

Turkish Ministry of Finance

**Strategic Plan for the Ministry of Finance
(2008-2012)**

Preparatory Programme

27 November 2006

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FOREWORD

When fiscal and administrative problems experienced in public administration are taken into consideration, it is becoming more important that public administrations carry out their activities in a planned way. Within the framework of public financial management reform, ensuring fiscal discipline in budget process, allocating public resources according to strategic priorities, monitoring whether these resources are utilized effectively or not, and promoting accountability based on this have emerged as main subjects.

Within this framework, strategic planning is considered as a main tool for service provision of public administrations in a planned way, policy formulation, leaning the determined policies on concrete work schedules and budgets, effective monitoring and evaluation of the implementation. It is considered that, while introducing effectiveness to public financial management, strategic planning also boosts improvement and enhancement of organizational culture and identity.

Adoption of strategic management approach in public sector is an important step in terms of effective, efficient and economic utilization of public resources and good governance principles. Strategies determined within the framework of strategic management approach are useful in terms of planning in public sector, management by plans, monitoring and evaluating the results. Furthermore, the strategies adopted enlighten how the organization will position itself within the environment, and also enable the determination of critical success factors and strategic priorities at administration level. By strategic management, the organizations can gather their strengths around strategic aims through the strategies that they have determined, improve the relations with their stakeholders, determine their activity areas in a chaotic and dynamic environment.

According to new public financial management approach which was envisaged by the Public Financial Management and Control Law no 5018 and was put into practice as of the early 2006, budgets shall be based on the future vision of institutions rather than on the previous years' figures. New public financial management approach also envisages the implementation of performance-based budgeting and transition from input-oriented budgeting to output-oriented budgeting.

A Research-Development Project under the name of Strategic Management System (Model and Software) was prepared in order to implement basic components of strategic management in Ministry of Finance and accepted by TUBITAK(The Scientific and Technological Research Council of Turkey) within the framework of TUBITAK 1007 Programme for Supporting Public Administrations' Research Projects. Through this Project, an application concerning the strategic planning and performance-based budgeting which has not yet been actually implemented in Turkey will be launched and be regarded as a reference model for all other public administrations.

The aim of this Project is to design Strategic Management Model which will be a reference model for all other public administrations by making research on the international implementations, to develop Process Management Model and organizational structure based on the designed Strategic Management Model, to develop Performance Based Budgeting System, to develop software which will enable the usage of the newly developed subsystems in electronic environment, to convey information needed to the users and managers through training and consultancy on the designed subsystems and software.

A gradual implementation strategy has been adopted in order to ensure effective implementation of strategic planning which is a new and innovative tool for public administrations. Bylaw on the Principles and Procedures for Strategic Planning in Public administrations published within this framework has established a gradual transition programme which envisages making liability of strategic planning widespread in all public administrations by 30/01/2009.

In accordance with the said Bylaw, Revenue Administration and Privatization Administration which are affiliated to the Ministry of Finance are liable to prepare their strategic plans for the period covering the years 2009–2013. However, other affiliated, relevant and related institutions of the Ministry such as Public Tenders Institution, State Supply Office, Turkish Board of Accounting Standards, General Directorate of National Lotteries and Bailment Fund shall not prepare strategic plans apart from the strategic plan of the MoF.

Strategic planning process in public sector, establishment of strategic planning team for the MoF and their working methods; methods and techniques to be used in strategic planning; training and consulting needs assessment, data needs assessment and fiscal resources needs assessment, and Strategic Planning Schedule are included in this Preparatory Programme.

As per the said Bylaw, the public administrations shall be able to prepare their strategic plans prior to the date determined in the transition schedule. Within this framework, bringing forward its strategic planning process by one year, the Ministry of Finance aims at preparing its Strategic Plan for the period 2008–2012.

Minister of Finance
Kemal Unakitan

I. STRATEGIC PLANNING PROCESS

Strategic planning is defined as plan including medium and short-term goals of public administrations, basic principles and policies, objectives and priorities, performance measures, methods to be followed in order to achieve these and resource allocations of public administrations.

Strategic planning means a planning systematic which reflects the long-term perspectives of administrations, in which every activity leads the institution to specific concrete objectives and these objectives leading to the desirable vision. Generally, it covers a process oriented towards determining the future condition of the institution. It unites quality-oriented efforts, budgeting, resource planning, programme evaluation, management by processes, performance monitoring and reporting activities into a whole. In addition to this, it enables implementing necessary arrangements and thereby constant improvement in the institutions by monitoring, evaluation and reporting systematics.

The advantages of strategic planning in terms of the public can be summarised as in the following:

- It helps the plan-programme-budget relations to strengthen.
- It constitutes the starting point for establishing an effective management and spending system in the public.
- It enables the institutions to have a planning perception based on medium- term and concrete objectives rather than engage in short-term and momentary works which are not oriented to a specific objective.
- It brings perception of constant improvement by vision evaluation, renovation upon new developments, improving service quality, efficiency and variety.
- It enables, because of the obligation of developing performance indicators, the institutions to form all kinds of their planning and implementation activities in accordance with the principals of efficiency, fitness, participancy, transparency and accounting responsibility.
- It facilitates auditing and monitoring in a way of integration to the processes.
- It enables to acquire the habit of systematic data collection and analysing the results.
- It improves the participatory administration (governance) in the institutions.
- It enables to determine the policy priorities.
- It enables to improve the administrative capacity regarding the planning.
- It enables information and data relating to regulatory effect analyses.
- It displays the future conception of the institutions.

From 1990s onwards, various reform studies have been launched in our country relating to improvement of public financial management and the efficiency of budget process. The obligation of improving the policy making capacity of the institutions, ensuring fiscal discipline in budget preparation and implementation processes, improving sensibility towards beneficiary demands in the supply of public services, allocating public resources in accordance with the determined strategic priorities, monitoring whether these resources are effectively and efficiently used or not and evolving an accountability based on this process have come into existence.

In the constantly enhancing and changing atmosphere of our time, it is an obligation to develop effective strategies and methods which will facilitate service provision of the public agencies. Especially in the recent years, within the framework of restructuring the public administration, it is attempted to improve service quality which will lead the public administrations to a more effective and efficient structure and to form a legal basis via various legal arrangements.

Within this framework, strategic planning in budget process, performance programme, performance based budgeting and accountability reports have been adopted as new elements by the implementation of Public Financial Management and Control Law no 5018 which came into force following the public financial management reform activities which have been continuing for many years. In the 9th Article of the said Law, it is stated that: “in order to form missions and visions for future within the framework of development plans, programs, relevant legislation and basic principles adopted; to determine strategic goals and measurable objectives; to measure their performances according to predetermined indicators, and to monitor and evaluate this overall process, public administrations shall prepare strategic plans in a cooperative manner.

...
Public administrations shall prepare their budgets on performance basis and in concordance with the mission, vision, strategic goals and objectives included in the strategic plans. The Ministry of Finance is authorized to define the procedures and principles on the compatibility of administration budgets with the performance indicators stated in the strategic plans, and activities to be carried out by these administrations within this framework and other issues on performance based budgeting”

According to this clause, every public administration is liable to prepare their strategic plans. In accordance with the Law no 5018; the secondary and tertiary legislation of this Law, and the international implementations; the Ministry of Finance aims at preparing its strategic plan covering the period 2008-2012 and declaring it to the public.

II. DUTIES AND ORGANIZATION OF THE MINISTRY OF FINANCE

A. DUTIES

The duties of the Ministry of Finance were set out in the Decree Law on the Organization and Duties of the Ministry of Finance no 178. The duties of the Ministry of Finance are as follows:

- a) Assisting in preparing the fiscal policy, implementing the fiscal policy
- b) Carrying out the services of legal advisory and juridical affairs
- c) Developing and implementing the expenditure policies and preparing, implementing, following and directing the implementation of the state budget
- d) Keeping the state's account, undertaking accountancy services
- e) Developing revenues policy

- f) Managing the state's assets, determining the managerial principles regarding the public assets and real estates of the public administrations and undertaking other transactions regarding these
- g) Preparing draft laws and other legislation regarding all kinds of revenue and expenditure transactions or taking part in the preparation of these
- h) Following the studies of the international institutions regarding the services of the Ministry; drafting the opinion of the Ministry related to these issues; carrying out the activities both at home and abroad
- i) Examining and approving the management and investment programmes of the related institutions of the Ministry and following and auditing their activities according to the annual programmes
- j) Carrying out the duties imposed on the Ministry of Finance by various laws
- k) Following, evaluating, examining, inspecting and auditing the implementation of the above mentioned duties
- l) Determining the principles and procedures for combatting laundering of illicit proceeds and corruption

B. ORGANIZATION

Pursuant to the Decree Law on the Organization and Duties of the Ministry of Finance no 178 and the Organization Scheme annexed thereto; Ministry of Finance consists of central, provincial and overseas organization and affiliated, related and relevant institutions. Main service units, consultancy and auditing units and assisting units within the scope of central organization of the Ministry of Finance and affiliated, related and relevant institutions of the Ministry are as follows;

Main Service Unit

- a) Chief Legal Advisory And Directorate General of Proceedings
- b) General Directorate of Budget and Fiscal Control
- c) General Directorate of Public Accounts
- d) General Directorate of Revenue Policies
- e) General Directorate of National Estate
- f) Financial Crimes Investigation Board
- g) General Directorate of Liquidation and Revolving Funds
- h) Department of the European Union and Foreign Affairs

Consultancy and Auditing Units

- a) Board of Finance Inspection
- b) Tax Inspectors Board
- c) Strategy Development Unit
- d) Consultants for Minister
- e) Consultancy for Press and Public Relations

Assisting Units

- a) General Directorate of Personnel
- b) Presidency of Finance High Training Center
- c) Department of Administrative and Financial Affairs
- d) Department of Data Processing(IT)
- e) Secreteriat for Defence
- f) Principal Clerk's Office

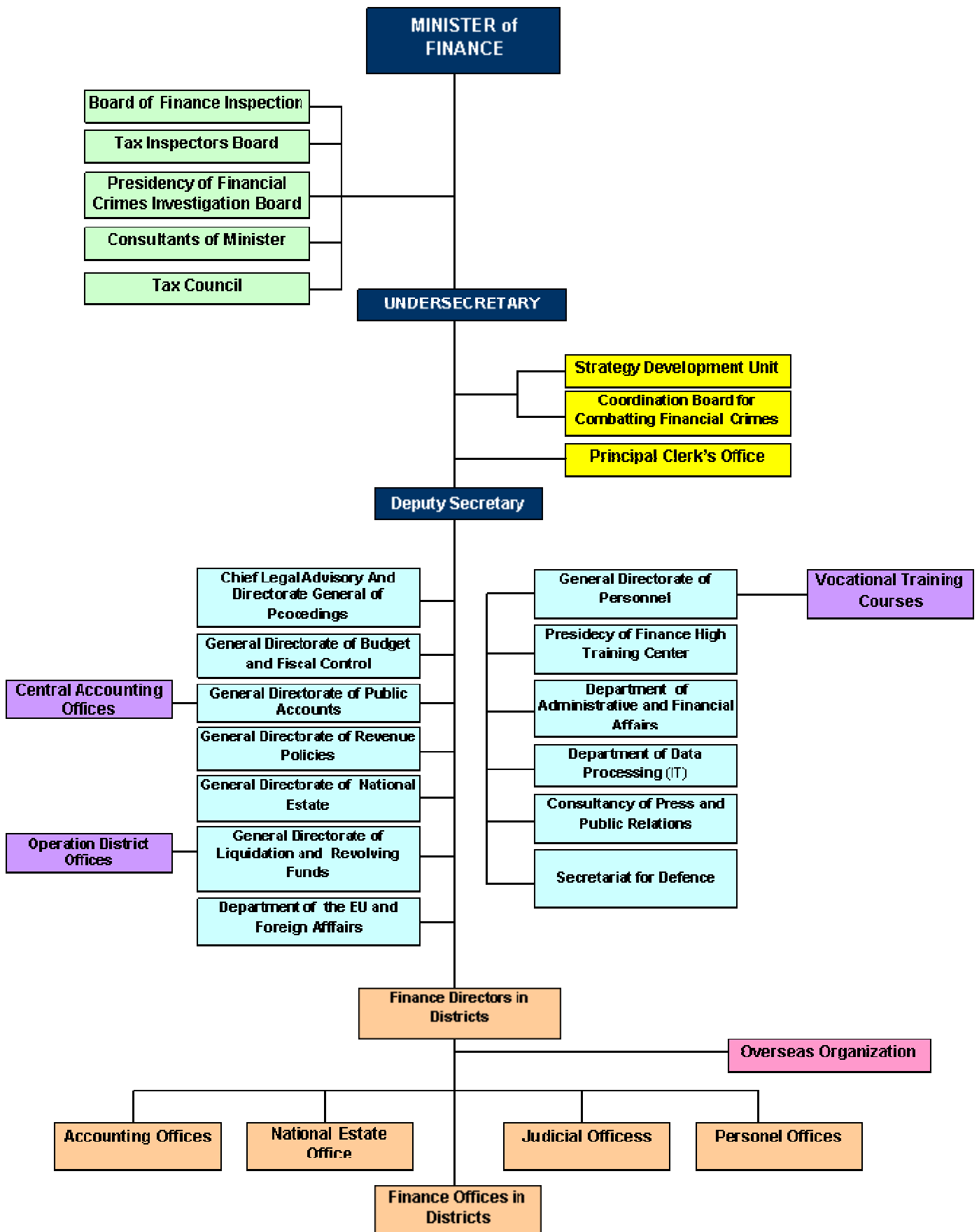
Affiliated Institutions

- a) Revenue Administration
- b) General Directorate of National Lotteries
- c) Bailment Fund
- d) Privatization Administration

Relevant and Related Institutions

- a) Public Tenders Institution
- b) General Directorate of State Supply Office
- c) Turkish Board of Accounting Standarts

Provincial organization of the Ministry of Finance includes finance officess in districts.



III. PREPARATORY PROGRAM

In the Article 8 of the Bylaw on the Procedures and Principles of Strategic Planning in Public Administrations dated 26.05.2006 and no 26179, it is stated that preparatory programme shall be prepared in order to cover the phases of strategic planning process, the timetable denoting the dates when the phases and activities shall be completed, responsible units and persons, training needs assessment, consultancy services needs assessment, if required; human and technical resources needs as well as forecast of expenditures for the planning process.

In the provisional Article 1 of the said Bylaw, it is stated that public administrations in Group I in transition schedule in Annex-1, and all other public administrations excluding local administrations shall submit the preparatory program for their first strategic plans to the Undersecretariat of State Planning Organization for information purposes within six months upon the extension of this Bylaw and put into practice.

Within this framework, Preparatory Program of Strategic Plan 2008–2012 of the Ministry of Finance which was prepared in accordance with the said Bylaw and Strategic Planning Guideliness prepared by the Undersecretariat of State Planning Organization and includes Strategic Planning Schedule prepared for determining the activities to be realized in strategic planning process, the activity duration and responsible units and persons as well as data needs assessment, training needs assesment and consulting needs assessment shall be announced to the public.

Within this scope, as per the Ministerial Approval dated 14/08/2006 and no 2099, Strategy Development Board of the MoF was established in order to lead the studies to be carried out, assist in developing strategies, goals and policies of the Ministry, improving services and organization structure. The SDB shall meet once in a month in order to be informed about strategic planning studies. The secretariat service of the board shall be provided by the Strategy Development Unit in accordance with the article 15/f of the Law no 5436; Strategic Planning Steering Committe and Strategic Planning Working Group under the coordination of SDU shall be established in order to ensure the utmost participation of provincial and central organization of the MoF in strategic planning studies.

Strategy Development Board, Strategic Planning Steering Committe and Working Group established in accordance with the Ministerial Approval have launched strategic planning studies within the scope of Project on Strategic Management System.

A. PREPARATORY PERIOD OF STRATEGIC PLAN for the MoF

Support of the top management is a sine qua non for the adoption of strategic planning culture in an institution. When the top managers attach importance to strategic planning, the employees of the institution believe and support strategic planning process. Therefore, top managers should shoulder big responsibilities about this issue. The support of the top managers should not be limited and impermanent. They should, in every occasion, communicate with their employees and stakeholders about the importance of strategic planning and prove that they also themselves participate in the process.

The top managers of the MoF attach great importance to this issue. Within this scope, a Project was prepared under the leadership of Strategy Development Unit and in cooperation with TUSSIDE and STRATEK in order to ensure the applicability of strategic plans in public financial management system. Project on Strategic Management System was assessed and supported by TUBITAK(The Scientific and Technological Research Council of Turkey) within the framework of the Programme 1007 for Supporting Research Projects of Public Administrations.

The aim of the Project is to design Strategic Management Model which will be a reference model for all other public administrations by making research on the international implementations, to develop Process Management Model and organizational structure based on the designed Strategic Management Model, to develop Performance Based Budgeting System, to develop software which will enable the usage of the newly developed subsystems in electronic environment, to convey information needed to the users and managers through training and consultancy on the designed subsystems and software.

The Project includes all phases of strategic planning process. Main activity phases and basic outputs of the Project are as follows:

1. Package: Current State Model of the MoF
 - a. Planning of Project Management
 - b. Orientation and Training
 - c. Institutional Analysis of the MoF
2. Package: Strategic Plan of the MoF
 - a. Sharing basic concepts about strategic management with Strategy Development Board of the MoF, reviewing mission and vision statements of the MoF, determining draft strategic goals
 - b. Determining strategic goals and objectives of the MoF
 - c. Preparing strategic plan for the MoF
3. Package: Strategic Management Model and Software
 - a. Developing Strategic Management Model
 - b. Developing Strategic Management Model Software
4. Package: Performance Based Budgeting Model and Software
 - a. Developing Performance Based Budgeting Model
 - b. Developing Performance Based Budgeting Model Software
5. Package: Performance Based Budgeting Model for the MoF- Preparation and Implementation
 - a. MoF- Software Training
 - b. Preparing Performance Program of the MoF
 - c. Preparing Performance Based Budget of the MoF
 - d. Budget Implementation and Results for the period 2008.
6. Package: Revised Model and Software
 - a. Improving the Model following the sample budget implementation process

Subject	Output
Planning of the Project Management	Project Management Plan
Orientation and Training	Working Groups with skills
Ministry of Finance- Institutional Analysis – As Is	Report on “Current State Analysis”
Ministry of Finance – Studying on Strategic Goals	MoF Strategic Goals and Objectives
Developing Strategic Management Model	Strategic Management Model

Developing Strategic Management Model Software	Strategic Management Model Software v1.00
MoF Model Training	Trained Experts(Experts with skills)
Preparation of Strategic Plan for MoF (Strategic Plan + Operational Planning)	Strategic and Performance Programme for MoF
Developing Performance Based Budgeting Model	Performance Based Budgeting Model
Developing Performance Based Budgeting Model Software	Performance Based Budgeting Software v1.00
Ministry of Finance- Software Training	Trained Personnel(Personel with skills)
Preparation of Performance Based Budget for MoF (2008-2010)	Sample Performance Based Budget
Sample Budget Implementation Process (2008)	Performance Based Final Accounts
Improvement of the Model following the Sample Budget Implementation Process	Strategic Management Model and Software v2.00

B. METHODS AND TECHNIQUES TO BE USED

The methods and techniques to be used in Strategic Management System Project and strategic planning process are as follows:

- I. **State Analysis:** State Analysis includes establishment, legal commitments and legislation analysis of the Ministry; determination of activity areas, products and services of the Ministry; intra Ministry analysis (organizational structure of the Ministry, human resources, financial resources, institutional culture and technological level). Within this scope, the followings will be examined:
 - a. Main service production processes,
 - b. Management structure and decision making process,
 - c. Human resources and financing resources,
 - d. The infrastructure of IT technologies
 - e. Vechicles, buildings and other assets
 - f. Important activities and projects being carried out
 - g. Current state and development trends in the activity areas of the Ministry both at home and abroad.

II. Common Mind Platform as well as Stakeholder Meeting and Expectation Analysis

The most efficient methods and techniques should be used in the meetings to be held by the participation of the stakeholders of the institution. "Common Mind Platform" technique to be used in the meeting will ensure the participants to work efficiently in a specific period of time and to achieve concrete results as well as to spend their time efficiently. By this was, it will be possible to achieve the expected outcome.

III. Expectation Analysis Survey

- IV. Stakeholder Meetings:** Stakeholder meetings will be held at the level of central organization, provincial organization and units of the MoF. These studies will be carried out as follows:
1. Identification of stakeholders
 2. Prioritization of stakeholders
 3. Evaluation of stakeholders
 4. Taking their opinions and proposals and evaluation thereof.
- V. Stakeholder Interviews:** One to one interviews will be made with the stakeholders identified on unit-basis.
- VI. Pest Analysis:** SWOT analysis will be taken as basis.
- VII. Training:** Training will be carried out by using the techniques based on theory, practice and interection in internal and external environments. There will be trainings on Strategic Management, Strategic Planning, Performance Based Budgeting in Finance High Training Center of the MoF. There will also be other related trainings.
- VIII. Implementations:** Within the scope of practical studies to be carried out by the participation of top managers and the employees, techniques such as compromise, ,prevision meetings, reporting, opinion deliver, use of IT techologies, focus group studies will be used.
- IX. Research:** Techniques, such as resource research, comparison data base, keep-up to date, survey will be used in research studies to be required during the Project.
- X. Literature search:** The sources obtained after making the literature search about strategic management, strategic planning, process management, internal control, management knowledge systems, performance based budgeting will be published in the following web site: www.sgb.gov.tr
- XI. Guide of Basic Concepts in Strategic Planning:** Guide of Basic Concepts in Strategic Planning which will be a reference for all public administraitons will be published both in Turkish and English versions on the following web site: www.sgb.gov.tr
- XII. Publication/To publish:** Printing and publishing media activity and every kind of publication activity to be carried out on radio, television and in electronic media to be required and deemed appropriate will be realized by using the appropriate methods.
- XIII. Optional Scenerio Studies**
- XIV. Solution Development:** STEPS methodology which was developed by STRATEK will be used.
- XV. Process modelling:** the studies to be carried out within this framework will be based on Cooperatibility Guideliness. Main/core processes of every unit of the Ministry of Finance will be identified and performance indicators will be determined on process basis.
- XVI. Portal of SDU:** every result of all the studies carried out will be shared with stakeholders and other Strategy Development Units in electronic media. By this way, an interactive atmosphere will be ensured.
- XVII. Mentoring:** The studies to be carried out in the units for determining objectives, detailing process/activity and setting out performance indicators will be based on a relation just like the one between the expert and apprentice.
- XVIII. Teamwork and participatory approach:** Strategy Development Board, Strategic Planning Steering Committee, Strategic Planning Working Group and Project Team which will be explained in details in the following parts include the representatives of spending units.

The Model and Software to be developed after concluding the Project will be a reference model having a potential of becoming widespread/common for all other public administrations including the local administrations. Implementation of this model will on one hand ensure the compliance with legislation (5018, 5436, 5272, 5216 no Laws), on the other hand will faciliate the adoption of a

transparent and can be monitored public financial management which is based on effective, efficient and economic utilization of public resources and good governance principles.

Within the scope of Strategic Management System Project, 6 main titles have been identified (detailed time planning), and by including the activity phases, a road map of the strategic plan was prepared by the Project team. As it is seen in the detailed Strategic Planning Time Schedule, activity phases have already been determined and it is envisaged that the Ministry of Finance shall prepare its strategic plan until April of 2007.

C. ESTABLISHING STRATEGIC PLANNING TEAM

In order to ensure effective and efficient execution, coordination and consolidation of the activities to be carried out in strategic planning process, establishing a strategic planning team including the persons who are expert in their jobs, open to change and working in various management status was planned. As per the Ministerial Approval dated 14/08/2006 and no 2099, Strategy Development Board, Strategic Planning Steering Committee, and Strategic Planning Working Group were established. And a Project team including Project executers was established in the preparatory phase of the Project.

1. STRATEGY DEVELOPMENT BOARD(SDB)

As per the item f of the Article 15 of the Law no 5436, SDB was established in order to lead the studies to be carried out, assist in determining strategies, goals and policies of the Ministry, improving services and organization. The members of the board are as follows:

Member	Title
Hasan Basri AKTAN	Undersecretary
Cemal BOYALI	President of Finance Inspection Board
Mahmut VURAL	President of Tax Inspectors Board
İsa COŞKUN	Deputy Secretary
M. Sami KENEZ	Deputy Secretary
Mehmet ŞİRİN	Deputy Secretary
Genç Osman YARAŞLI	President of Financial Crimes Investigation Board
Ahmet KESİK	President of Strategy Development Unit
Selahattin İNCİ	Chief Legal Advisor and Director General of Juridical Affairs
Naci AĞBAL	Director General of Budget and Fiscal Control

Ömer DUMAN	Director General of Public Accounts
Seyit Ahmet BAŞ	Director General of Revenue Policies
İlyas ARLI	Director General of National Estate
Mustafa DAĞÜSTÜ	Director General of Liquidation and Revolving Funds
Ümit AKSOY	Director General of Personnel
Hasan ŞAHİN	President of Finance High Training Center
Halit ÖCAL	Head of the European Union and Foreign Affairs Department
Adem KABADAYI	Head of Administrative and Fiscal Affairs Department

2. STRATEGIC PLANNING STEERING COMMITTEE(SPSC)

This committee was established in order to lead the unit-based studies and communicate them to Strategy Development Board.

Unit of the MoF	Member	Title
Board of Inspection	M. Uluğsad GÜRBÜZER	Chief Finance Inspector
Tax Inspectors Board	Garip AYZ	Senior Inspector
Financial Crimes Investigation Board	Hasan AYKIN	Vice-President
Strategy Development Unit	Şaban KÜÇÜK	Head of Department
Chief Legal Advisory and General Directorate of Legal Proceedings	Nihat ERYILMAZ Ali Nurzat TOKER	Advisor Lawyer of Treasury Advisor Lawyer of Treasury
General Directorate of Budget and Fiscal Control	CebraİL YILMAZER	Deputy Director General

General Directorate of Public Accounts	Eyüp KIZILKAYA	Deputy Director General
General Directorate of Revenue Policies	Mustafa TÜRKKOT	Head of Department
General Directorate of National Estate	Mehmet AKSOY M. Akif UMay	Head of Department Head of Department
General Directorate of Liquidation and Revolving Funds	Aydın ŞAHİN	Head of Department
General Directorate of Personnel	Tayyar TARI Mehmet ŞİMŞEK	Head of Department
Presidency of Finance High Training Center	Mahmut SAYIN	Vice-President
Department of Administrative and Fiscal Affairs	Cengiz DİŞLİ	Deputy Head

3. STRATEGIC PLANNING WORKING GROUP(SPWG)

SPWG is composed of members in charge of full time participating in studies in propria persona coordinated by Strategy Development Unit and the project team, and ensuring coordination between their own spending units and working group.

Unit of the Ministry of Finance	Member	Title
Board of Inspection	M. Ali İSLAMOĞLU Mehmet ABANOZ	Finance Inspector Finance Inspector
Tax Inspectors Board	Atilla BUDAK	Tax Inspector
Financial Crimes Investigation Board	Meral BOZDAĞ	Expert
Strategy Development Unit	Tuğba DİNÇER Atilla ÇAKIR Ümit ARSLAN Yusuf ERTAŞ Emrah ALADAĞ Perihan NECİ Ebru ALTUN Fulya DOĞANTİMUR Ayşenur YILDIRIM	Assistant Finance Expert Assistant Finance Expert Assistant Finance Expert Assistant Finance Expert Assistant Finance Expert Assistant Finance Expert Assistant Finance Expert Assistant Finance Expert Translator and Interpreter

Chief Legal Advisory and General Directorate of Legal Proceedings	Abdullah DEMİR	Lawyer of Treasury
General Directorate of Budget and Fiscal Control	Ebru YENİCE	State Budget Expert
General Directorate of Public Accounts	Yusuf KÖMÜ Atilla HAZIR	State Accounting Expert State Accounting Expert
General Directorate of Revenue Policies	Işıl BAYDEMİR	State Revenue Expert
General Directorate of National Estate	Haluk ESENER Kerem Eray ERBAY Şehri ATEŞ	National Estate Auditor Assisstant Department Head State Goods Expert
General Directorate of Liquidation and Revolving Funds	Fazlı CAN	Chief
General Directorate of Personnel	Hasan Hüseyin YILGIN	Expert in statistics
Presidency of Finance High Training Center	Pınar TAÇYILDIZ	Civil servant
European Union and Foreign Affairs Department	Nesrin ALİCAN Hülya SOYLU	EU assisstant expert EU expert
Department of Administrative and Fiscal Affairs	Mehmet KISAOĞLU	Chief

4. PROJECT TEAM(PT)

PT has been established in order to identify, coordinate and actually carry out the activities required for implementing the Project on Strategic Management System Model and Software which is supported by TUBITAK. PT is composed of members of executive partners.

Name and Surname	Institution	Task in the Project
Şaban KÜÇÜK	Ministry of Finance	Project Executer
A. Nusret GÜÇLÜ	STRATEK	Project Executer
Necmettin OKTAY	TUSSIDE	Project Executer
Ertan TOSUN	Ministry of Finance	Expert
A. Uğur CEBECİ	Ministry of Finance	Expert
Nazmi Z. GÜRKAN	Ministry of Finance	Expert
Arif YILDIRIM	Ministry of Finance	Expert
İsmail ERASLAN	Ministry of Finance	Expert
Güner DEMİREL	Ministry of Finance	Expert
Tuğba DİNÇER	Ministry of Finance	Expert
Atilla ÇAKIR	Ministry of Finance	Expert
Ümit ARSLAN	Ministry of Finance	Expert

Perihan NECİ	Ministry of Finance	Expert
Yusuf ERTAŞ	Ministry of Finance	Expert
Ayşenur YILDIRIM	Ministry of Finance	Translator and Interpreter
Ersin UYGUR	TUSSIDİ	Expert
Murat KAYMAK	TUSSIDİ	Researcher
Fethullah ÇALIŞKAN	TUSSIDİ	Researcher
Yasemin BÜLBÜL	TUSSIDİ	Researcher
Abdullah AKKURT	TUSSIDİ	Researcher
Bilge Terken ATAÖĞLU	TUSSIDİ	Researcher
Deniz KASAP	TUSSIDİ	Researcher
Can ÜNVER	STRATEK	Expert
Erkan İNAN	STRATEK	Expert
Soner ERDEVİREN	STRATEK	Expert
Erhan ÖZAHÇI	STRATEK	Personel
Mehmet Erdal ÖZKINACI	STRATEK	Personel
Melih ÖZGÜRÜN	STRATEK	Personel
Mehmet TORAMAN	STRATEK	Personel
Perihan ÖNGEOĞLU	STRATEK	Personel

D. WORKING METHODS OF STRATEGIC PLANNING TEAM

As per the Ministerial Approval dated 14/08/2006 and no 2099, Strategy Development Board of the MoF was established in order to lead the studies to be carried out, assist in determining strategies, goals and policies of the Ministry, improving services and organization and it was decided that the SDB would meet once in a month in order to be informed about strategic planning studies and the secretariat service of the board would be provided by the Strategy Development Unit in accordance with the article 15/f of the Law no 5436.

Strategic Planning Steering Committee and Strategic Planning Working Group under the coordination of SDU were established in order to ensure the utmost participation of provincial and central organization of the MoF in strategic planning studies.

Working Group meets every Thursday in order to ensure effective execution of strategic planning studies of the MoF on unit basis, make strong interaction and cooperation among the units on the condition that the successive week's agenda is set in advance.

Members of Steering Committee meet on a pre-determined agenda bi weekly on Friday in order to assess the activities carried out by the working group and the analysis and reports concluded, and to support and lead the working group in their studies.

Project Team of Strategic Management System provides technical, theoretical and administrative support to the Ministry of Finance in order to execute the Project.

Besides the periodical meetings that are held for sharing information, the members of strategic planning team also hold extra meetings for preparing reports and make analysis when it is required.

Strategic Management and Planning Department of SDU coordinate the meetings. Items on the agenda, decisions taken, the presentations and the list of participants are sent to the members of the planning team by e-mail and all the relevant documents are published on the following web-site. www.sgb.gov.tr

E. NEEDS ASSESSMENT

1. TRAINING NEEDS ASSESSMENT

It is envisaged that there will be trainings which will enhance the improvement on the concepts, and the methods to be applied, ensure the creation of a common language among the Project executers and within the institution. Within this framework, it is crucial for the MoF that primarily the members of the Strategic Planning Steering Committee and Working Group who are expected to work in strategic planning process actively recieve trainings which will clarify basic concepts and road map of the planning.

For this purpose, initially the employees of the Strategy Development Unit that is the Project leader and coordinator of strategic planning process were trained and participated in various seminars and conferences. Later on, a wide-ranging introduction meeting was held in the Ministry in order to explain and introduce the Project and the strategic planning process, and ensure the buy-in(ownership). Following these studies, a comprehensive training and

working programme was organized in TUSSIDE on September 10-14 2006 and September 25-30 2006 for the members of SPSC and SPWG. Furthermore, a training on being a moderator in workshops was also organized by the participation the members of the working group.

The importance of the strategic planning for the MoF and the value attached to this process by the Ministry required to increase the level of awareness within the institution. For this purpose, information meetings were held for the middle managers.

It is supposed that, there will be various trainings and meetins in order to take the opinions of the consultant institutions and the expert university lecturers about the subjects required to be learnt about within the scope of the planning process. It is also necessary to take the opinions of the relevant parties about many subjects but primarily about the internal and external environment analysis and include them in the process. By this way, more effective and comprehensive analysis and decisions will be made.

In order to follow up the developments about strategic planning in the world closely, to have a knowledge of topical subjects and methods, to share experience about the subject, participation in the trainings and meetings held abroad is also envisaged.

Sharing meetings will be held in order to use the data and knowlege we gained from the meetings held, trainings and seminars we participated in during the process, from the consulting agencies, university lecturers and experts internationally known. By this way, the process is expected to operate theoretically accurate/in full force by supporting the decision makers about the subject conceptually.

It is evsisaged that a strategic management system model will be designed after completing the strategic planning studies. There will be trainings and meetings for informing of the model to be designed during the process. By this way, awareness and knowledge about the model will be created within the institution; and operability and continuity of the model will be ensured.

Main trainings anticipated to be given during the strategic planning process are as follows;

1. Strategic Management Training: the purpose is to share basic concepts about strategic management, revise the process and form a common language.
2. Strategic Planning Training: application based(practical) training about strategic planning.
3. Process Management Training: basic training about organizational process mapping
4. Performance Based Budgeting Training: this training will be given in accordance with the 9th Article of the Law 5018 and Performance Based Budgeting Guidelines.
5. Sharing of the information and the concepts related to this information which were prepared in the light of data collected during the process.
6. Informing of the model to be designed during the process.
7. MoF Strategic Management Model Training
8. Performance Based Budgeting Software Training
9. Following up the developments about strategic planning in the world and sharing of experience.
10. Strategy Focused Organizations and Strategy Map
11. Balanced Scorecard Concepts and Applications
12. Information Sharing Meetings for the Strategy Development units
13. Performance Knowledge System and Performance Evaluation Training
14. Performance Programme Preparatory Training
15. Managerial Accountability Report Preparatory Training

2. CONSULTING NEEDS ASSESSMENT

It is envisaged that while preparing its strategic plan, the MoF will procure consulting service at different stages for the aim of planning, organization, specifying the content and method and moderation in the modelling and implementation process. The consulting service to be provided and the gains expected can be summarized as follows:

- ✓ Modelling and planning of preparatory process of strategic plan and performance based budget.
- ✓ Planning and organizing of information production meetings to be held during the process, determining of the methods of the meetings and holding the meeting.
- ✓ Planning and organizing of the analysis studies to be made on unit-basis during the process, determining of the methods and examining of the studies carried out and improving them when required.
- ✓ Detailing the data/information(mission and vision statements, strategic goals, etc) which will be produced and finalized during the process and form a base for the strategic plan of the MoF
- ✓ Preparing and improving the implementing document, pattern and format to be required during the process.
- ✓ Sharing of the good implementation samples about Strategy Focused Organizations, Strategy Map and Balanced Scorecard Concepts.

3. DATA NEEDS ASSESSMENT

Strategic Planning process is a process which covers making decisions based on goals, objectives and activities by making the analysis of today and tomorrow of the institution and the micro and macro environments of the institution; considering the institutional values and priorities. It is necessary that the process is supported by various accurate data for taking sound decisions for the subjects that are vital for the institution.

Various data related to the subjects about both the institution and the environmental issues are required during the preparation process of the strategic plan of the MoF. Some of this data will be collected by the current sources of the MoF, some will be collected following the examination of the domestic and foreign sources related to the subject and be put into use, and the rest will be produced from the studies to be carried out during the process. The sources from which the data-to be required- will be collected are substantially as follows:

Data Need Analysis-Sources

I. The Method of Access to Data and Information	II. The Ways of Access to Data and Information – Sources to be used.
Access to data and information from the current sources of the MoF	<ul style="list-style-type: none"> ✓ Accountability Reports prepared by the units ✓ Institutional reports regarding the MoF ✓ Project reports and accountability reports ✓ Statistical data booked by the units of the Ministry ✓ Data base of the Ministry ✓ Legal Legislation concerning the Ministry
Access to data and information through examining the domestic and foreign sources	<ul style="list-style-type: none"> ✓ Internet Search ✓ Literature Search ✓ Reports published by the international agencies ✓ Accountability Reports of the equavilent agencies/institutions ✓ Strategic plans of the equavilent institutions ✓ Experience Sharing Activities
Access to data and information following the studies carried out during the process.	<ul style="list-style-type: none"> ✓ Reports on the studies carried out during the process

When the data to be required during the process are examined under main topics, you can see the following table:

III. Main Topic of Data and Information	IV. Data and Information Details
Data and information about institutional(organizational)structure	<ul style="list-style-type: none"> ✓ Organizational Structure ✓ Decision Making processes ✓ Qualitative and quantitative information about human resources and financial sources ✓ Quantitative information about the technological infrastructure of the ✓ Management approach for the It technologies ✓ Information about vehicles, buildings and other assets ✓ Information about the aactivities and projects of the Mof ✓ Accountability reports of the units ✓ Guidelinesses of the Concepts (strategy, process, performance, etc)
Data and Information about the legal legislation	<ul style="list-style-type: none"> ✓ Legal legislation regarding the MoF, and its units ✓ Legal Legislation regarding the Strategic Planning

Data and Information about the environment of the institution	<ul style="list-style-type: none"> ✓ Stakeholder List ✓ Situational information, developments and trends about the activity area of the ministry ✓ Qualitative and quantitative information about the equivalent foreign agencies/institutions. ✓ Qualitative and quantitative information about good implementation samples ✓ Global, regional and national indicators at micro and macro levels about activity area ✓ Projects, outputs, outcomes, budgets, budget realizations, commitment(liability) bookkeeping entries(if any) and planning studies of the previous years.
Data and Information about strategic planning studies	<ul style="list-style-type: none"> ✓ Project Plan ✓ Duty/authorization definition of the boards established ✓ Profile information of the members of the board ✓ Working principles of the boards ✓ Concepts List ✓ Process Guideliness ✓ Process Schemes/models

4. FINANCIAL RESOURCES NEEDS ASSESSMENT

By considering the human performance required to prepare the physical and hardware infrastructure, the activities requiring financial resources are as follows:

- ✓ Participation fees for the training activities within the ministry, and for the trainings and meetings at home and abroad; accommodation expenditures; organization expenditures for the meetings and meeting places; service expenditures.
- ✓ Consulting expenditures
- ✓ Expenditures for the preparation of data about the transactions to be made in the Ministry
- ✓ Expenditures for the sources to be obtained after the literature search/scan
- ✓ Every kind of physical and technological expenditures for the transactions and operations
- ✓ Stationery expenditures

✓ Advertising expenditures

F. STRATEGIC PLANNING SCHEDULE

(15.08.2006 / 16.04.2007)

STEPS	Activity	Beginning	End	Person in charge ¹
A	First Step: MoF- Current State Model			
1	Establishment of Strategy Development Board for MoF	15.08.2006	21.08.2006	SDU
2	Establishment of Strategic Planning Steering Committee for MoF	15.08.2006	21.08.2006	SDU
3	Establishment of Strategic Planning Working Group for MoF	15.08.2006	21.08.2006	SDU
4	MoF- Strategic Planning Basic Information Document v1.0 (MoF SP Guide Book v1.0)	15.08.2006	22.08.2006	SDU TUSSIDE
5	The preliminary meeting of Strategic Planning Studies	25.08.2006	25.08.2006	SDU
6	Preparation Programme	27.09.2006	27.09.2006	SDU, TUSSIDE
7	Literature Search	25.08.2006	15.09.2006	SDU, TUSSIDE, STRATEK
8	Guide of Basic Concepts v1.0	25.08.2006	15.09.2006	SDU, TUSSIDE
9	Strategic Management and Process Management; MoF SP SC and WG and MoF Project Team Informing about Management and Process	11.09.2006	14.09.2006	SDU, TUSSIDE
10	MoF -Unit-based Working Groups - Process Modelling Training	26.09.2006	30.09.2006	SDU, TUSSIDE, STRATEK
11	Training on being a moderator in workshops for SPWG	02.10.2006	03.10.2006	SDU
12	SDUs 1st Information Sharing Meeting	07.07.2006	07.07.2006	SDU
13	MoF- Unit based Strategic Planning Studies Mission, Vision, Product/Service Stakeholder Analysis, SWOT Analysis	06.10.2006	02.11.2006	SDU, TUSSIDE

¹ Person in charge is responsible for carrying out the activity he is assigned to. The sub-steps of the activities will be carried out by the SDB, SPSC, SPWG and PT.

SDB: Strategy Development Board

SPSC: Strategic Planning Steering Committee

SPWG: Strategic Planning Working Group

PT: Project Team

STEPS	Activity	Beginning	End	Person in charge ¹
14	MoF- Unit-based Strategic Planning Studies SWOT Analysis, Strategic Goals and PEST Analysis	14.10.2006	21.10.2006	SDU, TUSSIDE
15	Study on Basic Values and Principles	15.10.2006	15.11.2006	SDU, TUSSIDE
16	Reporting of all the studies carried out	15.10.2006	15.11.2006	TUSSIDE
16A	Consolidation of the studies carried out for developing the mission			
16B	Consolidation of the studies carried out for developing the vision			

16C	Consolidation of studies carried out for determining the strategic goals			
16D	Consolidation of studies carried out for SWOT Analysis			
B	Second Step: MoF Institutional Analysis – As Is			
1	Determination of the main service production processes of units of Ministry of Finance	01.10.2006	26.10.2006	SDU, TUSSIDE, STRATEK
1A	Determination of service processes			
1B	Determination of the process owners			
1C	Determination of process relations			
1D	Preparation of report about the progress of the process (process state report)			
2	Examination of administrative structure and decision making processes of MoF	01.10.2006	14.11.2006	SDU, TUSSIDE
2A	Examination of organizational scheme			
2B	Determination of approval mechanisms			
2C	Examination of organizational culture			
2D	Preparation of interview questions by the help of top managers			
2E	Interview with top managers			
2F	Preparation of the report about administrative structure			
3	Examination of human resources and financial resources MoF	01.10.2006	14.11.2006	SDU, TUSSIDE
3A	Collecting the information of employees working in central organization of MoF			
3B	Collecting the information of employees working in provincial organization of MoF			

3C	Examination of the processes about employment/hiring and promotion of employees			
3D	Examination of the certificates and the training the employees recieved			
3E	Examination of the policies related to the employees			
3F	Preparation of the report about the management of the employees In MoF			
3G	Preparation of the financial tables of MoF			
3H	Examination of fiscal policies			
3I	Preparation of the MoF financial management report			
4	Examination of the infrastructure of information technologies Of MoF	01.10.2006	07.11.2006	SDU, TUSSIDE
4A	Examination of technological infrastructure of MoF			
4B	Examination of important IT projects carried out in the MoF			
4C	Examination of IT policies and approaches of MoF			
4D	Examination of information safety and sharing			
4E	Examination of policies about renewing the infrastructure			
4F	Preparation of MoF IT management report			
5	Examination of vechicles, buildings and other assets	01.10.2006	07.11.2006	SDU, TUSSIDE
5A	Drawing up inventory of vechicles			
5B	Drawing up inventory of buildings			
5C	Examination of office facilities			
5D	Examination of technical equipment			
5E	Finding resource utilization proportions			
5F	Examination of accessibility to the institution			
5G	Examination of management policies regarding the vechicles and buildings of MoF			
5H	Preparation of report about equipment and building management policies of MoF			

6	Determination of important activities and projects carried out and concluded by MoF	10.10.2006	14.11.2006	SDU, TUSSIDE
6A	Important projects carried out in the last five years			
6B	Important projects planned and initiated in the last five years			
6C	Important projects planned and called off in the last five years			
6D	Important projects planned and abandoned in the last five years			
6E	Important projects planned to be carried out in the coming five years			
6F	Problems faced while carrying out the projects			
6G	Preparation of project management report			
7	Examination of current states and development trends in the activity field of MoF at global and domestic level	10.10.2006	30.12.2006	SDU
7A	Examination of reports about institutional background analysis			
7B	Examination of analysis report prepared by the units			
7C	Making interviews			
7D	Preparation of report about the ongoing trends			
8	Examination of institutions of equal state with Turkish Republic MoF in foreign countries	01.10.2006	14.11.2006	SDU, TUSSIDE, STRATEK
9	Examination of applicability of good examples (Ireland, Australia, New Zealand)	01.10.2006	14.11.2006	SDU, TUSSIDE, STRATEK
10	Technical Expert Certificate and Training Material (if any) (World Bank, Holland, General Directorate of Budget and Fiscal Control Twinning, OECD Sigma Internal Control Project)	01.10.2006	14.11.2006	SDU, TUSSIDE, STRATEK
11	Training on strategic management at home and abroad	01.10.2006	21.11.2006	SDU, TUSSIDE, STRATEK
12	Internal and External Stakeholder Analysis	03.10.2006	30.11.2006	SDU, TUSSIDE
12A	Determination of important stakeholders and taking their opinions <ul style="list-style-type: none"> - determination of the stakeholders - organization of the place - setting the date - deciding the method - carrying out the study - preparation of the report 			

12B	<p>Determination of the stakeholders on unit basis and taking their opininons</p> <ul style="list-style-type: none"> - determination of the stakeholders - organization of the place - setting the date - deciding the method - carrying out the study - preparation of the report 			
12C	<p>Searching the expectations of the provincial organization from the central organization of MoF</p> <ul style="list-style-type: none"> - determination of the stakeholders - organization of the place - setting the date - deciding the method - carrying out the study - preparation of the report 			
12D	<p>Analysis of the expectations of the provincial organization from the central organization of MoF</p> <ul style="list-style-type: none"> - determination of the stakeholders - organization of the place - setting the date - deciding the method - carrying out the study - preparation of the report 			
12E	Preparation of the report of the Stakeholder Expectation Anaylsis			
13	PEST (Political, Economical, Social and Technological) Anaylsis	03.10.2006	14.11.2006	SDU, TUSSIDE
13A	Common Opinion Platform	19.01.2007	21.01.2007	
13B	Preparation of PEST Analysis			
14	Defining the strong and weak points of MoF; opportunities, threats for MoF	04.11.2006	19.11.2006	SDU, TUSSIDE
14A	Making SWOT analysis of MoF via the Steering Committee			
14B	Reporting the results of the SWOT Analysis			
15	Scenerio Studies	04.11.2006	19.11.2006	SDU, TUSSIDE
16	Analysis Report	19.11.2006	30.11.2006	SDU, TUSSIDE
16A	Preparation of Institutional Analysis Report			
16B	Approval of Institutional Analysis Report			

C	Third Step: Strategic Plan of Ministry of Finance	04.11.2006	16.04.2007	
1	Sharing of Basic Concepts about Strategic Management with MoF SDB, Revision of mission and vision of MoF Determining the draft strategic goals	04.11.2006	05.11.2006	SDU, TUSSIDE
2	Searching institutional history of MoF	04.11.2006	31.12.2006	SDU, TUSSIDE
3	Determining strategic goals and objectives	13.11.2006	15.12.2006	SDU, TUSSIDE
3A	Defining strategic goals determined by the Steering Committee			
3B	Ensuring correlation of strategic goals with the units of MoF			
3C	Determining strategic objectives via Steering Committee			
3D	Submitting strategic objectives to the units for approval			
3E	To finalize the strategic goals and objectives in the framework of the feedbacks			
3F	Submitting strategic goals and objectives to the head of administration for approval			
4	Ensuring the correlation of strategic goals and objectives with activity areas and units	15.12.2006	29.12.2006	SDU, TUSSIDE
5	Making suggestions for strategies that will enable the realization of strategic goals and objectives and prioritization of these strategies	29.12.2006	19.01.2007	SDU, TUSSIDE
5A	Determination of the strategies			
5B	Determination of the method that will be used for prioritization			
5C	Prioritization of the strategies			
6	Determination of the activities and projects which will enable the realization of strategic objectives	19.01.2007	16.02.2007	SDU, TUSSIDE
7	SDUs 2nd Information Sharing Meeting	16.02.2007	16.02.2007	SDU
8	Setting out the performance indicators and the values of them for the last five years	19.01.2007	16.02.2007	SDU, TUSSIDE
9	Setting out the objective values related to performance indicators	19.01.2007	16.02.2007	SDU, TUSSIDE
10	Calculation of the estimated implementation costs of strategies for the next five year period.	16.02.2007	16.03.2007	SDU, TUSSIDE
11	Finalizing the draft strategic plan	16.03.2007	23.03.2007	SDU, TUSSIDE
12	Draft strategic plan	23.03.2007	23.03.2007	SDU, TUSSIDE
13	Announcement and Revision of draft strategic plan	23.03.2007	06.04.2007	SDU, TUSSIDE

14	Approval of the Strategic Plan of Ministry of Finance (2008–2012)	06.04.2007	06.04.2007	SDU
15	Printing Strategic Plan	06.04.2007	13.04.2007	SDU
16	Promulgation of the Strategic Plan with a press conference	16.04.2007	16.04.2007	SDU