



ORIGINAL RESEARCH PAPER

Management

“THE FORMULATION, IMPLEMENTATION AND EVALUATION OF A STRATEGIC PLAN FOR THE INTEGRITY COMMISSION OF GUYANA 2016-2020.”

KEY WORDS: Strategic management, Strategic Planning, Strategic Plan, Formulation, Implementation, Evaluation

Amanda Jaisingh Student, Texila American University

ABSTRACT

Strategic management and strategic planning are very important processes to an organization success or failure. Strategic management is a set of managerial decisions and actions that determines the long run performance of the organization. One such managerial decision and action is the formulation, implementation and evaluation of an organization strategic plan. Strategic planning for public organizations such as the Integrity Commission is based on the premise that leaders must be effective strategists if their organizations are to fulfill their missions, meet their mandates, and satisfy their constituents in the years ahead. A strategic plan for the Integrity Commission of Guyana is the road map for this journey, highlighting what is coming down the road next and suggesting routes for getting to your goal. The purpose of this project was to formulate, implement and evaluate a five (5) year (2015-2020) Strategic Plan for the Commission in order to assist in the restructuring phase for the efficient and efficient function and performance of the Commission's work. The formulation of a strategic plan was seen as an important aspect to have as a long term guiding principle for the Commission. The strategic plan laid out is for five (5) years and will be used to assist the Commission in its restructuring phase and its efforts to become a fully functional Commission with its board members, fully staff and equipped. It will consist of immediate, medium and long term strategies that will guide the Commission in the execution of its mandate.

Introduction

Strategic management is a very important process to an organization success or failure. Strategic management is a set of managerial decisions and actions that determines the long run performance of the organization. One such managerial decision and action is the formulation, implementation and evaluation of an organization strategic plan. Strategic planning is one of the most important functions of the head of an organization. Strategic planning is a comprehensive and systematic management tool designed to help organizations assess the current environment, anticipate and respond appropriately to changes in the environment, envision the future, increase effectiveness, develop commitment to the organization's mission and achieve consensus on strategies and objectives for achieving that mission. Strategic planning is about influencing the future rather than simply preparing or adapting to it. The focus is on aligning organizational resources to bridge the gap between present conditions and the envisioned future. The organizations objectives for a strategic plan will help determine how the resources available can be tied to the future goals.

The organization chosen for this capstone project is the Integrity Commission of Guyana which is a governmental organization. The Integrity Commission Act was assented to on the 24th September, 1997. The Act provides for the establishment of the Integrity Commission and makes provisions for the purpose of securing the integrity of persons in public life. The Act also provides for the appointment of a Chairman to head the Commission, not less than two (2) and not more than four (4) other members of the Commission, a Secretary to oversee the day to day work of the Commission and other officers for the proper performance of the Commission.

Background

Strategic planning for public organizations such as the Integrity Commission is based on the premise that leaders must be effective strategists if their organizations are to fulfill their missions, meet their mandates, and satisfy their constituents in the years ahead. Effective strategies for the Commission are needed to cope with changed and changing circumstances, and the leaders need to develop a coherent and defensible context for their decisions.

A strategic plan for the Commission is the road map for this journey, highlighting what is coming down the road next and suggesting routes for getting to your goal. This strategic plan success or failure depends on the basic elements of the strategic management process which is environmental scanning, strategy formulation, strategy implementation and evaluation. Strategic management of the Commission gives a clear sense of the vision of the organization, it focus on strategic importance and improved the understanding of the changing environment. The Integrity

Commission strategic management can use coerciveness as a key element of their strategy.

The project title is “The formulation, implementation and evaluation of a Strategic Plan for the Integrity Commission of Guyana 2016-2020.” The strategic plan laid out in this project is for five (5) years and will be used to assist the Commission in its restructuring phase and its efforts to become a fully functional Commission with its board members, fully staff and equipped, etc. The Board can effectively oversee the operational direction of the Commission through the effective execution of the five (5) year Strategic Plan. It will consist of immediate, medium and long term strategies that will guide the Commission in the execution of its mandate. It is based on a clear vision, mission and its objective. Most of the strategic goals were adopted from the **Kenya Anti-Corruption Commission (KACC) Strategic Plan Strategic Plan 2006-2009** since they provide a solid foundation for a sustainable war on corruption. The KACC strategic plan is well laid out and since the fight against corruption is a part of the Guyana's Integrity Commission mandate it will be beneficial if adopted.

Problem

The life of the Integrity Commission came to an end on the 28th May, 2012 and has not been renewed ever since. As such, the Commission has not been fully functional in carrying out its work and will soon be going through a restructuring phase after a review of the entire Commission (the internal and external environment) using the Strength, Weaknesses, Opportunities and Threats (SWOT) analysis. The Commission has never fully carried out its mandate as set out by the Act and one of the reasons for its failure is because it never had a strategic plan as a guiding principle to follow.

Therefore, the three subject areas used in this project were strategy formulation, strategy implementation and strategy evaluation. These three areas will be used in the formulation of the five (5) year strategic plan for the Integrity Commission of Guyana.

Purpose/Significance

The purpose of this project was to formulate, implement and evaluate a five (5) year (2015-2020) Strategic Plan for the Commission in order to assist in the restructuring phase for the efficient and effective function and performance of the Commission's work. The formulation of a strategic plan was also chosen because this Commission never had one and it is seen as an important aspect to have one as a long term guiding principle for the Commission. The researcher feels that every organizations whether, public, private and/or nongovernmental should have a strategic plan. This Plan was also developed and prepared with the view that the war on corruption must be comprehensive, balanced and all-inclusive and the Integrity Commission plays a very

important role in the fight against corruption. This has meant placing sufficient emphasis on corruption prevention, advisory services and restitution, while commensurately and appropriately contextualizing the overwhelming public interest in investigations and prosecutions. The plan sets out the Commission's mission, vision, values, and strategic goals for fiscal years 2015 through 2020.

Methods

Description of the Site

The Office of the Integrity Commission of Guyana is located at 94 Carmichael Street Georgetown Guyana and it is a governmental organization. The Integrity Commission Act was assented to on the 24th September, 1997. The Act provides for the establishment of the Integrity Commission and makes provisions for the purpose of securing the integrity of persons in public life. The Act also provides for the appointment of a Chairman to head the Commission, not less than two (2) and not more than four (4) other members of the Commission, a Secretary to oversee the day to day work of the Commission and other officers for the proper performance of the Commission.

Description of the Study Carried Out

This study was carried out at the Integrity Commission where a SWOT analysis was carried out where the strength, weaknesses, opportunities and problems of the Commission were identified. The vision, mission, values and strategic goals were also identified. Lastly, the implementation and evaluation of the strategic plan for the Commission were outlined.

Description of the Method used

The method used was of qualitative nature where secondary data on the Commission was looked at such as the annual reports, the Integrity Commission Act and internet research on strategic plan of other Integrity Commission such as the Kenya Strategic Plan.

Results

THE INTEGRITY COMMISSION STRATEGIC PLAN (2016-2020) Strategy Formulation for the Commission Strategic Plan

The strategic formulation for the Integrity Commission consists of the following:

Environmental Scanning

An environment scan was carried out in the form of a review of the Commission using the SWOT analysis to identify the strengths, weakness, opportunities and threats of the Commission. It was found that the weaknesses greatly outnumber the strengths of the Commission.

The **strength** identified is that the Secretariat has existing information on public office holder's way back from 1997 to present that can be used as a stepping stone for the way forward. The **weaknesses** identified were resources (includes human, financial, material, technological, infrastructure), weak organization structure, the legal framework and sections of the Act are not up to date in keeping with changing times, the Commission is not fully constituted with the Chairman and Commissioners according to the Act to made important strategic decisions, all departments that was needed for the full function were not created example the investigation section, the support of key stake holders such as the general public and governmental agencies, lack of prosecutorial powers, etc.

There were many **opportunities** and benefits open from a number of stakeholders to the Commission to progress forward such as the government, the general public, International bodies and laws, Integrity Commission from different countries, etc.

The **threat** identified is that the Commission is operating in and out of a multi racial, socio economic, legal and political environment which directly and indirectly impact its operations and where it needs the inclusion of all members and sections of society for it to achieve its purpose of securing the integrity of person in public life.

The **strategic issues** were both internal and external to the Commission. Strategic issues such as lack of adequate resources, interferences, obligations to international bodies, etc.

The numerous weaknesses and opportunities identified in the reviewing of the Commission and the strategic issues identified through SWOT analysis , it was decided that in order to keep the Commission's moving forward in carrying out its mandates, it have to be restructure and have all systems put in place for it to be fully functional.

Vision

The **vision** of the Integrity Commission is

"Securing the integrity of persons in public life."

Mission

The **mission** was formed in keeping with the Commission's vision

"Improved public confidence in the integrity of holders of public life."

In order to uphold vision and mission of the Commission as stated above the objective for achieving this is **"through their compliance with the provisions of the Integrity Commission Act No. 20 of 1997."** It requires that all public office holders as set out in Schedule II of the Act must submit a full and true declaration form for the period twelve months prior to June 30 of the declaration year to the Commission on an annual basis.

The significance of this clear vision and mission statements for the Commission will play three significant roles, that is:

1. Communicate the vision/purpose of the Commission to the Stakeholders or public officers, that is, the Commission vision/purpose is securing the integrity of persons in public life.
2. Inform strategy development for the Commission by having the public officers as per Schedule declaring their assets and liabilities to the Commission on an annual basis.
3. Develop measurable goals and objective by which to gauge the success of the Organization strategy that is, to secure the integrity of persons in public life is through public officer's full compliance with the provisions of the Integrity Commission Act No. 20 of 1997 which is declaring their assets and liabilities to the Commission on an annual basis.

Values

The **values** of the Commission followed are the ten (10) principles of Public Life that forms the culture of the Commission and its daily work:

1. Accountability: Public Office holders are accountable to the public for their decisions and actions, and must submit themselves to scrutiny and criticism. 11
2. Dignity: Public office holders are expected to conduct themselves in a manner that is worthy of the respect of their peers and the public.
3. Diligence: Public office holders are expected to be effective, efficient, courteous and reliable in the performance of their duties.
4. Duty: Public office holders are reminded that they owe a duty to the public and must consider themselves servants of the people.
5. Honour: Members of Parliament should regard it as an honour to serve in the nation's highest legislative forum. They have a moral responsibility to preserve the reputation of their office.
6. Integrity: public office holders have a duty to declare any private interest relating to the discharge of their duties and responsibilities and to ensure that their personal decisions and actions not in conflict with the national interest.
7. Loyalty: Public office holders should display allegiance to the state and should show concern for wellbeing of the persons that were elected to represent.
8. Objectivity: Ministers, in carrying out public business, should make decisions based on merit when making public appointments, awarding contracts, or recommending individuals for rewards and benefits.
9. Responsibility: Ministers collectively; have a basic responsibility

to take decisions only in the national interest void of any forms of personal gain, or other material benefits for themselves, their family or their friends.

10. Transparency: Ministers should be open about all their public decisions and actions and be prepared to provide explanations when so demanded by the public.

Strategic Goals

In order to uphold the mission, vision and objective of the Commission the following strategic goals and ways to achieve these goals were formulated and outlined below:

1. Full establishment of the Commission and revise the Commission's Act No. 20 of 1997 to keep with changing times and up to date laws with power.

One of the key strategic goal of the Commission during the Plan period is to *fully establish the Commission and revise the Commission's Act No. 20 of 1997 to keep with changing times and up to date laws with power* in order to carry out its mandate. This is the most important strategic goal, if the Commission is not fully established and with the required laws and regulation then there is no need for the other strategy to be implemented. To achieve this, the Commission will have to implement the following:

1. Building capacity with key stakeholders such as the government and opposition leader,
2. Seek assistance from the National Assembly and Ministry of Legal Affairs and other legal entity to revise the Act and
3. Incorporate powers to the Commission that were not given before such as power to prosecute.

The outcome of this strategic goal is that the Commission will be fully established with the required laws, power and the board to carry out its mandate and what it is set up to do.

2. Enhance the Commission's performance through effective alignment and management of human, information, and financial capital

The second strategic goal to be pursued during the Plan period to *Enhance the Commission's performance through effective alignment and management of human, information, and financial capital* in order to carry out the work of the Commission and improve public service delivery and overall development in Guyana. To achieve this, the Commission will implement a number of initiatives including:

1. Employ skill and qualified personnel.
2. Acquire information from the relevant stakeholders to carry out the work.
3. Acquire the required yearly financial budget from central government.

The outcome of this goal is that the Commission will have the required and adequate resources to carry out its mandate.

3. Enforcing the Code of Conduct, requirements of the Commission's Act and Anti-Corruption Law

The third strategic goal to be pursued during the Plan period to *enforce the Code of Conduct, requirements of the Commission's Act and anti-corruption law* in order to reduce corruption, and subsequently improve public service delivery and overall development in Guyana. To achieve this, the Commission will implement a number of initiatives including:

1. Building litigation and asset recovery capacity of the Commission to effectively enforce the code of conduct, requirements of the Commission's Act and Anti-Corruption Act, among other things:
2. (i) Building operational capacity for asset tracking and recovery through training and research,
(ii) Tracking, compiling and systematizing information received from declaration forms, public and anti-corruption

jurisprudence, and

- (iii) Conducting legal research to facilitate the corruption litigation process.
3. Building investigation and asset tracing capacity through the development and implementation of investigation and asset tracing strategy,
4. Building capacity for countrywide information gathering, corruption reporting, analysis and investigation,
5. Implement Laws to protect whistle blowers,
6. Build capacity with key stakeholders such as the government, private sector, public at large.

The outcome of this goal is that public officers will adhere to the Code of Conduct after its implementation, corruption will be reduced in order to show more transparency in the public service and in the delivery of service to the public by public officers.

4. Facilitating Prevention of Corruption

The fourth strategic goal to be pursued during the Plan period is the prevention of corruption in Guyana. The initiatives to be implemented during the Plan period include:

1. Facilitating the implementation of corruption prevention strategies in public institutions and public office holders through:
 - (i) Conducting reviews into the operations of those institutions prone to corruption to establish causes, manifestations and extent of corruption,
 - (ii) Conducting reviews into public office holders on those complaints of corruption is received by the Commission and analyze declaration forms received on a yearly basis,
 - (iii) Developing an implementation action plan, a reporting framework and a monitoring and evaluation mechanism to enforce implementation of the proposed interventions and reforms,
 - (iv) Conduct annual perception surveys, conduct policy reviews and operational research to inform formulation of appropriate corruption prevention strategies within the Commission and in those institutions prone to corruption.
2. Conducting education and awareness campaign among the public and enlisting public support towards the fight against corruption by:
 - (i) Developing and implementing anti-corruption communication and dissemination strategies,
 - (ii) Conduct anti-corruption/integrity programmes in public education, and
 - (iii) Integrate integrity in public sector work ethic.
3. Building effective partnerships and coalitions with those institutions and stakeholders involved in governance and the fight against corruption through:
 - (i) Enlisting the support of key stakeholders such as the government, private sector and the general public,
 - (ii) Creation of synergies in the national fight against corruption by building local partnerships and coalitions, and
 - (iii) Enlisting the support of the international community against corruption.

This outcome of this goal will see to eliminate corruption in the public service, monitor corruption and persons will be aware how to identify corruption.

5. Building Institutional Capacity of the Commission

The fifth strategic goal to be pursued is building the Commission institutional capacity in order to effectively enforce the anti-corruption law, and facilitate prevention of corruption in public sector. This will be achieved through:

1. Use the Commission's resources and upgrading operational processes and procedures,
2. Developing and enforcing a Commission-wide monitoring and Evaluation Framework to ensure efficient and effective implementation of the proposed activities,
3. Sourcing adequate financial resources and ensuring full

- utilization of financial, physical and human resources, and
4. Developing an efficient and effective communication system with key stakeholders both internal and external of the Commission and include information management and sharing.

The outcome of this goal is to have effective communication among the relevant stakeholders in the fight against corruption.

Strategy Implementation for the Commission Strategic Plan

The creation of department within the Commission with skilled and able personnel with interpersonal skills for this implementation along with the participation, involvement and commitment of all stakeholders such as the government, private sector, international bodies, the management and staff of the commission and the public. This is to ensure concrete development results of the strategic plan. In the public service of Guyana, the political component of the environment has a major importance, as all decisions adopted within central administration influence both the objectives and measures implemented by units of local government and other public service providers. The implementation of this plan and strategy goals will serve the following:

1. To be use as a guideline to execute the Commission's mandate,
2. To be use as a base for progress measurement and establish criteria for informed change when required,
3. To be use as a source to secure budget, justify staff recruitment and the upgrading for infrastructure and technology,
4. To be use as a mechanism in seeking the support from stakeholders and benefits of partnerships; and

The first, second and third strategic goals are to be implemented in the first two years of the plan (2016-2017) and fourth and fifth will be implemented in the last three years of the plan (2018-2020). The funding for the implementation phase of the strategy will be sourced from central government through the Commission's annual budget. The measurable indicator for these strategies will base on the number of: statutory meetings and reports kept, workshop reports, quarter and annual reports, cases investigated and file in court. These goals will see to target the key stakeholders especially that of central government and the public and it is hopeful that all goals will be achieve one hundred percent.

Strategy Evaluation for the Commission Strategic Plan

This step is also necessary because internal and external factors of an organization such as the Integrity Commission are constantly changing and it will provide valuable inputs for strategic planning in the future. In the evaluation of the strategy to determine if the right choice of strategic goals were chosen for implementation will be done with the help of key stakeholders such as key personnel in the Commission, key persons and institutions from the governments, private sector, international bodies and the general public. The funds for the evaluation will be source from central government through the Commission's annual budget. To conduct the evaluation of these goals it is proposed that an independent body set up to carry out this procedure with the help of the Audit office of Guyana and key international bodies.

Discussion

The result in this study is to formulate, implement and evaluate a five (5) year (2015-2020) Strategic Plan for the Commission. This will assist in the restructuring phase for the efficient and efficient function and performance of the Commission's work. The formulation of this strategic plan will be a long term guiding principle for the Commission. The researcher feels that every organizations whether, public, private and/or nongovernmental should have a strategic plan and must be developed and prepared with the view that the war on corruption must be comprehensive, balanced and all-inclusive and the Integrity Commission plays a very important role in the fight against corruption. This has meant placing sufficient emphasis on corruption prevention, advisory services and restitution, while commensurately and appropriately

contextualizing the overwhelming public interest in investigations and prosecutions. The plan sets out the Commission's mission, vision, values, and strategic goals for fiscal years 2015 through 2020.

The result of this study is consistent with that of the Kenyan Integrity Commission Strategic Plan. Further research on this study should be done on the mission and goals of the plan so that it can be more effective in carrying out the Commission work. It is recommended that:

1. The Integrity Commission should utilize strategic management so that it become more proactive and use it significantly so that it outperforms its own past results.
2. The strategic plan outline for the five (5) years should be adopted, implemented and continuously evaluated.
3. The strategic goals outlined in the strategy formulation phase of this plan should be implementing in the years as outlined in the strategy implementation phase
4. Source adequate funds from central government for the implementation and evaluation of the strategy,
 - a. Enlist the help of all key stakeholders especially that of key staff of the Commission, central government, public, private sector and international bodies during the implementation and evaluation process of this plan.
 - b. Take corrective action and revise strategic goals when necessary.

Conclusion

It is concluded that organization whether private or public needs a strategic plan for its success. A company's strategic plan such as the one outline for the Integrity Commission lays out its future direction, performance targets, and strategy. The strategic goals outline in the plan will prove a guideline for the operation of any entity such as the Integrity Commission. The proper implementation and evaluation of these strategies will determine if the strategic choice is working for the organization. Therefore, it is important to adopt the five years strategic plan for the success and survival of the Integrity Commission of Guyana. This will begin a new era for the Commission in which it will now have a plan outline for the next five years where the Commission's mandate and purpose can be achieved to the maximum.

Acknowledgement

I would like to take this opportunity in thanking my family especially my husband Jaigobin Jaisingh in assisting me in the completion of this Article.

I would also like to thank my staff in assisting me with the typing and gathering of information and not forgetting Texila American University for giving me this opportunity.

References

1. 2014 Government Finance Officers Association of the United States and Canada
2. Guyana draft Code of Conduct, 2016
3. Kenya Anti-Corruption Commission (KACC) Strategic Plan Strategic Plan 2006-2009
4. Handouts
5. Dr. Jaswinder Kumar, 2016, Basic concept of Strategic Management, Texila American University
6. Angeloni, Silvia, 2013, The Strategic Plan for Tourism Development in Italy.
7. Mihaela, Barbu Andreea and Tudor, Ionescu Florin, 2012, Conceptual Model of Marketing strategic Planning specific to public Organizations, University of Oradea.
8. Nicolae, Ioan, 2008, Strategic Management in Nonprofit and public Organizations, Universitaria Press Craiova.
9. Pietrantonio, Federica di and Nobili, Andrea, 2010, The strategic plan of Vibo Valentia: a shared experience, Universitas Forum : International Journal on Human Development and International Cooperation.
10. <http://docplayer.net/14678356-Strategic-plan-for-the-caribbean-community-2015-2019-repositioning-caricom.html>
11. <http://www.gfoa.org/establishment-strategic-plans>