

STRATEGIC PLAN OF MINISTRY OF FINANCE (MoF) (2008-2012)

Which years does the Strategic Plan of the MoF cover? How was it prepared?

Strategic Plan of Ministry of Finance;

- Is the first Ministerial Strategic Plan.
- Strategic planning studies lasted one year. Strategic planning process which started on August 25, 2006 ended with the promulgation of the Strategic Plan by the Minister in Finance on June 12, 2007. Strategic Plan took place in about 100 national and regional newspapers, journals, news portal and 10 television programs within the first week of its promulgation.
- 1983 people participated in studies carried out for setting the mission, vision statements, for determining the main principles and values, strategic themes, goals and performance indicators and for making the SWOT analysis. Documents, reports and papers that came out at the end of these studies were around 10.000 pages.
- The Strategic Plan of the MoF includes;
 - 5 strategic themes
 - 9 strategic goals
 - 27 strategic objectives
 - 90 performance indicators
- Compliance with main policy papers is an important issue. Strategic Plan was correlated with the Ninth Development Plan Strategy and ministerial strategic objectives were linked to the 22 development axes out of 28 development axes included in Development Plan. This is an important step in terms of balanced scorecard.
- Studies were mainly carried out at objective level; goals and themes were identified by using the inductive method. Studies for determining activity/project, performance objectives and indicators started during strategic planning studies and some of them were not included in strategic plan because they will be included in performance program.
- The English version of the Strategic Plan will be soon published in the following address: www.sgb.gov.tr

Which groups were formed while preparing the Strategic Plan? How did these groups participate in the studies?

- The studies were approved by Strategy Development Board including top managers of the Ministry of Finance.
- Strategy Development Unit coordinated the strategic planning studies. Strategic Planning Steering Committee and Working Group including managers and experts representing their own units were established. TUBITAK (The Scientific and Technological Research Council of Turkey) gave support to these studies within the framework of Strategic Management System Project and a Project Team was formed.
- Regular meetings were weekly held. Participants to the meetings were listed and meeting notes were written down.
- Historical analysis of the Strategic Plan was conducted within the framework of the current state analysis and “Documentary Film on the Past and Today of the Ministry of Finance” was shot. Provincial Stakeholder Analysis was conducted in Muş and Niğde and their reports were prepared.

- The Strategic Planning Process started with basic trainings on the concepts of strategic management and planning. Steering Committee and Working Group to carry out the unit based studies were trained on techniques for process and workshop management.

What kinds of feedbacks did you receive in order to evaluate and analyze the studies and the process?

- The opinions of top managers of MoF on strategy management and institutional performance were obtained during the preparatory studies before the assessment report submitted by BİMSA/Palladium
- 1000 MoF staff responded to the survey prepared by BİMSA/Palladium. The strategic awareness of the MoF was compared with that of Palladium Hall of Fame companies. An assessment report internationally acceptable was prepared.
- All studies throughout the process were publicized and all documents were published on the following website www.sgb.gov.tr . This site has been visited for almost 150,000 times.
- 304 people answered the questionnaire on strategic planning studies published on www.sgb.gov.tr . The result of the questionnaire was publicized.
- Good practice examples, examples of strategic plans prepared in public sector and international studies were publicized in Strategy Bulletin. The Bulletin became the common voice of the Strategy Development Units with its 3rd issue, May/June 2007.

Which issues should be focused on apart from strategic plan during the Strategic Management Process?

- All the following studies were carried out within the framework of strategic management system including strategic plan, performance program, performance evaluation, accountability report, internal control system, performance information system.
 - The preparation of Performance Program covers the determination of performance objectives, performance indicators, activities and projects, and the ascertainment of cost.
 - Performance objectives of the administrations are the output-outcome oriented objectives indicating the performance levels targeted to be achieved within a fiscal year in order to achieve strategic objectives.
 - Performance indicators can be defined as all sorts of numerical values produced in order to assist in determination, understanding and monitoring of performance objectives.
- One to one responsibility was assigned between strategic objectives and spending units. Which unit is responsible for which performance indicator was clearly identified.
 - Responsibility assignment between the unit and objective is a highly important issue. Initiative projects are identified by asking such questions: who will do what and how?
 - The questions of “How will the responsibility/performance results be evaluated and how will the accountability be performed?” will be answered.

What have you learned from your mistakes during this process? What have you learned about Planning and Strategy Management Process?

- Strategy management is a function of management. As it can not be considered apart from management, the owner of the strategy to be developed is also the management. Management responsibility model in public financial management defines this issue.
- The half of planning is buy-in (ownership). The plans whose implementation phase is not clearly defined are doomed to be in dusty book shelves. Execution of plans and implementation of operational plans are vital.
- Excitement is a driving force for ensuring the implementation of plans. It is necessary to maintain this excitement throughout strategy development and strategic planning process.
- The most important contribution of these studies is the increase in capacity of planning and policy making. Strategic planning is an important step of strategy development process. Preparation of strategic plan does not mean that strategy development process has ended. Policy making and ascertainment of the cost of policies by measuring, evaluating and analyzing the policy results are milestones of this process.
- Common Mind Platform is a suitable environment for stakeholder analysis.
- Brainstorming, open space methodology, workshops, idea tray, bottom-up/top-down idea generation, and similar methodologies all make great contributions to strategy development process.
- Current state analysis is an important step in terms of development of management information system. Data generated or owned by the institution should be identified within the scope of state analysis.
- Stakeholder analysis should be conducted on subject/sector basis. Separate stakeholder analysis should be conducted in the provincial organizations.
- Planning and performance measurement are not easy in the fields not engaged in real production or limited to policy making.
- One of the most important results of the studies is the creation of semantic and linguistic unity. The fact that the institution comes together for a common vision and map out their future all together will enhance this unity.
- Management of conflicts is under the responsibility of top managers. Planning process may reveal the unclear fields. They should be clarified through planning process.
- Analysis of the processes and performance indicators determined in accordance with core business processes will be a basis for institutional performance management.
- Risks identified within the framework of processes analyzed will ensure the creation of an appropriate internal control environment.
- In comparison to the statement of US President Dwight Eisenhower “Plans are nothing. Planning is everything.” it has been understood that the plans are an important production process.