

New Institutional Features at MOE:

Operations Manual on Preparing the Annual Plan and Budget

Ministry-wide Procurement Plan

ASR 2012

June 25, 2012

Daily Work AND Institution-Building



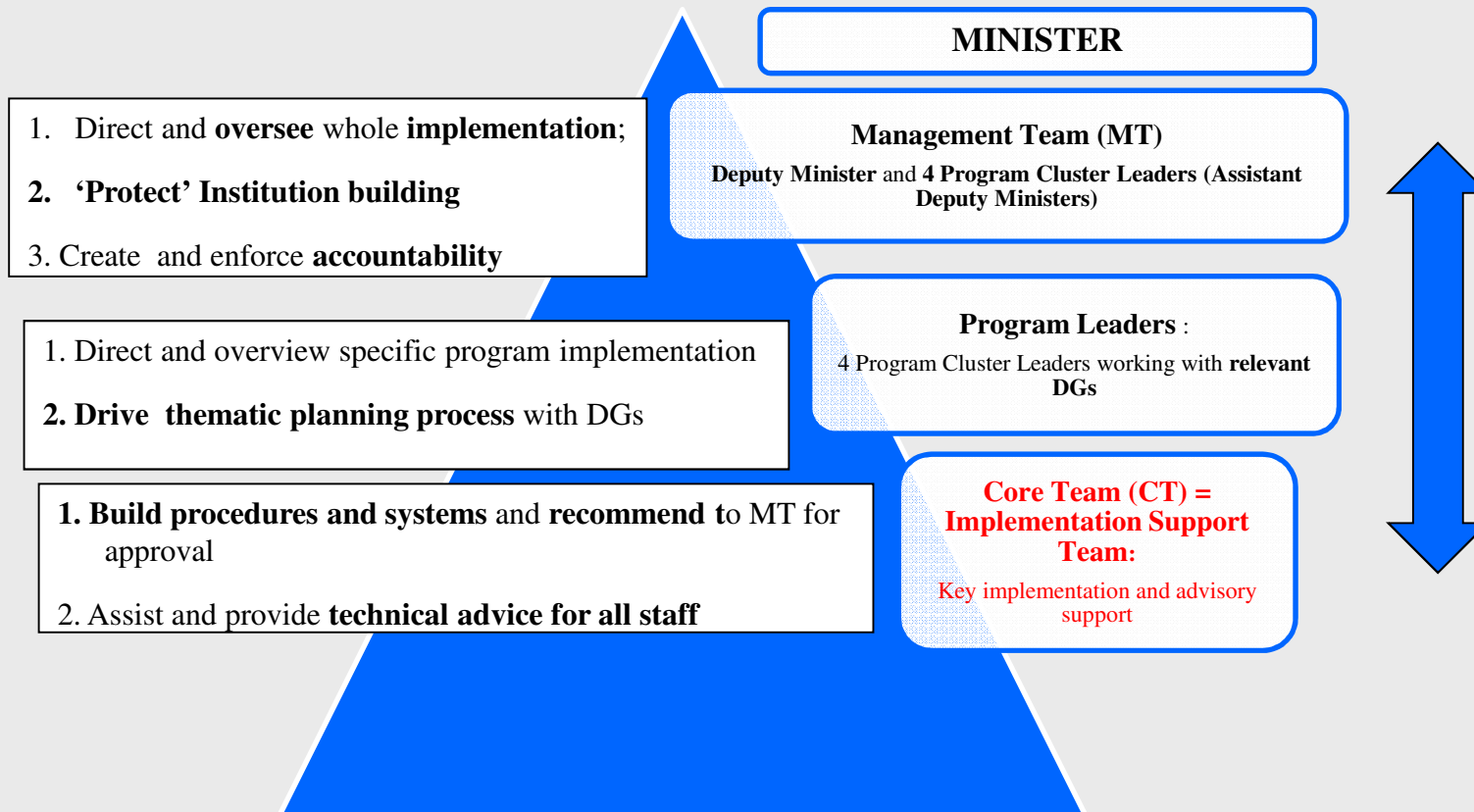
MOE is implementing its
Annual Plan 2012 and
running its day-to-day
operations



Building New Internal
Procedures in Program-
Based Planning, Budgeting,
Procurement, and
Monitoring and Evaluation



Problem-Solving and Decision-Making Structures



Adopting the Program-Based Approach in Planning and Budgeting and enhancing the SWAP triggered three Key Transformations

- **Transformation of Perspective**

Looking at the whole education sector with its interdependencies and systemic interconnectedness through the Annual Plan and Budget; moving from micro-level to macro-level view

- **Transformation of Responsibility**

Financial, narrative, and M/E reporting related to this wider perspective (=the whole Plan) requires very active ministry leadership and management

- **Transformation of Relationship** with Development Partners

Aligning with the Needs and Priorities of the Ministry of Education, effectively handing over 'power'

NOTE: All three transformations are a consequence of applying the Paris principles in practice, not only in rhetoric!

Institutional Transformation and Reform Creates *Adaptive* Stress

Transformation process is **adaptive and shakes the whole system**

- Experiential in nature as there is no best practice, only good and committed staff
- *Operationalizing* difficulties
- *Technical* versus *adaptive* challenges
- 'Thinking' joint programs/plan/sector rather than 'my' department/project
- Activating high untapped potential of ministry staff
- Clarity of Purpose

Program-Based Approach is further enhanced by the basket-financing arrangement of the JFA

Implementing the Basket-Financing Arrangement

is acting as a CATALYST and INCENTIVE for

Building and Institutionalizing New Streamlined Systems and Procedures at the MOE

....that are relevant by themselves *regardless* of the JFA

Operations Manual for Preparing the Annual Plan and Budget

Purpose

Capture and institutionalize existing procedures with a few essential new ingredients (setting costing policies, standardize item costs, agree on SMART policies, apply clear prioritization framework, etc.)

Key Features

Step-by-Step 'Bullet-Proof' Procedures

Responsibility Matrix and Clear Timeline for all steps

Three-track approach:

- Planning
- Budgeting
- Procurement Planning (Collective Tenders)

[Please see attached draft OM]

National Procurement Plan for MOE

Purpose

Compile Collective Tenders (Computers, Furniture, Office and school equipment etc.) *across several activities and programs*

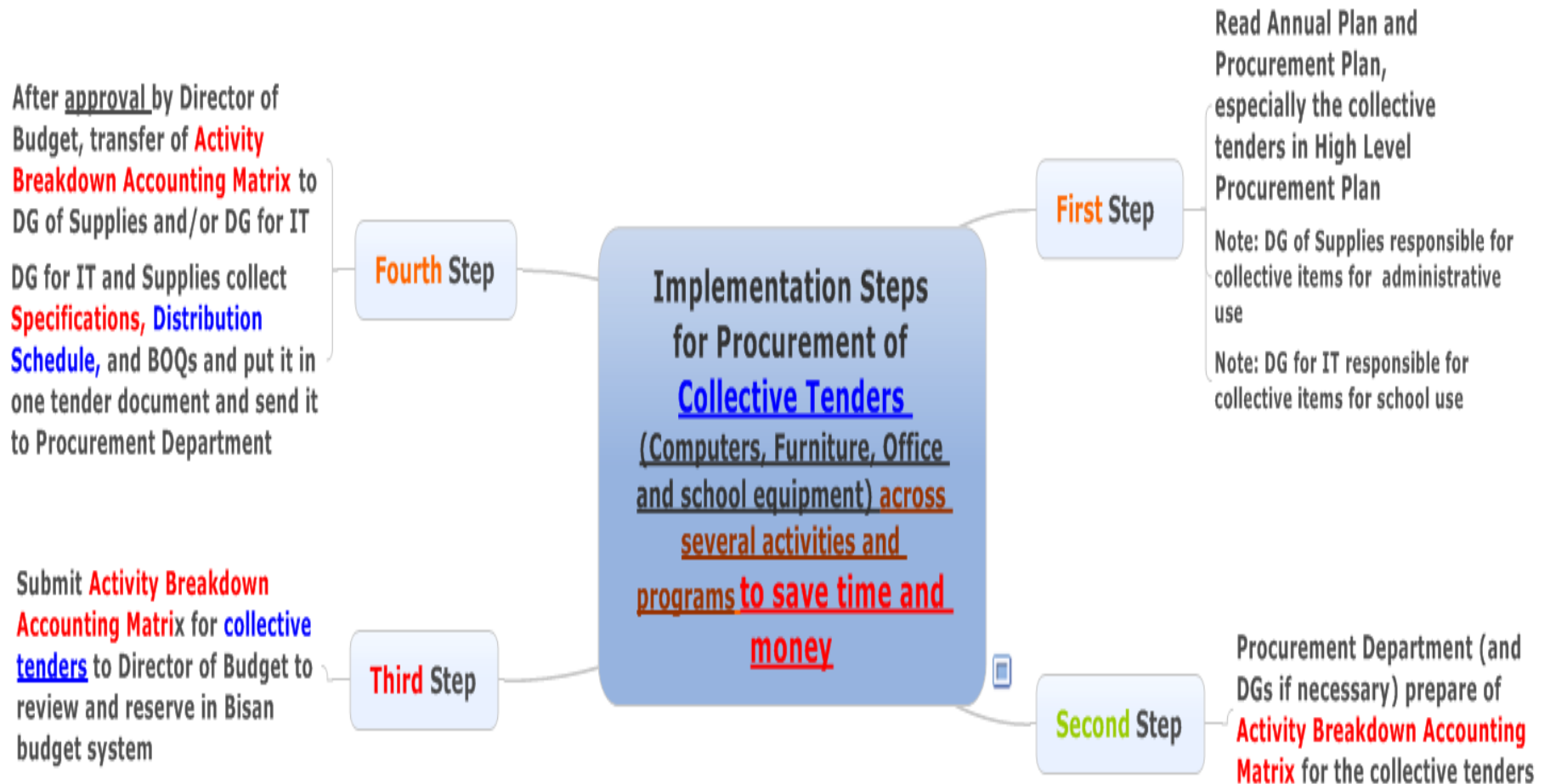
to save time, money, and effort

Key Features

Organized by procurement items as well as

- Funding source
- Budget amount
- Program
- Sub-program (Merged Activity)
- DG (Departments)

[Please see Excel sheets in green, red, and brown]



Further Institutionalization at MOE through Additional Operations Manuals and Related Trainings

- Financial Management (July/August), in close cooperation with MOF
- Internal Controls (Sep/Oct)

- Specific Training Modules related to Operations Manuals (NIET)

Note:

The Operations Manuals are the basis computerizing linkages between Planning, Finance, Projects Department as well as vis-à-vis the Ministry of Finance

Any Questions ?

Hopefully not 😊

Thank You!