Reporting**

- (a) Accounts Section**
- (b) Treasury Accounting System (TAS) Section**
- (c) Records Section**
- (d) Projects Finance Unit**
- (e) Loans Section**

- (a) The Accounts Section is responsible for: -
- ❖ maintaining accounts in respect of revenues and expenditures of government;
  - ❖ preparation of the annual Financial Statements of the government as required under the Finance and Audit Act\*;
  - ❖ preparation of financial statements of special funds; and
  - ❖ recording and accounting of financial transactions and preparation of financial statements in respect of projects financed by International Organisations.

\*Section 19 of the Finance and Audit Act requires that the Accountant-General shall, within 6 months of the close of every fiscal year, sign and submit to the Director of Audit statements presenting fairly the financial transactions and financial position of Government on the last day of such fiscal year.

- (b) The TAS Section is responsible for: -
- ❖ ensuring that TAS is functioning properly and system controls are adequate and effective;
  - ❖ facilitating the preparation of financial reports by users;
  - ❖ ensuring that budget related data are properly recorded in TAS;
  - ❖ providing guidance and assistance to all users on matters relating to TAS functionalities;
  - ❖ training of staff of all Ministries/Departments on TAS; and
  - ❖ managing user access to TAS.

- (c) The Records Section is responsible for: -
- ❖ maintaining receipt and payment vouchers and other accounting records of non-self-accounting Ministries and Departments in Treasury Voucher Rooms; and
  - ❖ facilitating access by authorised persons to vouchers and records.

- (d) The Projects Finance Unit is responsible for: -
- ❖ processing of drawdown requests to International Organisations; and
  - ❖ recording and accounting of financial transactions and preparation of financial statements in respect of projects financed by International Organisations.

- (e) The Loans Section is responsible for: -
- ❖ maintaining accounting records in respect of government loans to Statutory Bodies and other persons;
  - ❖ processing of claims to Statutory Bodies and other persons; and
  - ❖ monitoring of loan repayments and interest charges.

## 1.7.2 Public Service Benefits

- (a) **Pensions Section**  
(b) **Motor Vehicle Loans Section**  
(c) **Passage Benefits Section**

- (a) The Pensions Section is responsible for the processing of: -
- ❖ pension to retired President/Vice President;
  - ❖ retiring allowance to retired Members of the National Assembly;
  - ❖ end of service retiring benefits (gratuity);
  - ❖ monthly pensions to retired Public Officers;
  - ❖ death gratuity to heirs of Public Officers;
  - ❖ compensation/additional pension to injured officers;
  - ❖ portable pension to Public Officers who resign from the Public Service;
  - ❖ retiring benefits and other benefits to officers on permanent transfer to Approved Service;
  - ❖ compassionate allowance/Ex-gratia gratuity; and
  - ❖ contract gratuity to advisers and Officers on Contract.
- (b) The Motor Vehicle Loans Section is responsible for the processing of motor vehicle (car, motorcycle and autocycle) loan applications from Public Officers.
- (c) The Passage Benefits Section is responsible for the processing and payment of passage benefits to public officers, in respect of: -
- ❖ costs of air tickets;
  - ❖ expenses incurred abroad (Pocket Money);
  - ❖ expenses at inland hotels/recreational resorts;
  - ❖ exam fees for SC/HSC for children of Public Officers; and
  - ❖ for any purpose other than travel, cashed at the discounted rate of 90%.

### 1.7.3 Cash Management, Receipts and Payments

- (a) **Cash Management Unit**
- (b) **Payments Centre**
- (c) **Revenue Collection**

(a) The Cash Management Unit is responsible for: -

- ❖ preparing cash flow forecasts for the government;
- ❖ monitoring the cash flow position of government;
- ❖ assisting the Ministry of Finance and Economic Development with the determination of the borrowing requirements of government;
- ❖ providing funds to Self-Accounting Ministries/Departments; and
- ❖ exercising general supervision over the receipts, expenditures and other disbursements of government.

(b) The Payments Centre consists of: -

- (i) Chief Cashier's Office
- (ii) Payable Order Office
- (iii) Treasury Examination Section
- (iv) FX Payments Unit

(i) The Chief Cashier's Office is responsible for: -

- ❖ effecting payments through bank transfers; and
- ❖ effecting transfer of funds to banks i.r.o. –
  - payments by self-accounting Ministries/Departments;
  - Government payroll.

(ii) The Payable Order Section is responsible for: -

- ❖ effecting payments (in respect of expenditures of Ministries and Departments) through Payable Orders (cheques).

(iii) The Treasury Examination Section is responsible for: -

- ❖ checking of payment vouchers submitted by Ministries/ Departments before effecting payment.

- (iv) The FX Payments Unit is responsible for: -
  - ❖ effecting payments in foreign currencies on behalf of Ministries and Departments; and
  - ❖ transmitting required documents to banks/overseas suppliers in respect of overseas purchases of government.

(c) Revenue Collection

The Treasury collects the following types of revenues: -

- ❖ Rental of Government Property;
- ❖ Compensation in respect of Government vehicles damaged in accidents;
- ❖ Licence fees in respect of: -
  - private investigation;
  - fishmonger; and
  - disposal of waste.
- ❖ Registration fee, stamp duty and charges (NTA lien) in respect of motor vehicle loans to public officers;
- ❖ Reimbursement of motor vehicle loans by public officers;
- ❖ Import permit fees; and
- ❖ Road Motor Vehicle Licences.

#### 1.7.4 Depository of Security

The Treasury also operates as depository of security and is responsible for:-

- (a) keeping securities furnished by attorneys, notaries, auctioneers, land surveyors, recruiting agents and private security service providers under relevant Acts; and
- (b) ensuring that documents deposited as security are valid as per required format published on the website of the Treasury.

#### 1.7.5 Motor Vehicle Accidents Claims

The Accident Claims Section is responsible for: -

- (a) processing of claims in respect of accidents involving government vehicles;
- (b) initiating the process for legal recovery (through the State Law Office) of debts in respect of accident claims; and
- (c) processing payments in accordance with Court determination, in respect of government liabilities resulting from accidents by government vehicles.

## 1.8 Gender Statement

Government of Mauritius is an employer espousing gender equality and the Treasury works within the same philosophy, which is enabling all employees to thrive regardless of gender.

- ***Staff level***

The Treasury is manned by 161 officers of which around 65% are female. All sections at the Treasury is staffed with a mix of both genders, be it at the top management, middle management and operational level.

Among the 22 sections/ units found at the Treasury, 11 are headed by female officers.

- ***Training***

Both male and female staff are provided with same training opportunities, be it at local and overseas level.

- ***Welfare***

The Treasury organises many welfare activities, where both genders are encouraged to participate. It is worth noting that in the 2017 Domino Tournament Competition, two ladies won the first prize.



*Winners of the 2017 Domino Tournament Competition*

## 1.9 About our People

The Accountant-General (AG) is the technical and administrative head of the Treasury and is assisted by two Deputy Accountant-General, four Assistants Accountant-General, a team of Accountants/ Senior Accountants and officers from various cadres namely: Technical, Finance, Human Resource Management, Procurement and Supply, Internal Control, General Services and Workmen's Group. The Organisation Chart of the Treasury is given at *Annex I*.

The number of staff forming part of the Treasury team as at 30 June 2018 is shown in the table below:-

Department Grades	Number
<b>Accountant-General</b>	1
<b>Deputy Accountant-General</b>	2
<b>Assistant Accountant-General (AAG)</b>	4
<b>Accountant/Senior Accountant</b>	15
<b>Accounting Technician</b>	-
<b>OIC (Pensions)</b>	1
<b>OIC (Passages)</b>	1
<b>Treasury Computer Room Supervisor</b>	1
<b>Treasury Computer Operator</b>	2
<b>Treasury Voucher Room Supervisor</b>	-
<b>Treasury Voucher Room Operator (N2)</b>	3
<b>Total Technical Staff</b>	30
<b>Driver</b>	1
<b>Stores Attendant</b>	2
<b>General Worker</b>	2
<b>Total Departmental Grade</b>	35
<b>Support Staff</b>	
<b>Finance Cadre – Staff posted in Technical Sections</b>	23
<b>Finance Cadre – Staff posted in Finance Section</b>	6
<b>General Services</b>	68
<b>Internal Control Cadre</b>	2
<b>Procurement Cadre</b>	2
<b>HR Cadre</b>	2
<b>Machine Minder/ Senior Machine Minder</b>	1
<b>Systems Analyst</b>	1
<b>Assistant Systems Analyst</b>	1
<b>STM Interns</b>	3
<b>Employee under contract</b>	-
<b>Office Auxiliary Cadre</b>	17
<b>Total Support Staff</b>	126
<b>Total Staff</b>	161

## Senior Management Team

Title/ Responsibility	Contact Details
<p><b><u>Accountant-General</u></b></p> <ul style="list-style-type: none"> <li>• General Administration</li> <li>• Regulatory Matters</li> <li>• Policy, Strategy &amp; Quality Management</li> <li>• Internal Audit</li> </ul>	<p><b>Mr. Charanjivsingh ROMOOAH (On leave)*</b>  <b>FCCA; MSc; LLB</b>            Phone: (230) 260-5008            Fax: (230) 212-6767            Email: <a href="mailto:cromooah@govmu.org">cromooah@govmu.org</a></p>
<p><b><u>Deputy Accountant-General</u></b></p> <ul style="list-style-type: none"> <li>• Government Accounts</li> <li>• Cash Management</li> <li>• Public Service Benefits</li> </ul>	<p><b>Mr. Sunil Dutt RAMDEEN</b>  <b>FCCA; MSc</b>            Phone: (230) 260-5003            Fax: (230) 211-8469            Email: <a href="mailto:sdramdeen@govmu.org">sdramdeen@govmu.org</a></p>
<p><b><u>Deputy Accountant-General</u></b></p> <ul style="list-style-type: none"> <li>• Government Payments</li> <li>• TAS &amp; IT Systems</li> </ul>	<p><b>Mr. Sanjaysingh ANNAUTH</b>  <b>FCCA; MBA</b>            Phone: (230) 260-5004            Fax: (230) 208-3147            Email: <a href="mailto:sannauth@govmu.org">sannauth@govmu.org</a></p>
<p><b><u>Assistant Accountant-General</u></b></p> <ul style="list-style-type: none"> <li>• Government Accounts &amp; Financial Reporting</li> <li>• Project Finance</li> <li>• Accounting Records</li> <li>• Maintenance of Government's Chart of Accounts</li> </ul>	<p><b>Mr. Sachidanund RAMPARSAD</b>  <b>FCCA; MBA</b>            Phone: (230) 260-5005            Fax: (230) 211-8469            Email: <a href="mailto:sramparsad@govmu.org">sramparsad@govmu.org</a></p>
<p><b><u>Assistant Accountant-General</u></b></p> <ul style="list-style-type: none"> <li>• Cash Flow Management</li> <li>• Public Service Benefits</li> <li>• MV Accident Claims</li> </ul>	<p><b>Mr. Navind RAMBAJUN</b>  <b>FCCA; BSc; MBA</b>            Phone: (230) 260-5009            Fax: (230) 210-6766            Email: <a href="mailto:nrambajun@govmu.org">nrambajun@govmu.org</a></p>
<p><b><u>Assistant Accountant-General</u></b></p> <ul style="list-style-type: none"> <li>• TAS and Other IT Systems</li> <li>• Payment Centre</li> <li>• E-Payment</li> </ul>	<p><b>Mr. Randhir KALLEECHURN</b>  <b>FCCA; MBA</b>            Phone: (230) 260-5010            Fax: (230) 212-6767            Email: <a href="mailto:rkalleechn@govmu.org">rkalleechn@govmu.org</a></p>
<p><b><u>Assistant Accountant-General</u></b></p> <ul style="list-style-type: none"> <li>• HRMIS including Government Payroll Administration</li> <li>• Government Assets Register</li> </ul>	<p><b>Mrs. Parmeelabye GOVIND</b>  <b>FCCA; MBA</b>            Phone: (230) 260-5000 (Ext 209)            Fax: (230) 208-3147            Email: <a href="mailto:pgovind@govmu.org">pgovind@govmu.org</a></p>

\* Mr C. Romooah, the Accountant-General proceeded on leave as from mid-January and Mr S. D. Ramdeen, the Deputy Accountant-General was assigned the responsibility to head the department during that period.





*Front row from left to right: Mrs P. Govind (AAG), Mr S. D. Ramdeen (Ag. AG), Mr Rambajun (AAG)*

*Back row from left to right: Mr Kalleechurn (AAG), Mr Annauth (DAG), Mr Ramparsad (AAG)*

### 1.10 Staff Welfare

The Treasury through its Staff Club plays an active role in the promotion of welfare activities, a list of which is as follows:

SN	Activity	Period held
1	150 books collected by the members of the Treasury and donated to a library in Flacq for needy students	July 2017
2	Vaccination of H1N1 (ANTIGRIPPE)	July 2017
3	Domino tournament	October 2017
4	Participation in kermesse organised by Civil Service	November 2017
5	Registration of the Treasury Staff Club at the Registrar of Associations	November 2017
6	Donation collected from all staffs i.c.w victims of flooding	February 2018
7	Celebration of Republic day	March 2018
8	Retirement ceremony for retiring officers	March 2018
9	Mothers and fathers' day	May 2018
10	Hiking at Roche Noire Trail	May 2018



*Kermesse organised by Civil Service in November 2017*



*Acting AG, Mr Ramdeen, in company of Mrs Jodahsing, President and other members of the Treasury Staff Club during the Celebration of Republic day in March 2018*



*Celebration of Republic day in March 2018*



*Hiking at Roche Noire Trail in May 2018*

## 2. ACHIEVEMENTS & CHALLENGES

### 2.1 Major Achievements

The major achievements for the fiscal year 2017/2018 are detailed below:

#### 2.1.1 Government Accounting and Reporting

- The annual Financial Statements for the financial year ended 30 June 2017 were prepared and submitted to the Director of Audit within the statutory deadline (31 December 2017).
  - ❖ The Finance and Audit, which was amended in March 2017, has provided for additional statements (AA to AF) to be prepared on top of what was previously required and all were prepared accordingly.
  - ❖ Since end of 2016, Government has committed itself for the implementation of full accrual based IPSAS by 2022/23 and a roadmap was prepared accordingly. It is to be noted that the roadmap requirements applicable to the current year have been met.
- The Treasury Accounting System (TAS), which supports government accounting and budget management has had no unplanned downtime during the year due to efficient management of the IT system.
- Monthly closing of accounts in TAS took place as planned.
- Proper and efficient controls are in place to ensure data integrity in TAS, thereby supporting efficient budget execution and monitoring; and accounts preparation.

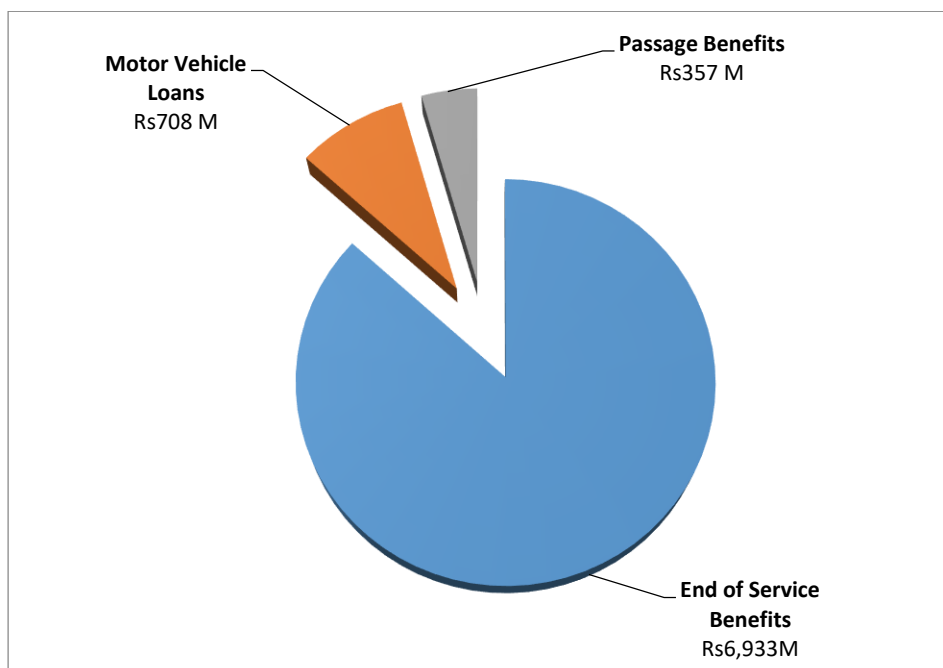
#### 2.1.2 Cash Flow Management

- Adequate funds were made available to meet the government payment obligations during the year as a result of proper and efficient management of cash flows.
- Close monitoring with all ministries and departments are carried out in respect to revenue and expenditure management and forecast.
- Cash flow forecasts (daily, monthly, quarterly and six monthly) were prepared and submitted as per the requirement of Short Term Borrowing Requirements of Government (SBRG).
- Variance reports were prepared and submitted as per the requirement of SBRG.

### 2.1.3 Public Service Benefits (PSB)

- During the year, all payments regarding end of service benefits, passage benefits and motor vehicle loans:
  - ❖ were made in an effective and efficient manner in accordance with our promise to our customers; and
  - ❖ no complaints were received from our customers and stakeholders.

A snap shot of total payments effected for PSB during the year is shown below:



#### Pension/Gratuity

- Number of payments made during the year in respect to above was 329,835.

#### Motor Vehicle Loans

- Number of loans registered during the year was 1,213 for a total amount of Rs 707.8 M.

#### Passage benefits

- During the fiscal year, 110 Departmental Warrants totaling an amount of Rs 396 M were issued to Ministries/Departments for the payment of passage benefits.
- Number of applications dealt with during the year was 2,876 amounting to Rs 357.1 M.

#### 2.1.4 Management of Government Assets

- The Government Asset Register (GAR) System was in a development phase since 2016 and ultimately deployed in August 2017 for use by ministries and departments.
- During the year under review, this office was involved in the following activities:
  - a) Hands on Training were provided to around 135 users during the period from July 2017 to November 2017;
  - b) A system user manual was prepared and provided to users;
  - c) Support to users on an adhoc basis was provided immediately as and when required; and
  - d) For ease of recording, an excel template was provided to users for updating at their level and to be uploaded in GAR at this office.

#### 2.1.5 Government Payroll Administration – HRMIS Project

- The Treasury has played an active role in the development and support of the HRMIS project and has consistently participated in the achievement of its objectives.
- During the year under review, the Treasury was fully involved in the following specific activities:
  - ❖ Standardising and enhancing HRMIS payroll reports to be used by all Ministries/Departments;
  - ❖ Streamlining of payment and deduction elements to be used in HRMIS;
  - ❖ Harmonizing of protocols for proper interface with TAS; and
  - ❖ Empowering users of Ministries/Departments to generate their HRMIS payroll reports and ensure same have been configured according to their requirements.

#### 2.1.6 Payment Centre

- As the main payment centre of the government, the Treasury processes **ALL** payments of non-self-accounting departments within the 2 days from receipt of payment vouchers.
- Only in the two weeks preceding the end of fiscal year 2017/18, the Treasury processed 6,714 payments for a total amount of Rs 4,300 M.
- Funds were made available to self-accounting departments in an efficient way to ensure timely payments at their levels.

- There has been extensive use of online transfer of funds thereby reducing the number of cheques issued as shown the table below:

	FY 2016/2017	FY 2017/2018	Movement
Number of Cheques issued	20,685	17,197	-17%

- Foreign exchange payments for the government are made centrally at the Treasury and during the year the number of payments effected were 1,917 amounting to an MUR equivalent of around Rs 8,400 M.

### 2.1.7 The Safety and Health Committee

The Treasury fully embraces the philosophy of the established guiding principles of the safety and health policy and complies with the requirements of the Occupational Safety and Health Act 2005 (OSHA).

### 2.1.8 Skill and Capacity Building

Skill and capacity building has been identified as a very important input to the success of the Treasury in terms of efficiency level reached. During the current year, the table below provides the number of trainings attended by different levels of management:

Levels	Number of Trainings attended during FY 17-18
Top management level	15
Middle management level	43
Operational level	30
<b>Total</b>	<b>88</b>

## 2.2 Status on Implementation of Budget Measure

The Treasury being part of MOFED, has actively supported the latter to meet its budget measures for the fiscal year 2017/2018.

### 2.3 Status on Implementation of Key Actions

The below table indicates the key action set for Treasury in the Estimates 2017-2018 and the status as on 30 June 2018:-

Key Action	Key Performance Indicator	Target (As per Budget Estimates)	Status
<b>Improving asset management through online recording of non-financial assets by Ministries and Departments</b>	Recording of non-financial assets in the Computerised Fixed Asset Register	10%	9%

In respect to the key action, the steps mentioned at section 2.1.4 above were carried out. It is to be noted that it is a new system and departments have to play a pivotal role in the recording of the assets held at their level.

### 2.4 Other Internally Developed KPI's – Treasury Strategic Plan 2017-2022

Internally developed KPIs were set out in our strategic plan 2017-2022 as contained in the Annual Report on Performance for the fiscal year 2016-2017. It is to be noted that the plan was based on a level of staff which was expected to be in place during the year. However, no intake of accounting technician was made and this impacted on the performance of some of the targets.

The table below provides the status on same:-

Sn.	Objectives/KPIs	Status	Remarks
1.	New system for the refund of suitors' monies and for the payment of witness fees put in place.	New system is still under discussion with Masters & Registrar and is expected to be operational before 30 June 2019.	Last meeting held with Judicial Department and Director of Financial Operations held in October 2018.  Further discussions will be pursued in 2018/2019.
2.	TAS Section converted to Smart Office – replacement of conventional furniture by work stations to optimise office space utilisation and enhance work environment.	Not yet completed due to reprioritisation.	Shall be effected in 2018/2019.



3.	ISO certification of Passages Section.	Not yet completed due to relocation of office.	Draft policy has been prepared. More time is being devoted on other priority area such as accrual accounting, HRMIS and Government Asset Register.
4.	Business Continuity Plan (BCP) developed.	No action taken.	The issue will be taken at national level by Ministry of Technology, Communication and Innovation.
5.	The Motor Vehicle Accident Claim Processing System is computerised.	Completed.	System is operational.
6.	Provisions of FMM are reviewed to allow for keeping of records electronically in accordance with the Electronic Transactions Act.	No action taken.	FMRC was called upon to look into more urgent issues.
7.	A new cash flow forecasting template is developed and operationalised.	Completed.	
8.	Payable Order Office to be converted to Smart Office – replacement of conventional furniture by work stations to optimise office space utilisation and enhance work environment.	Completed.	
9.	Accounts Section to be converted to Smart Office – replacement of conventional furniture by work stations to optimise office space utilisation and enhance work environment.	No action taken.	Implementation expected in 2018/2019 depending on demand placed by implementation of accrual accounting.
10.	ISO certification of MV Loan Section.	Not yet completed.	To be reviewed in line with priorities.
11.	Implement measures to maintain ACCA Approved Employer status.	Maintained up to 2022 for monitoring by ACCA Mauritius.	Regular follow up by training committee and HR section for proper recording and maintenance of records.
12.	Provide training opportunities to staff to participate in courses relevant to their work environment.	Ongoing.	
13.	Information System Security Policy developed.	No action taken.	Due to other priorities, this exercise has been postponed.

<b>14.</b>	Recognise the following items on the Statement of Financial Position as at 30 June 2017: - Fixed Assets recognised at historical cost acquired or constructed; - Intangible assets; - Loans given by Government to EBU's and other bodies; and - Long term debt.	Completed except for Fixed Assets which is still in progress.	Work is still in progress pertaining to State Lands.
<b>15.</b>	Review and update Treasury website.	Ongoing.	Last updated in June 2018.
<b>16.</b>	Payment cards introduced for imprest holders.	Not yet completed.	Due to other priorities, this exercise has been postponed.
<b>17.</b>	Development of a new system for the disbursement of Grants and Transfers based on JIT model.	Not yet completed.	System still under discussion with MOFED.
<b>18.</b>	At least 80% G2B payments effected through EFTs by June 2018.  G2P payments through cheques reduced by 60% by June 2018.	Efforts have been made to make use of more EFTs over cheques but % change has not been quantified.	
<b>19.</b>	Review billing system in respect of utilities, i.e., water, electricity and telephone charges.	Still under discussion with MOFED and utilities companies.	
<b>20.</b>	Develop new system for local purchases and payment thereof.	Completed.	

## 2.5 Risk Management and Governance

### 2.5.1 Risk Management

Risk management is inbuilt in the daily activities of the Treasury with the support of the Operational Risk Management Framework (ORMF) which was developed last year. Controls form an inherent part of all processes to ensure, for example, that:

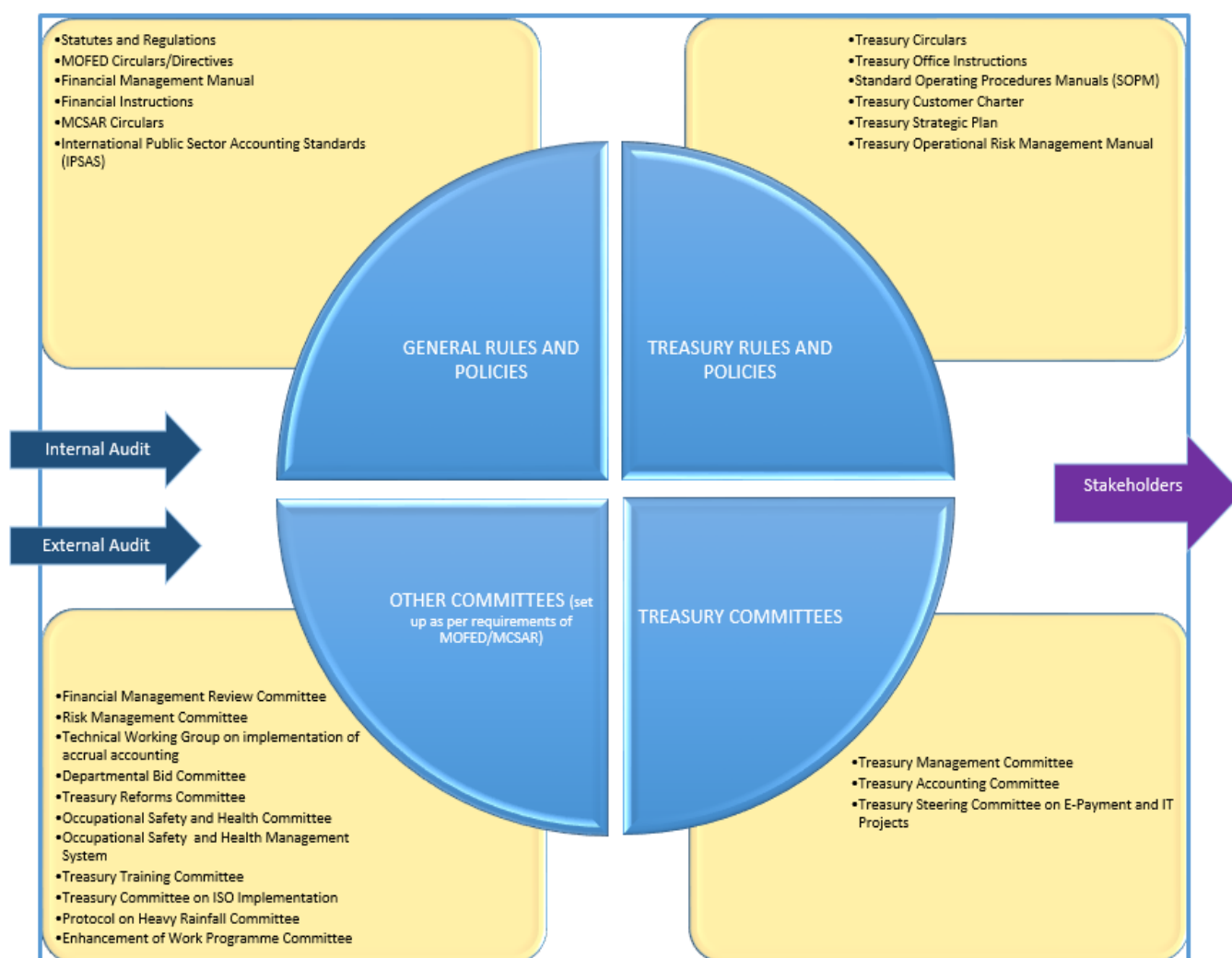
- assets under the control of the Treasury are safeguarded;
- all legal requirements within which the Treasury should operate are met; and
- the computerised accounting system (TAS) remains operational throughout the year.

## 2.5.2 Governance Framework

The Accountant-General has the ultimate accountability for the performance of the Treasury and is responsible for ensuring that:–

- (a) the department's affairs are conducted according to high standards of governance;
- (b) legislations and government policies are strictly adhered to; and
- (c) all the spheres of management are governed by clear and transparent policies, rules, practices and processes within a framework of effective controls.

As depicted in the diagram below, the Treasury's governance system is driven by a host of regulatory rules and by the functioning of various committees.



## 2.6 Implementation Plan – Director of Audit Comments

During the year 2017-18, the comments of the Director of Audit (DOA) were received in respect to the Financial Statements for the fiscal year 2016-17. Given that the Financial Statements relate to the whole of government (for all the departments), not all the comments are directly related to the Treasury.

The table below shows the following:

1. Summarised comments from DOA; and
2. Actions taken

The comments received from the DOA and which have been summarised in respect of the fiscal year 2016-17 have been dealt with as follows:

<i>Issues (Report Ref)</i>	<i>DOA Comments</i>	<i>Status of Actions taken/ Implementation Date</i>
<p><b><u>2.2.3</u> – Property, Plant and Equipment (PPE)</b></p> <p><b>Unit or Agency responsible:</b> MOFED/ Treasury</p>	<p>The PPE figure did not include all the assets owned by Government. Assets were recognised at cost and were not depreciated. The existence of assets could not be ascertained.</p>	<p>The government has taken the decision to move towards full accrual based IPSAS by 2022/23. Given that we are in a transitional period, the figures for PPE have been based on the best available information. It is expected that all the information highlighted in the DOA's report shall be conclusively dealt by 2022/23.</p>
<p><b><u>2.4.1</u> – Additional investments, share Certificate and Returns on investments</b></p> <p><b>Unit or Agency responsible:</b> MOFED/ Treasury</p>	<p>No return/ dividends have been received from some entities in the past, as well as during 2016-17. Significant decrease in the dividend received by Government was noted</p> <p>Share certificates in respect of Polytechnics Mauritius Ltd and SME Equity Fund could not be produced.</p>	<p>The primary objective of the investments made by Government was to enable the entities to sustain their operations rather than generating return.</p> <p>Share certificates were received after Director of Audit comment for verification purpose</p>

<p><b><u>2.4.5</u> – Interest on fixed deposit</b></p> <p><b>Unit or Agency responsible:</b> MOFED</p>	<p>Interest has never been received DBM Fixed Deposit of Rs 200 M.</p>	<p>A Turnaround Plan for DBM Ltd is being worked out and it is expected that the fixed deposit of Rs 200 M may be converted into equity.</p>
<p><b><u>2.9</u> – Arrears of revenue of Government</b></p> <p><b>Unit or Agency responsible:</b> All relevant Departments</p>	<p>There was a significant increase in the arrears of revenue compared to previous years.</p>	<p>Accounting Officers are required to take necessary actions at their level to ensure timely recovery of arrears and also to initiate action for the write-off of irrecoverable amounts.</p>
<p><b><u>2.9.3</u> – Accidents and claims</b></p> <p><b>Unit or Agency responsible:</b> Treasury based on SLO's advice.</p>	<p>The possibility of recovery of long overdue claims were remote.</p>	<p>The matter has been referred to State Law Office.</p>

### 3. FINANCIAL PERFORMANCE

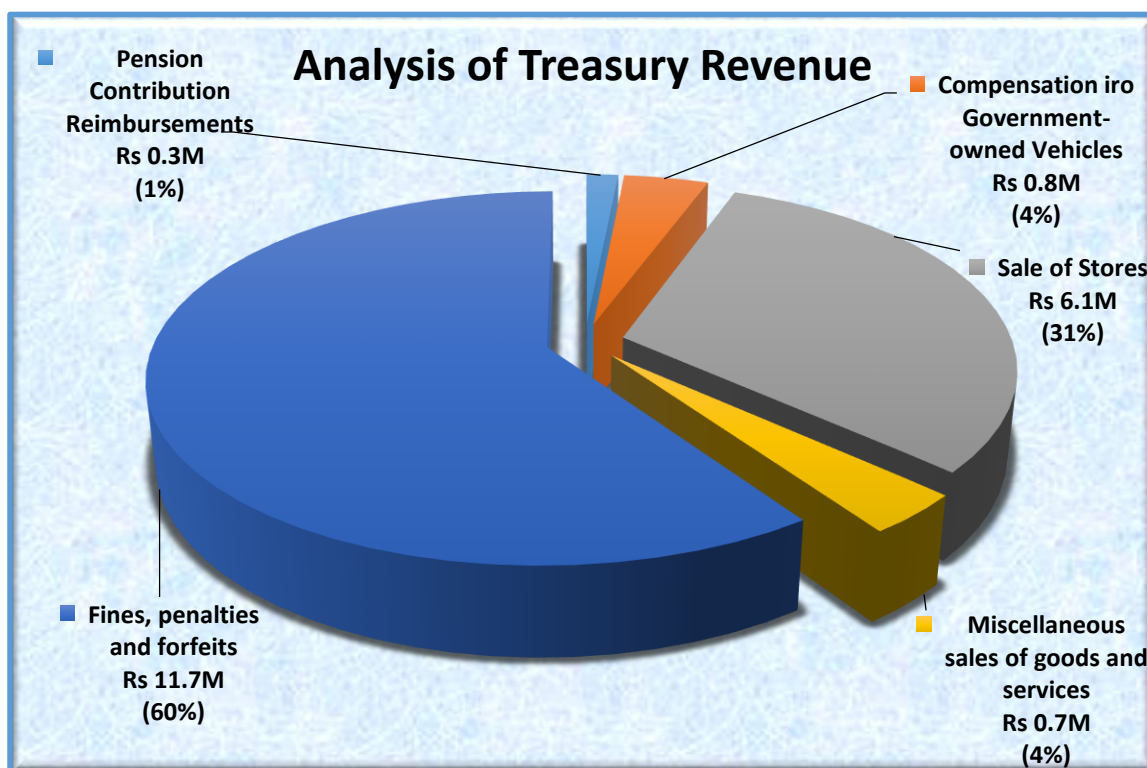
The Accountant-General is designated as Accounting Officer in respect of the following votes of expenditure:-

- (i) 2-8 Treasury (approved estimates of Rs 127 M); and
- (ii) 26-1 Centrally Managed Expenses of Government (approved estimates of Rs 2,168 M).

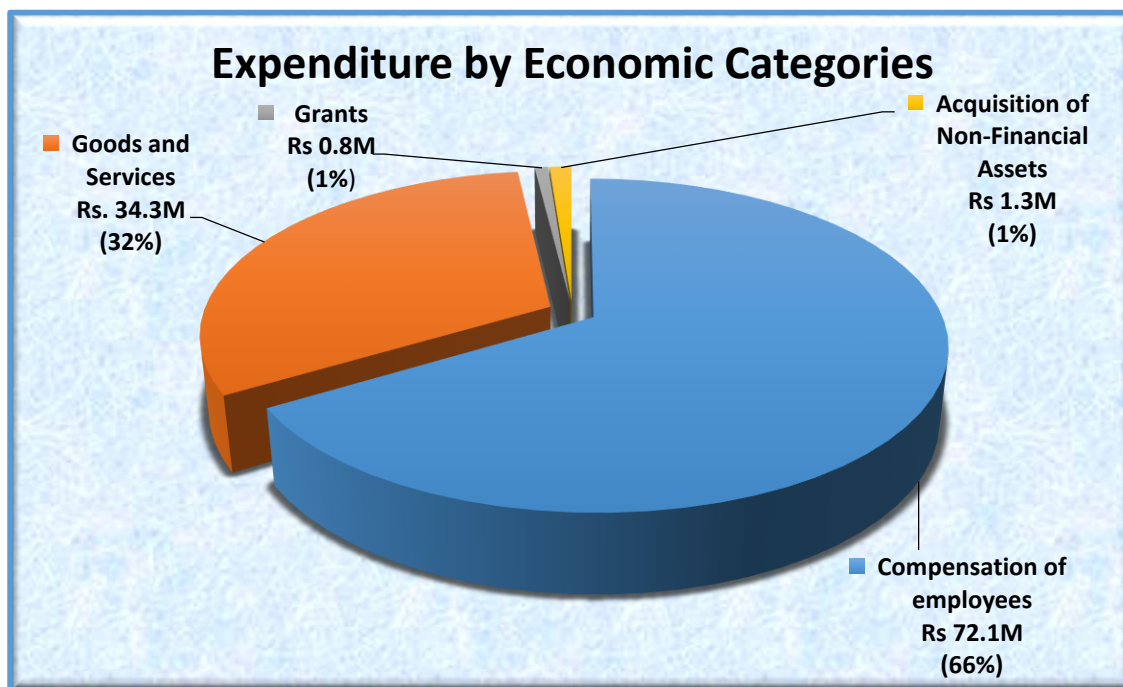
The Accountant-General is also responsible for the management of the vote relating to Public Service Pensions (approved estimate of Rs 8,458 M) which is classified under “Expenditure charged statutorily or by Virtue of the State Obligations”.

#### 3.1 Financial Highlights

Details of revenue collected by Treasury for the fiscal year ended 30 June 2018 are analysed in the chart below:-

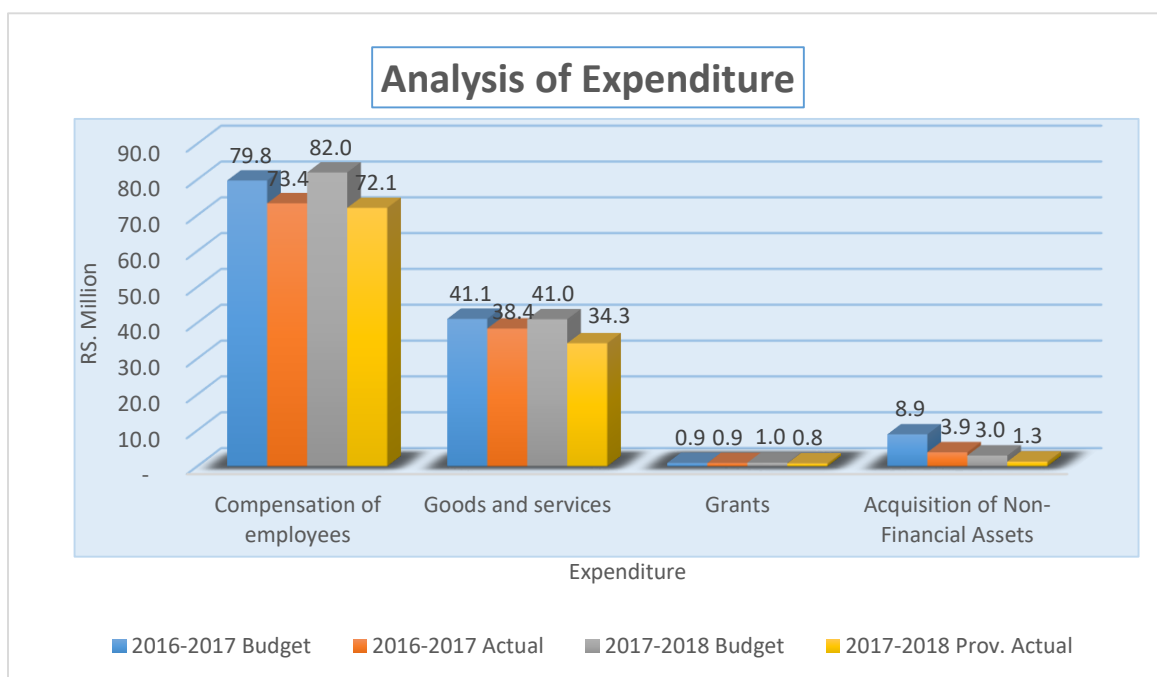


Below is an illustration of the expenditures of Treasury for the fiscal year ended 30 June 2018 classified by economic categories:-



### 3.2 Analysis of Major Changes

The table below illustrates the budgeted and actual expenditures of Treasury for the fiscal years ended 30 June 2017 and 2018.



The major changes illustrated in the chart are explained below:

***Estimates 2016/2017 vs Estimates 2017/2018***

- The increase in estimates for 2017/2018 for compensation of employees was due to budgetary provisions made for one additional post of Deputy Accountant-General and ten new posts of Accounting Technician as compared to the previous year.

***Estimates 2017/2018 vs Actual 2017/2018***

- The actual expenditure in respect of Compensation of Employees and for Goods and Services has been less than estimated mainly due to unfilled funded positions.

### 3.3 Statements of Revenue and Expenditure

#### 3.3.1 Statement of Revenue

The table below illustrates the revenue raised/ collected by Treasury which has been deposited in the Consolidated Fund:

<b>Revenue</b>	<b>2016-2017 Actual (Rs million)</b>	<b>2017-2018 Estimates (Rs million)</b>	<b>2017-2018 Actual (Rs million)</b>
Pension Contribution Reimbursements	0.2	0.2	0.3
Compensation iro Government-owned Vehicles	0.4	0.5	0.8
Sale of Stores	5.1	6.0	6.1
Miscellaneous sales of goods and services	0.7	0.2	0.7
Fines, penalties and forfeits	14.3	15.0	11.7
<b>Total Revenue from Property Income, User Fees and other Sources</b>	<b>20.7</b>	<b>21.9</b>	<b>19.6</b>



### 3.3.2 Statement of Expenditure

The table below illustrates the expenditure under the different votes classified by economic categories:

#### VOTE 2-8: Treasury

Head/Sub-Head of Expenditure	2016-2017 Actual (Rs million)	2017-2018 Estimates (Rs million)	2017-2018 Actual (Rs million)
Compensation of employees	73.4	82.0	72.1
Goods and services	38.4	41.0	34.3
Grants	0.9	1.0	0.8
Acquisition of Non-Financial Assets	3.9	3.0	1.3
<b>Total Expenditure</b>	<b>116.6</b>	<b>127.0</b>	<b>108.5</b>

#### VOTE 26-1: Centrally Managed Expenses of Government

Head/Sub-Head of Expenditure	2016-2017 Actual (Rs million)	2017-2018 Estimates (Rs million)	2017-2018 Actual (Rs million)
Compensation of employees	1,568.9	1,790.0	1,666.5
Goods and services	137.1	168.0	124.3
Grants	55.4	59.0	52.3
Other expenses	113.7	151.0	202.7
<b>Total Expenditure</b>	<b>1,875.1</b>	<b>2,168.0</b>	<b>2,045.8</b>

#### Public Service Pensions

Head/Sub-Head of Expenditure	2016-2017 Actual (Rs million)	2017-2018 Estimates (Rs million)	2017-2018 Actual (Rs million)
<i>Extra-Budgetary Units</i>			
Civil Service Family Protection Scheme	1,296.7	1,350.0	1,367.5
<b>Grants-Current</b>	<b>1,296.7</b>	<b>1,350.0</b>	<b>1,367.5</b>
<i>Employer Social Benefits in Cash</i>			
National Assembly Retiring Allowances	104.0	105.0	102.0
Pensions	5,177.7	5,400.0	5,410.0
Gratuities	1,562.0	1,600.0	1,507.1
Compassionate Allowances	2.2	3.0	1.8
<b>Social Benefits</b>	<b>6,845.9</b>	<b>7,108.0</b>	<b>7,020.9</b>
<b>Total Expenditure</b>	<b>8,142.6</b>	<b>8,458.0</b>	<b>8,388.4</b>

## **4. WAY FORWARD**

### **4.1 Trends and Challenges**

The Treasury is presently taken up with many challenging projects like E-Budgeting, adoption of accrual based IPSAS, update of Government Asset Register (GAR) and the implementation of payroll unit in addition to its normal day-to-day business activities as listed in Section 1.6.

#### **4.1.1 Implementation of Accrual Based IPSAS**

In line with the commitment taken by government to adopt full accrual based IPSAS Financial Statements for the fiscal year 2022/23, the Treasury is heavily involved in operationalizing this commitment.

Given that currently accounts are prepared primarily on a cash basis, proper systems need to be put in place to provide information required to prepare financial statements under full accrual based IPSAS.

As such Management Information Systems are being revisited and put in place so that accrual based information are received at the Treasury as per deadlines set in Treasury Circulars. Meetings with stakeholders are being held on a regular basis to ensure that the targets set as per the roadmap worked out with IMF is met.

The Treasury Accounting System is also being enhanced to enable it to support both accrual based accounting.

#### **4.1.2 HRMIS - Payroll Unit**

Within the HRMIS project, the Treasury is responsible for the administration of government payroll processing. Given that HRMIS is nearing completion, the Treasury has been more intricately involved in the project and more resource has been deployed in the process. Testing is presently being carried and the major challenge ahead is ensuring that payroll for the government is run smoothly. As such, a payroll unit has been established at the Treasury to meet the above challenge.

#### **4.1.3 Government Asset Register (GAR) and accounting for Non-Financial Assets (NFAs)**

GAR has been developed to record all government NFAs by departments which is expected to provide the necessary information for the accounting of NFAs in the preparation of the annual Financial Statement of the government. Relevant trainings were provided to users to assist in proper and complete recording of departments' NFAs. It is worth noting that

many departments are not complying with the Treasury Circular issued on the above and additional efforts are being made to help those departments. With this in mind, MOFED has reviewed its KPI on the above. The challenge now is to steer all departments towards the achievement of the KPI.

#### **4.1.4 Skills Enhancement**

With the active involvement of Treasury in many IT systems across the government, it is felt that with this paradigm shift of doing business in a more complex IT environment, the immediate challenge is to empower its staff accordingly. Thus, thoughts have to be given to the present skill mix and a need for more IT based skills.

## 4.2 SWOT Analysis

A SWOT Analysis for the Treasury has been carried out, taking into consideration the conditions under which the Department is operating as well as the trends and challenges it is facing. This is illustrated below:



### 4.3 Strategic Direction

A 5-year strategic plan was worked out in the first half of 2016-17 after the publication of the Government's Vision 2030 and this plan has set the future deliverables up to 2021-22. As we are working along this 5-year plan, we are also revisiting it in line with the realities being faced.

The 2017-2022 Strategic Plan consists of eight goals and 12 strategic initiatives to achieve some 82 operational objectives over the 5-year period. The goals set and the strategic initiatives contemplated to achieve the objectives are listed below:

#### 4.3.1 Organizational: Improving operational efficiency and employee performance through efficient structures

Goal 1. Creating a safe and environmentally friendly work environment

- ❖ Application of the Smart Office concept in redesigning the workplace
- ❖ Obtaining ISO certification for selected sections of the department

Goal 2. Ensuring that staff are supported and developed to their full potential

- ❖ Developing and implementing a sustainable and performance oriented training and continuous development plan

Goal 3. Ensuring business processes benchmarked with best practices

- ❖ Developing and operating a comprehensive Risk Management Framework for the Treasury
- ❖ Modernising the Motor Vehicle Accident Claim Processing System

#### 4.3.2 Government Accounts: Fostering Trust in the accounts of Government

Goal 4. Developing and implementing a public accounting and financial reporting framework benchmarked with international best practices

- ❖ Recognising all assets and liabilities of Government in the accounts in accordance with IPSAS – Accrual Basis

Goal 5. Enhancing accessibility to information

- ❖ Developing and implementing a system for electronic archiving of accounting records

- ❖ Continuously reviewing Treasury's website to meet information needs of stakeholders

#### **4.3.3 Cash Management: Supporting effective Public Debt Management**

Goal 6. Implementing best practices in the management of government cash flows and ensuring availability of cash to meet payment obligations

- ❖ Leveraging technology to improve cash flow forecasting and minimise variances and cash floats

#### **4.3.4 Public Service Benefits: Quality service, cost efficiency and control over funds**

Goal 7. Ensuring PSB are processed and dispensed in an efficient and effective manner in accordance with prescribed rules, laws and regulations

- ❖ Developing systems to enable online application/ forwarding of documents for Retiring Benefits, MV Loans and Passage Benefits

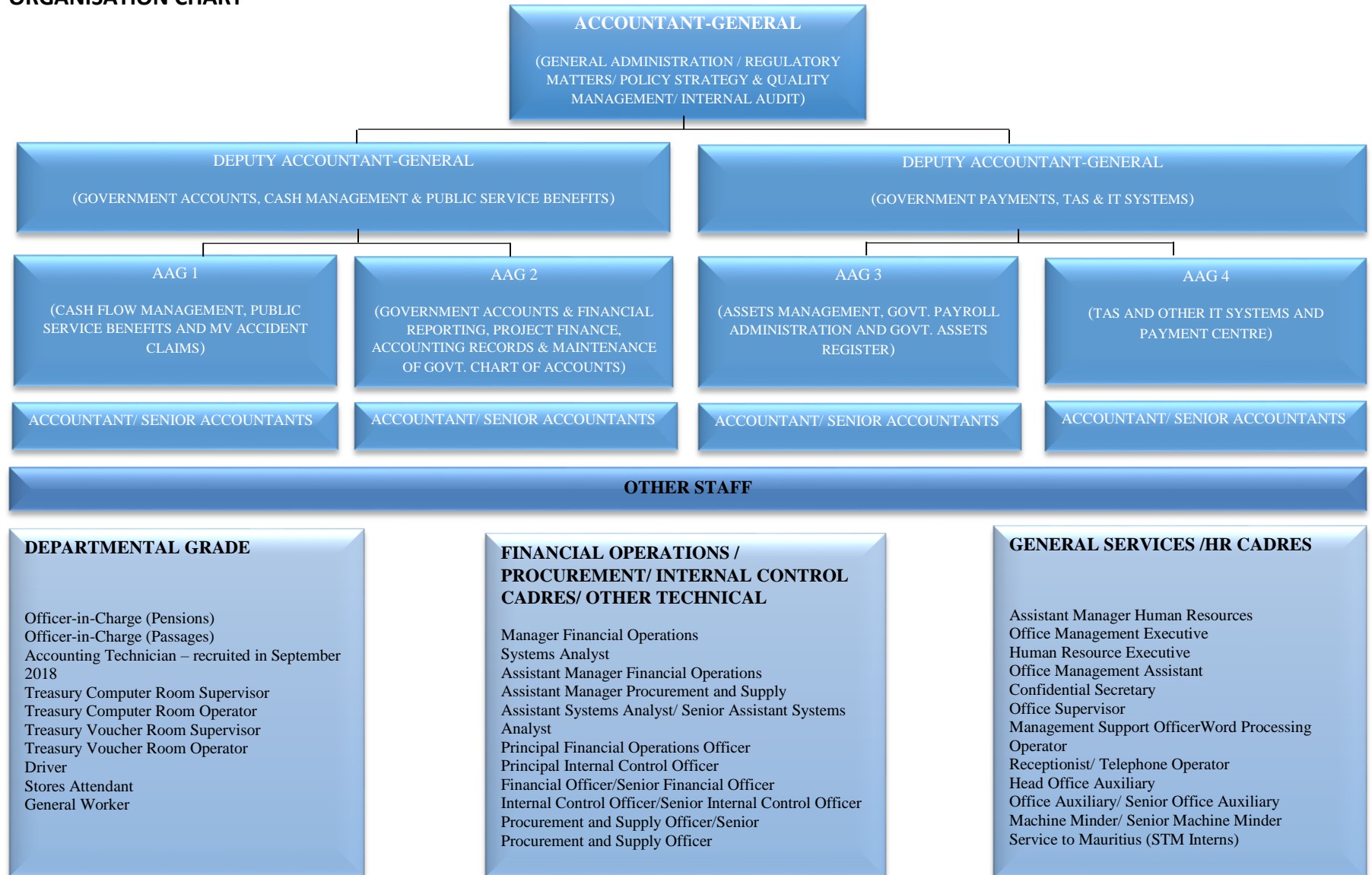
#### **4.3.5 Government Payments System: Safe and efficient processing of G2G/G2B/G2P payments**

Goal 8. Ensuring that government payments are executed efficiently and in a timely manner

- ❖ Developing efficient business processes and encouraging use of electronic payment instruments
- ❖ Developing new payment processes to enable digitalisation

*Annex II* details the strategic goals and objectives of the Treasury for the next five-year period.

**ORGANISATION CHART**



## Treasury Strategic Plan 2017 -2022

Strategic Goals	Strategies	Objectives / KPIs				
		2017/18	2018/19	2019/20	2020/21	2021/22
<b>I. Organisational : Improving operational efficiency and employee performance through efficient structures</b>						
<b>1. To enable a safe and environmentally friendly work environment</b>	<b>S1.1</b> Apply Smart Office concept in redesigning the workplace	<b>G1/17.1</b> Payable Order Office to be converted to Smart Office	<b>G1/18.1</b> Human Resource Office to be converted to Smart Office			
		<b>G1/17.2</b> TAS Section to be converted to Smart Office	<b>G1/18.2</b> Finance Section to be converted to Smart Office			
		<b>G1/17.3</b> Accounts Section to be converted to Smart Office				
	<b>S1.2</b> Obtain ISO certification	<b>G1/17.4</b> ISO certification of Passages Section	<b>G1/18.3</b> ISO certification of Pension Section	<b>G1/19.1</b> ISO certification of TAS Section	<b>G1/20.1</b> ISO certification of Accounts Section	
<b>G1/17.5</b> ISO certification of MV Loan Section						
<b>2. To ensure staff are supported and developed to their full potential</b>	<b>S2.1</b> Develop and implement a sustainable and performance oriented training and continuous development plan	<b>G2/17.1</b> Implement measures to maintain ACCA Approved Employer status	<b>G2/18.1</b> Implement measures to maintain ACCA Approved Employer status	<b>G2/19.1</b> Implement measures to maintain ACCA Approved Employer status	<b>G2/20.1</b> Implement measures to maintain ACCA Approved Employer status	<b>G2/21.1</b> Implement measures to maintain ACCA Approved Employer status



Strategic Goals	Strategies	Objectives / KPIs				
		2017/18	2018/19	2019/20	2020/21	2021/22
<b>I. Organisational : Improving operational efficiency and employee performance through efficient structures - Cont'd</b>						
<b>2. To ensure staff are supported and developed to their full potential - Cont'd</b>	<b>S2.1</b> Develop and implement a sustainable and performance oriented training and continuous development plan - Cont'd	<b>G2/17.2</b> Provide training opportunities to staff to participate in courses relevant to their work environment	<b>G2/18.2</b> Provide training opportunities to staff to participate in courses relevant to their work environment	<b>G2/19.2</b> Provide training opportunities to staff to participate in courses relevant to their work environment	<b>G2/20.2</b> Provide training opportunities to staff to participate in courses relevant to their work environment	<b>G2/21.2</b> Provide training opportunities to staff to participate in courses relevant to their work environment
<b>3. Ensure business processes benchmarked with best practices</b>	<b>S3.1</b> Develop and operate a comprehensive Risk Management Framework for the Treasury	<b>G3/17.1</b> Risk mitigation plans/ activities are designed and tested to manage risks identified in the Treasury Risk Register (TRR)	<b>G3/18.1</b> TRR reviewed and updated and continuous review of the risk mitigation plans	<b>G3/19.1</b> TRR reviewed and updated and continuous review of the risk mitigation plans	<b>G3/20.1</b> TRR reviewed and updated and continuous review of the risk mitigation plans	<b>G3/21.1</b> TRR reviewed and updated and continuous review of the risk mitigation plans
		<b>G3/17.2</b> IS Security Policy developed	<b>G3/18.2</b> Information System Security Audit (ISSA) conducted	<b>G3/19.2</b> Recommendations of ISSA implemented	<b>G3/20.2</b> Recommendations of ISSA implemented	<b>G3/21.2</b> Recommendations of ISSA implemented
		<b>G3/17.3</b> Business Continuity Plan (BCP) developed	<b>G3/18.3</b> BCP reviewed and measures enunciated in BCP are implemented	<b>G3/19.3</b> BCP reviewed and measures enunciated in BCP are implemented	<b>G3/20.3</b> BCP reviewed and measures enunciated in BCP are implemented	<b>G3/21.3</b> BCP reviewed and measures enunciated in BCP are implemented
	<b>S3.2</b> Modernise the Motor Vehicle Accident Claim Processing System	<b>G3/17.4</b> The Motor Vehicle Accident Claim Processing System is computerised				

Strategic Goals	Strategies	Objectives / KPIs				
		2017/18	2018/19	2019/20	2020/21	2021/22
<b>II. Government Accounts : Fostering Trust in the accounts of Government</b>						
4. Develop and implement a public accounting and financial reporting framework benchmarked with international best practices	S4.1 Recognise all assets and liabilities of Government in the accounts in accordance with IPSAS - Accrual Basis	<b>G4/17.1</b> <i>Receivables:</i> Recognise loans given by Government to EBU's and other bodies in the Statement of Financial Performance as at 30 June 2017	<b>G4/18.1</b> <i>Pension:</i> Recognise pension liability in 2017/18 financial statements	<b>G4/19.1</b> <i>Commitments:</i> Disclosure in 2018/19 financial statements	<b>G4/20.1</b> <i>Other Non-Financial Assets:</i> Report any other assets in 2019/20	<b>G4/21.1</b> <i>Consolidated Financial Statement (CFS) for Public Sector (PS):</i> Generate CFS for PS for 2020/21
		<b>G4/17.2</b> <i>Fixed Assets:</i> Recognise in 2016/17 financial statements at historical cost acquired or constructed	<b>G4/18.2</b> <i>Accounts Payable:</i> Recognise in 2017/18 financial statements	<b>G4/19.2</b> <i>Inventories:</i> Recognise inventories in 2018/19 financial statements	<b>G4/20.2</b> <i>Consolidated Financial Statement (CFS) General Government (GG):</i> Generate CFS for GG for 2019/20	
		<b>G4/17.3</b> <i>Government Debt:</i> Recognised long term debt in the Statement of Financial Performance as at 30 June 2017	<b>G4/18.3</b> <i>Fixed Assets:</i> Pursue recognition of fixed assets in 2017/18 financial statements at historical cost acquired or constructed	<b>G4/19.3</b> <i>Fixed Assets:</i> Recognise in 2018/19 financial statements and depreciated over their useful economic life		

Strategic Goals	Strategies	Objectives / KPIs				
		2017/18	2018/19	2019/20	2020/21	2021/22
<b>II. Government Accounts : Fostering Trust in the accounts of Government – Cont'd</b>						
4. Develop and implement a Public accounting and financial reporting framework benchmarked with international best practices – Cont'd	S4.1 Recognise all assets and liabilities of Government in the accounts in accordance with IPSAS – Accrual Basis– Cont'd	G4/17.4 <i>Intangible Assets:</i> Recognise intangible assets in the Statement of Financial Performance as at 30 June 2017	G4/18.4 <i>Provision for Contingent Liabilities:</i> Recognise provisions in 2017/18 financial statements and disclose all contingent liabilities in accordance with IPSAS 19	G4/19.4 <i>Finance &amp; Op. Leases (Govt. Lessor):</i> Recognise finance leases in 2018/19 financial statements		
			G4/18.5 <i>Passage Benefits:</i> Accumulated Passage Benefits recognised in 2017/18 Financial statement	G4/19.5 <i>Finance &amp; Op. Leases (Govt. Lessee):</i> Recognise finance leases in 2018/19 financial statements		
			G4/18.6 <i>Other Liabilities:</i> Recognise in 2017/18 financial statements	G4/19.6 <i>Biological Assets:</i> Recognise in 2018/19 financial statements		
			G4/18.7 <i>Receivables:</i> Recognise receivables in 2017/18 financial Statements	G4/19.8 <i>PPPs:</i> Recognise in 2018/19 financial statements		

Strategic Goals	Strategies	Objectives / KPIs				
		2017/18	2018/19	2019/20	2020/21	2021/22
<b>II. Government Accounts : Fostering Trust in the accounts of Government – Cont'd</b>						
4. <b>Develop and implement a Public accounting and financial reporting framework benchmarked with international best practices – Cont'd</b>	S4.1 Recognise all assets and liabilities of Government in the accounts in accordance with IPSAS – Accrual Basis– Cont'd		G4/18.8 <i>Investments:</i> Recognise investments in 2017/18 financial Statements	G4/19.9 <i>CFS Central Government (CG):</i> Generate CFS for CG for 2018/19		
			G4/18.9 <i>CFS BCG:</i> Generate CFS for BCG 2017/18 using TAS			
5. <b>Enhance accessibility to information</b>	S5.1 Develop and implement a system for electronic archiving of accounting records		G5/18.1 Provisions of FMM are reviewed to enable keeping of records electronically in accordance with the Electronic Transactions Act	G5/19.1 New system for electronic archiving of Public Records developed and implemented by June 2020		
	S5.2 Continuously review Treasury's website to meet information needs of stakeholders	G5/17.1 Review and update Treasury website	G5/18.2 Review and update Treasury website	G5/19.2 Review and update Treasury website	G5/20.1 Review and update Treasury website	G5/21.1 Review and update Treasury website

Strategic Goals	Strategies	Objectives / KPIs				
		2017/18	2018/19	2019/20	2020/21	2021/22
<b>III. Cash Management : Supporting effective Public Debt Management</b>						
6. Implement best practices in the management of government cash flows and ensure availability of cash to meet payment obligations	S6.1 Leveraging technology to improve cash flow forecasting and minimise variances and cash floats	G6/17.1 A new cash flow forecasting template is developed and operationalised	G6/18.1 Conduct a study on the feasibility of a Treasury Single Account (TSA) system for the government			
		G6/17.2 Payment cards introduced for imprest holders				
		G6/17.3 Development of a new system for the disbursement of Grants and Transfers based on JIT model				
<b>IV. Public Service Benefits : Quality service, cost efficiency and control over funds</b>						
7. Ensuring PSB are processed and dispensed in an efficient and effective manner in accordance with prescribed rules, laws and regulations	S7.1 Develop systems to enable online application/ forwarding of documents for Retiring Benefits, MV Loans and Passage Benefits			G7/19.1 Online Application systems put in place for PSB		

Strategic Goals	Strategies	Objectives / KPIs				
		2017/18	2018/19	2019/20	2020/21	2021/22
<b>V. Government Payments System : Safe and efficient processing of G2G/G2B/G2P payments</b>						
8. Ensuring that government payments are executed efficiently and in a timely manner	S8.1 Develop efficient business processes and encourage use of electronic payment instruments	G8/17.1 New system for the refund of suitors' monies developed	G8/18.1 100% G2B payments effected through EFTs by June 2019			
		G8/17.2 New system for the payment of witness fees developed	G8/18.2 G2P payments through cheques reduced by 80% by June 2019			
		G8/17.3 At least 80% G2B payments effected through EFTs by June 2018	G8/18.3 Computerisation of Government Payments system to enable electronic transmission of PVs to Treasury and online checking by Treasury Examiners			
		G8/17.4 G2P payments through cheques reduced by 60% by June 2018				
	S8.2 Develop new payment processes to enable digitalisation	G8/17.5 Review billing system in respect of utilities, i.e., water, electricity and telephone charges		G8/19.1 Develop fully digitalised Integrated Payment System to link all payment related processes		

Strategic Goals	Strategies	Objectives / KPIs				
		2017/18	2018/19	2019/20	2020/21	2021/22
<b>V. Government Payments System : Safe and efficient processing of G2G/G2B/G2P payments - Cont'd</b>						
8. Ensuring that government payments are executed efficiently and in a timely manner - Cont'd	S8.2 Develop new payment processes to enable digitalisation	G8/17.6 Develop new system for local purchases and payment thereof				