

## PROJECT PROFILE

### TRINIDAD AND TOBAGO

#### I. BASIC DATA

|                          |  |      |                           |
|--------------------------|--|------|---------------------------|
| <b>Project name:</b>     | Public Capital Expenditure Management Program I  |      |                           |
| <b>Project number:</b>   | TT-L1019   |      |                           |
| <b>Project team:</b>     | Gonzalo Afcha (ICF/ICS); Team Leader; Jorge Von Horoch (ICF/ICF); Leslie Harper (ICF/ICS); Benjamin Santa Maria (ICF/ICS); Enmanuel Abuelafia (VPC/CCB); Gabriel Castillo (CCB/CTT), Magda Theodate (PDP/CTT); Denise Salabie (PDP/CTT); Hyun Jung Lee (LEG/SGO); and Melissa Gonzalez (ICF/ICS) |      |                           |
| <b>Borrower:</b>         | Republic of Trinidad and Tobago  |      |                           |
| <b>Executing agency:</b> | Ministry of Finance  |      |                           |
| <b>Financing plan:</b>   | IDB (Ordinary Capital)   | US\$ | \$30,000,000 <sup>1</sup> |
|                          | Total:   | US\$ | \$30,000,000              |
| <b>Safeguards:</b>       | Policies triggered:  | N/A  |                           |
|                          | Classification:  | C    |                           |

#### II. GENERAL JUSTIFICATION AND OBJECTIVES

- 2.1 **Background.** The new Government of the Republic of Trinidad and Tobago (GoRTT), through the Ministry of Finance (MOF), has requested the support of the Bank to initiate the design and implementation of a set of policies geared towards enhancing public capital expenditure management. Given its depth and breadth, the program will be structured in three independent but related operations under the programmatic policy-based modality. The first operation of US\$ 30 million is expected to disburse before the end of 2010<sup>2</sup>. A preliminary policy matrix that summarizes the road map for the medium-term government reform program was agreed (see Annex VI). This matrix incorporates the time-bound milestones for the complete program as targets for the first operation and triggers for the second and third.
- 2.2 The program will support the GoRTT in pursuing long-term policy reforms that combine policy initiatives and government actions in three areas: (i) policy design and public investment management; (ii) public procurement; and (iii) public financial management and audit. The first area addresses issues related to policies, practices, and mechanisms for improved project cycle management, including better strategic vision in the pre-

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<sup>1</sup>The proposed amount of this first programmatic PBL operation for US\$30M (once a decision was reached to accelerate its program year to 2010) was established so as to be consistent with the 2010 disbursement space allocated to T&T.

<sup>2</sup> As it is stated in the Eligibility Review Meeting Minutes, it was agreed that for the purpose of moving country dialogue forward, the IDB would make its best efforts towards obtaining additional funding up to US\$100 million, in light of the GoRTT's request of US\$200 million.

investment stage. The second and third areas are considered to be key pillars to enhance project implementation.

- 2.3 **Macroeconomic Conditions and Public Sector Investment.** The fiscal situation in Trinidad and Tobago has deteriorated over the last year. The fiscal deficit amounted to 5.3% of GDP in FY 2008/09 compared with a surplus of 7.8% of GDP in 2007/08. The deficit is explained by a decrease in economic activity, tax collection and the policy decision of the GoRTT to maintain an ambitious public investment plan to mitigate the impact of the crisis. The stock of Public Sector debt increased from 38% of GDP in 2007 to 49% of GDP in 2009. The total figure for capital investment in 2008/09 is 7% of GDP, which represents 21% of total expenditure for the same fiscal year.
- 2.4 Faced with a prospective decline in energy resources over the next 20 years and the risks associated with commodity price shocks, the government has embarked on an ambitious development and diversification strategy. The desired economic transformation will rely on using the declining energy revenues to support the diversification of non-energy sectors through public investment in infrastructure and social programs. It is expected that these actions will help foster economic growth and social equity. As in the vast majority of the countries, the effective planning and management of public investment is a challenge for Trinidad and Tobago. It is critical to enhance the government's capacity to maximize its use of scarce resources available for capital investment by addressing technical and institutional constraints.
- 2.5 **Main challenges in the area of intervention of the program and expected outcomes.** The new government has recognized, given the financial crisis and decline in hydrocarbon resources, that there is a critical need to transform the economy and invest strategically, particularly in non-energy and services sectors. Nevertheless, for public investment to play an important role in fostering economic growth and development, sound technical and institutional capacity are required to ensure that those resources are channeled effectively. In Trinidad and Tobago, this is an area that needs support, particularly with regard to the project cycle, including planning, pre-investment studies to ensure prioritization of investment in areas with the highest rate of return, monitoring and evaluation capacity. At the same time, the government needs improved management tools to better implement those projects once selected. This includes: (i) a public procurement system, which is competitive, fair, efficient, and transparent; (ii) a financial management system, which enables planning, effective allocation of resources and deficit reduction; and finally (iii) effective auditing and reporting processes, which will help facilitate transparency and provide feedback regarding the quality of decision making and management process. In this context, this program will address the following challenges:
- 2.6 Policy design and public investment management: (i) lack of planning and follow up of public investment projects, which results in delays in the execution of programs; (ii) insufficient capacity to manage investment projects and limited integration of the stages of pre-investment, design, execution and evaluation; and (iii) lack of capacity for analysis and economic monitoring of these projects.
- 2.7 Public procurement: (i) outdated laws and regulations; (ii) lack of modern procurement tools such as standardized bidding documents, manuals, and single national registry of contractors, consultants, and suppliers; (iii) absence of a central framework for the

reporting, collection, and maintenance of procurement statistics; (iv) limited oversight, including the absence of a designated authority for monitoring public procurement procedures and the existence of parallel procurement systems using public money, i.e. the existence of over 30 Special Purpose Companies (SPC) that are outside the purview of the Central Tenders Board (CTB); (v) lack of an independent procurement appeals and complaint mechanism; and (vi) insufficient public information.

- 2.8 Public financial management and audit: (i) lack of an automated accounting and budgeting system; (ii) outdated laws and regulations; (iii) absence of a system of output-based budgeting; and (iv) limited multi-year perspective in fiscal planning, expenditure policy, and budgeting. With regards to the area of audit: (i) limited independence of the Auditor General, undermining its capacity to fulfill its watchdog role; (ii) outdated laws and regulations; (iii) lack of a system of sanctions/formal mechanism to follow up on audit recommendations; (iv) need for modern accounting and internal auditing manuals and approaches; (v) overlapping functions and (vi) weak institutional capacity.
- 2.9 **The objective of the program** is to support the new GoRTT's major reform effort to enhance and modernize public investment and expenditure management as a contribution to the objectives of efficiency, effectiveness, transparency, and accountability in the use of public resources. The reforms combine policy initiatives and government actions in three areas: (i) policy design and public investment management; (ii) public procurement, and (iii) public financial management and audit. For each area of intervention, the program will establish targets related to changes in the relevant legal framework, as well as procedures and/or instruments necessary to achieve the desired objectives. The program will be structured under the programmatic policy-based modality with independent but related operations. Concrete activities supported by this program are detailed below and are also listed in the draft policy matrix.
- 2.10 **The strategy of the Bank with Trinidad and Tobago.** This program is directly aligned with the 2004-2007 IDB Country Strategy with Trinidad and Tobago (GN-2335), which calls for "promoting public sector modernization to improve efficiency and effectiveness." This program will directly contribute to those goals by supporting the government in the reform of its systems to improve public capital expenditure management and to the achievement of efficiency gains related to public expenditure in general, public investment specifically, and from the public procurement of goods, services, and works.
- 2.11 **Coordination with other Bank operations in Trinidad and Tobago.** This program will be complementary to other Bank operations currently being carried out in Trinidad and Tobago. In particular, the Public Sector Reform Preparation Program (1523/OC-TT), which was approved in 2003 (50% disbursed), supported the development of a "Road Map" providing a long-term strategy to modernize the public sector. This operation will build on the results of the road map, which includes actions to improve the composition of public spending. It will also complement the program E-Government and Knowledge Brokering Program (1808/OC-TT), which was approved in 2006 (5% disbursed) to promote a more effective and greater utilization of information and communication technologies in order to both increase the competitiveness of the economy and to provide government services in a more efficient, responsive and transparent manner.

- 2.12 **Lessons learned from other PBLs.** An important lesson that has been learned from other PBL programs is that it is critical to support the government in the formulation of plans and in the implementation and operationalization of the reforms associated with institutional development, the review of processes, methodologies, guides, and information systems and training. Additionally, it is important to support the government in the development of knowledge as well as in the process of consensus building, actively supporting the formulation and implantation of policy reforms. To this regard, the two loans that have available resources for technical assistance will be critical to the successful implementation of the reform program.

### **III. TECHNICAL ISSUES AND SECTOR KNOWLEDGE**

- 3.1 The new government aims “to strengthen the quality of governance by promoting the principles of good governance.” Those principles include “value for money, accountability, and transparency by systematic re-engineering in the public management systems.” The program structure and content is compatible with the Good Governance and Participation Pillar for Sustainable Government of the Peoples Manifesto 2010.<sup>3</sup> In particular, it supports the objectives of Transparent and Accountable Governance and Ensuring Integrity in Government. For the design of the program, the project team will take into account the studies detailed in Annex IV (Completed and proposed sector work).
- 3.2 **Component I. Policy design and public investment management:**
- a. Objective: to enhance the policy formulation process that guides the investment decisions and to improve the quality of public investment through the operation of a system to screen proposed public investment projects based on objective criteria. In this regard, the program will support the establishment of an Economic Development Board, which will consult with stakeholders and play an advisory role in policy formulation. It is expected that the Board will play an important role in providing strategic guidance for prioritizing and optimizing government expenditures and in appraising feasibility studies for proposed capital expenditures. The program target for the first operation consists of: (i) the approval by Cabinet of terms of reference for the establishment of the Economic Development Board (EDB); (ii) the preparation of an action plan for enhancing the system for management of public investment projects approved by the Minister of Finance; and (iii) a multi-year forecast of fiscal aggregates attached to the budget proposal for FY 2011/2012.
- 3.3 **Component II. Public procurement:**
- a. Objective: to support the GoRTT in improving efficiency in public procurement, through the introduction of legislation and practices, which are fair, efficient, and transparent. This will enhance competition, contributing to reductions in the cost of public procurement of goods, services and works. In order to achieve this objective, the following will be required: a new legal and institutional framework, improved

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<sup>3</sup> The “Prosperity for all: Manifesto of the People’s Partnership,” is a manifesto developed by the People’s Partnership, which returned to government as the majority party in May 2010. This manifesto summarizes the party’s plans and initiatives that they will pursue while in power.

public procurement tools, methodologies and practices and a uniform framework that covers all public entities procuring for the government. In this context, for the first operation the government will present to parliament a legislative proposal for modernizing public procurement.

3.4 **Component III. Public financial management and audit:**

- a. **Public financial management.** The objective will be to support the modernization of the legal framework, processes, and information system for a more transparent and effective public financial management. The targets for the first operation for this area are: (i) a policy note on the modernization of public financial management system approved by Cabinet. The note will set the framework and principles for the modernization of the PFM processes and budget classification in line with international standards necessary for enabling the implementation of an Integrated Management Information System (IFMIS); and (ii) a legislative proposal for electronic transactions presented to Parliament, which will enable government electronic payments using IFMIS.
- b. **Audit.** The objective will be to enhance integrity in government by empowering the Auditor General to perform its watchdog role. The target for the first operation is the preparation of a policy note to enhance the external audit function in Government, approved by Cabinet.

**IV. SAFEGUARDS AND FIDUCIARY SCREENING**

- 4.1 Given the nature of the program, that involves institutional strengthening activities, there are no associated environmental or social risks. Based on the results of the "Safeguards Policy Filter Report and the Screening Form" the environmental and social safeguard classification system classified the operation as "C."

**V. OTHER ISSUES**

- 5.1 **Requirement for close collaboration with other donors.** The Government requested that the program design be consistent with and complement other programs sponsored by multilateral or bilateral institutions. To that regard, the Bank has been working in close coordination with the other donors (particularly the European Union) on the development of the program. The program will take into account the recommendations that were put forth in the Public Expenditure and Financial Accountability (PEFA) report and action plan, which were prepared by the European Union in 2008.

**VI. RESOURCES AND TIMETABLE**

- 6.1 The Proposal for Operational Development (POD) is expected to be distributed to QRR by October 8th, 2010; the Draft Loan Proposal will be distributed to the Operations Policy Committee (OPC) on October 26, 2010, and the consideration by the Board of Directors is expected to take place on December 1st, 2010. The total transactional resources required for the preparation is estimated for US\$60,000 (US\$40,000 for consultancy and US\$20,000 for missions). The required personnel will be for 1.48 FTEs (see annex V).

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## ANNEX II

### SAFEGUARD POLICY FILTER

|                        |                                     |   |
|------------------------|-------------------------------------|---|
| <b>PROJECT DETAILS</b> | <b>IDB Sector</b>                   | REFORM / MODERNIZATION OF THE STATE-          |
|                        | <b>Type of Operation</b>            | Policy Based Loan                             |
|                        | <b>Additional Operation Details</b> |   |
|                        | <b>Investment Checklist</b>         | Institutional Development Investment          |
|                        | <b>Team Leader</b>                  | Afcha, Gonzalo J. (GONZALOAF@iadb.org)        |
|                        | <b>Project Title</b>                | Public Capital Expenditure Management Program |
|                        | <b>Project Number</b>               | TT-L1019                                      |
|                        | <b>Assessment Date</b>              | 2010-08-11                                    |
|                        | <b>Additional Comments</b>          |   |

|  |  |  |   |
|--|--|--|---|
| <b>SAFEGUARD POLICY FILTER RESULTS</b> | <b>Type of Operation</b>                       | Loan Operation   |   |
|  | <b>Safeguard Policy Items Identified (Yes)</b> | Activities to be financed in the project area are located within a geographical area or sector exposed to natural hazards (Type 1 Disaster Risk Scenario).   | Disaster Risk Management Policy (B.01)  |
|  |  | The Bank will make available to the public the relevant Project documents.   | Disclosure of Information Policy (B.01) |
|  |  | The operation is in compliance with environmental laws and regulations of the country where the operation is being implemented (including national obligations established under ratified Multilateral Environmental Agreements).  | (B.02)                                  |
|  |  | The operation (including associated facilities) will be screened and classified according to their potential environmental impacts.  | (B.03)                                  |
|  |  | The Bank will monitor the executing agency/borrower's compliance with all safeguard requirements stipulated in the loan agreement and project operating or credit regulations.   | (B.07)                                  |
|  |  | Suitable safeguard provisions for procurement of goods and services in Bank financed projects may be incorporated into project-specific loan agreements, operating regulations and bidding documents, as appropriate, to ensure environmentally responsible procurement.   | (B.17)                                  |
|  | <b>Potential Safeguard Policy Items(?)</b>     | No potential issues identified   |   |
|  | <b>Recommended Action:</b>                     | Operation has triggered 1 or more Policy Directives; please refer to appropriate Directive(s). Complete Project Classification Tool. Submit Safeguard Policy Filter Report, PCD (or equivalent) and Safeguard Screening Form to ESR. The project triggered the Disaster Risk Management policy (OP-704). A more limited and specific Disaster Risk Assessment (DRA) may be required (see Directive A-2 of the DRM Policy OP-704). Please contact a Natural Disaster Specialist in VPS/ESG or INE/RND for guidance. |   |
|  | <b>Additional Comments:</b>                    |  |   |

|                         |  |   |
|-------------------------|--|---|
| <b>ASSESSOR DETAILS</b> | <b>Name of person who completed screening:</b> | Laura Gonzalez, Melissa Maria (MMGONZALEZ@iadb.org) |
|                         | <b>Title:</b>                                  | Project Assistant                                   |
|                         | <b>Date:</b>                                   | 2010-08-11  |

## SAFEGUARD SCREENING FORM

|                        |                                     |   |
|------------------------|-------------------------------------|---|
| <b>PROJECT DETAILS</b> | <b>IDB Sector</b>                   | REFORM / MODERNIZATION OF THE STATE-          |
|                        | <b>Type of Operation</b>            | Policy Based Loan                             |
|                        | <b>Additional Operation Details</b> |   |
|                        | <b>Country</b>                      | TRINIDAD AND TOBAGO                           |
|                        | <b>Project Status</b>               |   |
|                        | <b>Investment Checklist</b>         | Institutional Development Investment          |
|                        | <b>Team Leader</b>                  | Afcha, Gonzalo J. (GONZALOAF@iadb.org)        |
|                        | <b>Project Title</b>                | Public Capital Expenditure Management Program |
|                        | <b>Project Number</b>               | TT-L1019                                      |
|                        | <b>Assessment Date</b>              | 2010-08-11                                    |
|                        | <b>Additional Comments</b>          |   |

|                                       |                                    |   |                                |
|---------------------------------------|------------------------------------|---|--------------------------------|
| <b>PROJECT CLASSIFICATION SUMMARY</b> | <b>Project Category:</b><br>C      | <b>Override Rating:</b>   | <b>Override Justification:</b> |
|                                       | <b>Conditions/ Recommendations</b> | <b>Comments:</b> <ul style="list-style-type: none"> <li>No environmental assessment studies or consultations are required for Category "C" operations.</li> <li>Some Category "C" operations may require specific safeguard or monitoring requirements (Policy Directive B.3). Where relevant, these operations will establish safeguard, or monitoring requirements to address environmental and other risks (social, disaster, cultural, health and safety etc.).</li> <li>The Project Team must send the PP or PCD (or equivalent) containing the Environmental and Social Strategy (the requirements for an ESS are described in the Environment Policy Guideline: Directive B.3) as well as the Safeguard Policy Filter and Safeguard Screening Form Reports.</li> </ul> |                                |

|   |                                 |                            |
|---|---------------------------------|----------------------------|
| <b>SUMMARY OF IMPACTS/RISKS AND POTENTIAL SOLUTIONS</b> | <b>Identified Impacts/Risks</b> | <b>Potential Solutions</b> |
|   |                                 |                            |

|                         |  |   |
|-------------------------|--|---|
| <b>DISASTER SUMMARY</b> | <b>Details</b><br>The Project should include the necessary measures to reduce disaster risk to acceptable levels as determined by the Bank on the basis of generally accepted standards and practices. Alternative prevention and mitigation measures that decrease vulnerability must be analyzed and included in project design and implementation as applicable. These measures should include safety and contingency planning to protect human health and economic assets. Expert opinion and adherence to international standards should be sought, where reasonably necessary. | <b>Actions</b><br>A more limited and specific Disaster Risk Assessment (DRA) may be required (see Directive A-2 of the DRM Policy OP-704). Please contact a Natural Disaster Specialist in VPS/ESG or INE/RND for guidance. |
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|-------------------------|--|---|
| <b>ASSESSOR DETAILS</b> | <b>Name of person who completed screening:</b> | Laura Gonzalez, Melissa Maria (MMGONZALEZ@iadb.org) |
|                         | <b>Title:</b>                                  | Project Assistant                                   |
|                         | <b>Date:</b>                                   | 2010-08-11  |



### **ANNEX III**

#### **ENVIRONMENTAL AND SOCIAL SAFEGUARD STRATEGY (ESS)**

- 1.1 Given the nature of the program, that involves institutional strengthening activities, there are no associated environmental or social risks. Based on the results of the “Safeguards Policy Filter Report and Screening Form,” the environmental and social safeguard classification is “C.”
- 1.2 The objective of the program is to support the new government of Trinidad and Tobago in its reform efforts to enhance and modernize public capital expenditure management as a contribution to the government’s objectives of efficiency, effectiveness, transparency, and accountability in the use of public resources.
- 1.3 Additionally, the program activities will play an important role in fostering economic growth and development, thus improving and protecting the social and economic inclusion of members of at risk communities.
- 1.4 With the corresponding regulations considered, no environmental assessment study or consultation is required for this program.

**ANNEX IV**  
**INDEX FOR COMPLETED AND PROPOSED SECTOR WORK**

| Topic                                | Description  | Estimated Dates | References and Electronic Links  |
|--------------------------------------|--|-----------------|--|
| Technical options and design aspects | Public Expenditure and Financial Accountability (PEFA) report (2008)   | Completed       | <a href="#">IDBDOCS-#35304535-Public Capital Expenditure Management Program (PP)</a>   |
|                                      | Action Plan for Improving Financial Management in Trinidad and Tobago (2009)   | Completed       | <a href="#">IDBDOCS-#35305978-trinidad_tobago_pefa_report_2009_en[1]</a>   |
|                                      | Reform of the Public Sector Procurement Regime White Paper (2005)  | Completed       | <a href="#">IDBDOCS-#35307766-Reform of the Public Sector Procurement Regime - Trinidad and Tobago - A White Paper (August 2005)</a> |
|                                      | Country Procurement Assessment Report (CPAR) (2004)  | Completed       | <a href="#">IDBDOCS-#35307738-Country Procurement Assessment Report - Trinidad and Tobago - Final Report (May 2004)</a>              |
|                                      | E-GP Road Map  | Completed       | <a href="#">IDBDOCS-#35307756-E-GP Road Map</a>  |
|                                      | Increasing effectiveness of government spending in T&T and enhancing the trust and confidence of the citizens in the transparency of public sector management and accountability                         | October 2011    |  |
|                                      | Review of types and scope of audits conducted, and support for the implementation of risk management strategies in the public sector, including action plan.   | October 2011    |  |
|                                      | Improving the linkage between planning and budgeting and improving institutional performance monitoring and evaluation systems as well as - review of existing governance arrangements, and action plan. | October 2011    |  |

| Topic  | Description  | Estimated Dates | References and Electronic Links |
|--|--|-----------------|---------------------------------|
| Cost analysis and economic viability of the Program    | Data required to develop economic viability of the program.        | N/A             |                                 |
| Financial management and fiduciary issues              | No special fiduciary issues are anticipated.                       | NA              |                                 |
| Data collection and analysis for reporting the results | Identification of proposed indicators to measure impact of program | October 2010    |                                 |

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**ANNEX VI**  
**PUBLIC CAPITAL EXPENDITURE MANAGEMENT PROGRAM**  
**DRAFT POLICY MATRIX FOR ERM**

| Objective  | First Operation: Targets  | Second Operation: Triggers   | Third Operation: Revised Triggers   |
|--|---|--|---|
| <b>Component 1: Policy Design and Public Investment Management</b>   |   |  |   |
| 1. Improve policy formulation and consultation with stakeholders through the establishment of an Economic Development Board.   | (a) Terms of Reference for the Constitution of the Economic Development Board (EDB) approved by Cabinet.  | (a) Members of the Economic Development Board appointed.<br>(b) Rules for the functioning of the EDB approved by Cabinet.  | (a) EDB recommendations for new National Development Strategy presented to the Minister of Finance.<br>(b) EDB recommendation/guidance for strategic selection criteria for public investment projects, submitted to the Minister of Finance.   |
| 2. Improve the quality of public investment through the operation of a system to screen proposed public investment projects based on objective criteria (economic, financial and social) | (a) Action Plan for enhancing the system for management of public investment projects approved by the Minister of Finance.<br>(b) Multiyear forecast of fiscal aggregates attached to Budget proposal for FY 2011/2012. | (a) Rules for the formulation, evaluation and selection of public investment projects, approved by Cabinet.<br>(b) Multiyear budget forecast includes a breakdown by expenditure (recurrent and capital). Capital Budget for FY 2012 linked to the rolling 3 year PSIP   | (a) All new investment projects that are submitted for Cabinet approval have a previous economic evaluation.  |
| <b>Component 2: Public Procurement</b>   |   |  |   |
| 3. Improve the efficiency in public procurement, through the introduction of legislation and practices which are fair, efficient and transparent.  | (a) Legislative proposal for Public Procurement presented to Parliament.  | (a) Regulations of the new legislation issued.<br>(b) Institutions created by the new Act are in operation, and their key authorities are appointed.<br>(c) Procurement guidelines consistent with the new Act issued.<br>(d) E-procurement strategy that includes a detailed implementation plan, approved by Cabinet | (a) All procurement transactions (as defined by the new Act) use the standard bidding documents for the procurement process.<br>(b) Website with improved capabilities and functionalities for the dissemination of procurement related information in operation. Information of awarded contracts regularly published.<br>(c) First phase of the e-procurement strategy implemented. |

| Objective  | First Operation: Targets  | Second Operation: Triggers   | Third Operation: Revised Triggers  |
|--|---|--|--|
| <b>Component 3: Public Financial Management and Audit</b>  |   |  |  |
| 4. Modernize the legal framework, processes and information system for a more transparent and effective public financial management. | <ul style="list-style-type: none"> <li>(a) Policy Note on the modernization of public financial management system approved by Cabinet. The note sets the framework and principles for the modernization of the PFM processes and budget classification in line with international standards necessary for enabling the implementation of an Integrated Management Information System (IFMIS).</li> <li>(b) Legislative proposal for Electronic Transactions presented to Parliament. (It will enable government electronic payments using IFMIS)</li> </ul> | <ul style="list-style-type: none"> <li>(a) Amendments to regulations that enable the implementation of IFMIS issued.</li> <li>(b) Design of the new IFMIS completed and its implementation initiated.</li> <li>(c) Regulations of the new electronic transactions act issued.</li> </ul> | <ul style="list-style-type: none"> <li>(a) Core modules of the IFMIS in operation in the MOF.</li> <li>(b) Public access to detailed budget information through MOF web portal.</li> <li>(c) Trigger for progress in implementation of the Act will be defined.</li> </ul> |
| 5. Enhance integrity in government by empowering the Auditor General to perform its watchdog role.                                   | <ul style="list-style-type: none"> <li>a) Policy Note to enhance the external audit function in Government, approved by Cabinet.</li> </ul>   | <ul style="list-style-type: none"> <li>(a) Necessary amendments to regulations to enhance the external audit function in government, issued.</li> </ul>  | <ul style="list-style-type: none"> <li>(a) Formal mechanism to follow up Audit recommendations implemented and in operation.</li> </ul>  |