

**PUBLIC FINANCIAL  
REPORTING REFORMS:  
THE BARBADOS EXPERIENCE**

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# GOVERNMENT OF BARBADOS FINANCIAL MANAGEMENT REFORM

## FINANCIAL MANAGEMENT REFORM

1996

2005

2010

2016

Reform of Barbados' financial management systems, practices and procedures begins.

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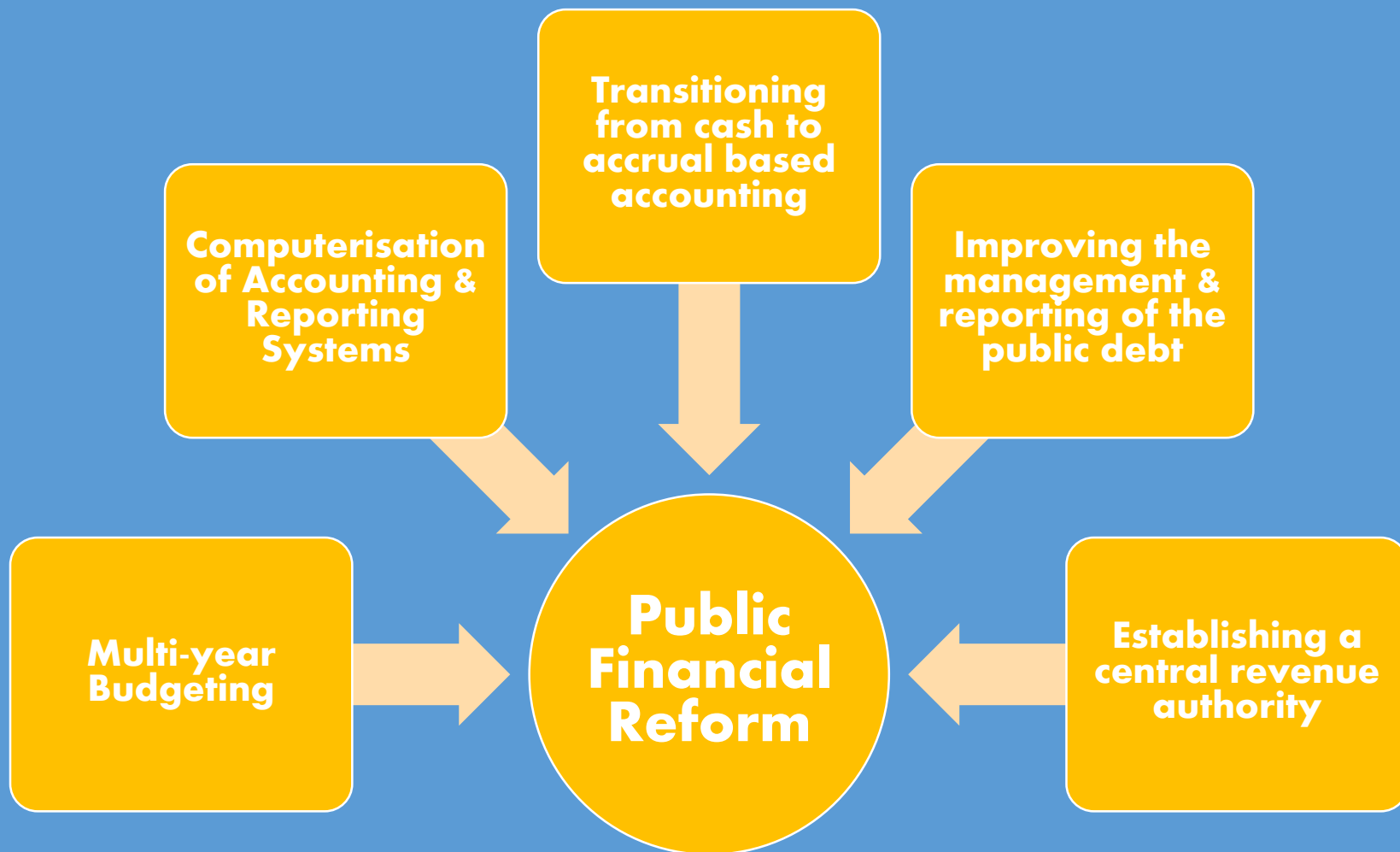
2016

Reforms were entrenched in the National Strategic Plan of Barbados

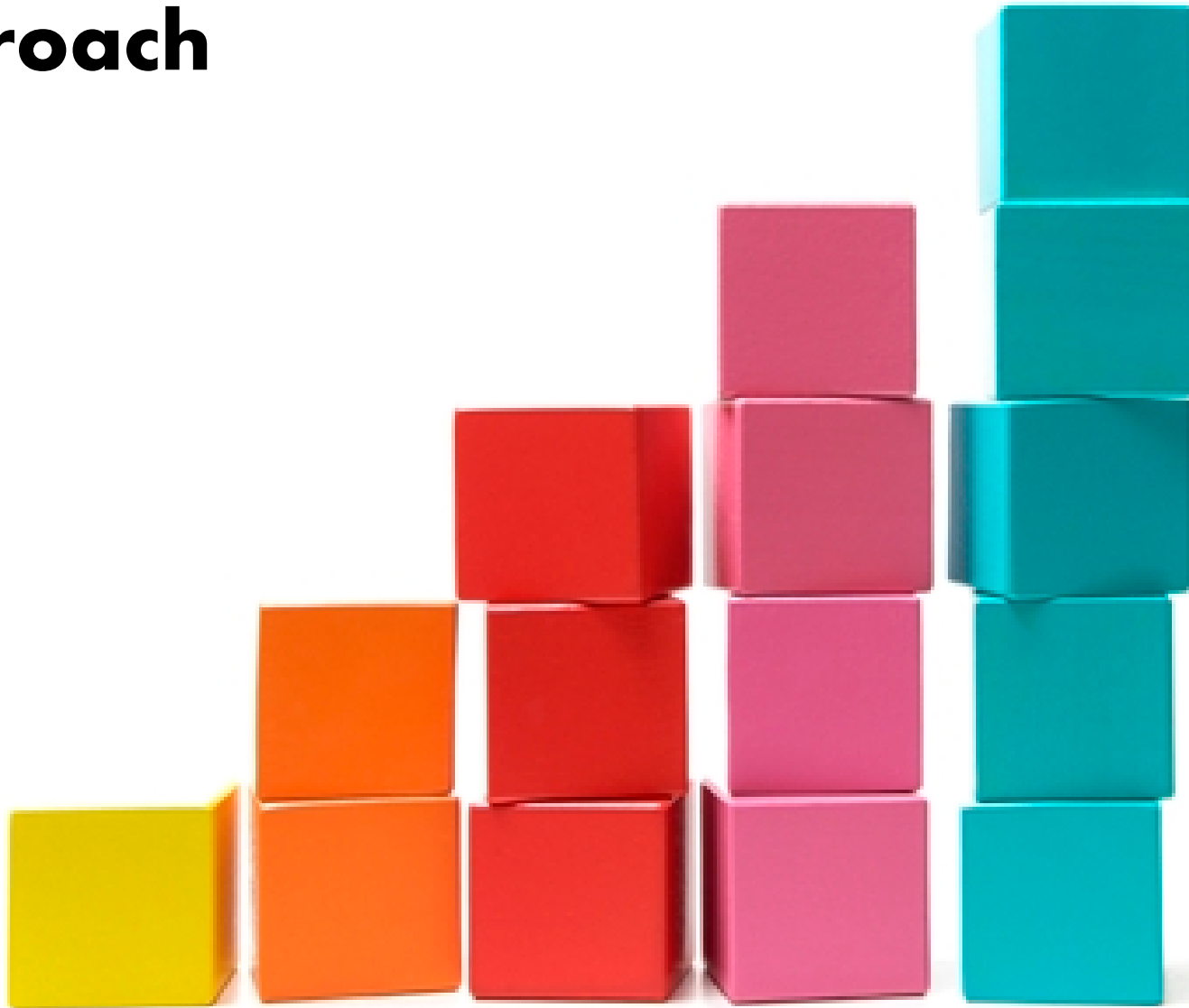
2005 – 2025.

- Development of a transparent and sustainable public management system.
- Helping agencies become more responsive to customer needs.

# SIGNIFICANT INITIATIVES:



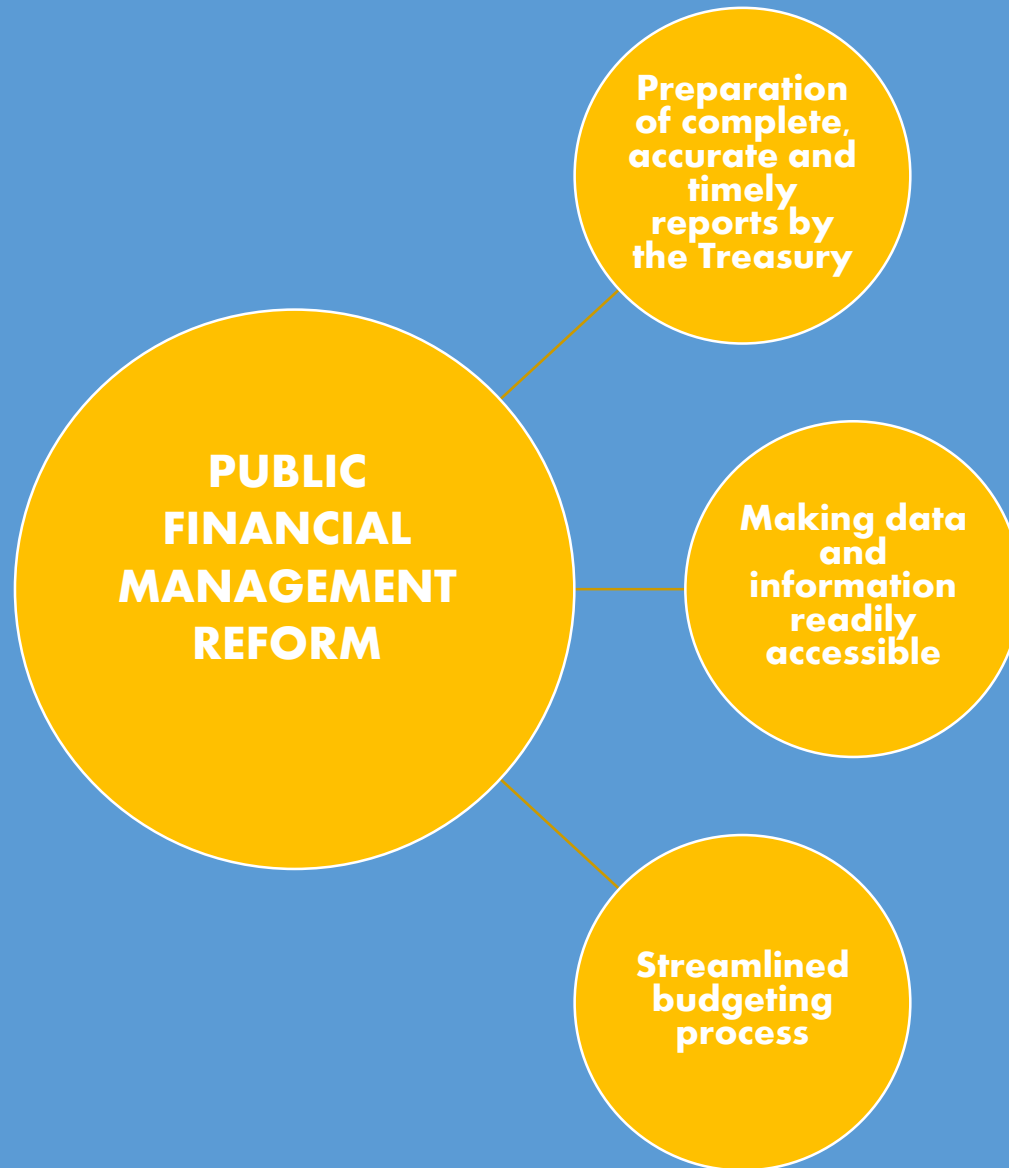
# Lesson 1: Adopt a Phased Approach



# **Phase 1: Move Government financial transactions from a paper-based, cash system to an electronic accrual basis**



# Lesson 2: Begin with the end in mind



# Lesson 3: Timing is everything





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### Phase I completed

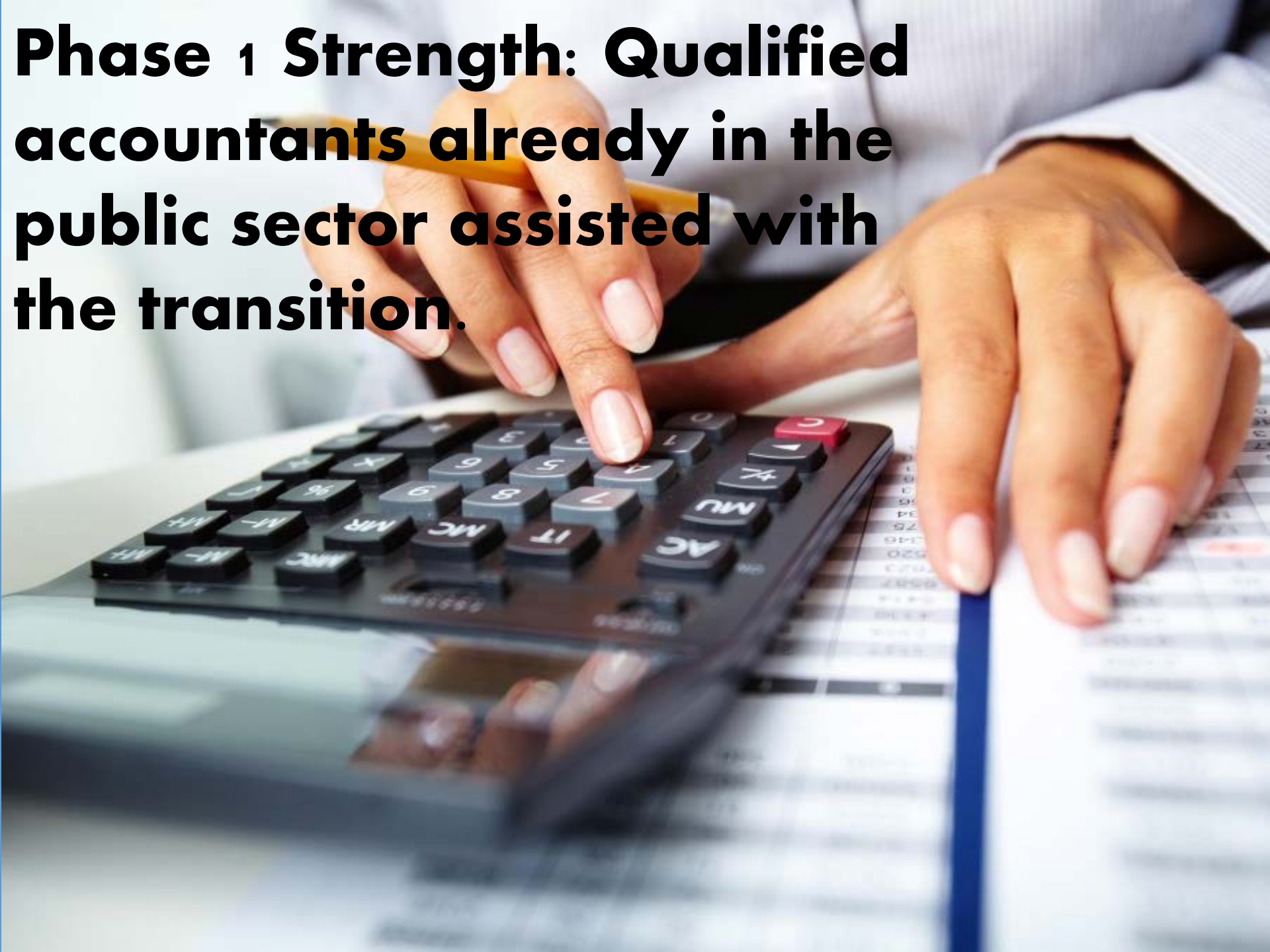
- Approximately 14 years
- Sub-projects developed towards project goals becoming a reality

# Phase 1 Challenges:

- The change process
- Getting the buy-in of staff
- Training and re-training of staff (not only in the use of computers but also in the new accrual basis)
- Preparation of procedural manuals



**Phase 1 Strength: Qualified accountants already in the public sector assisted with the transition.**



# Phase 2: Prepare Government's first set of Consolidated Government Accounts by 2015.



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Phase 2 not completed  
- Project has faced a number of delays and challenges.

# Phase 2: Challenges

- **Moving Boards of Management from a manual to computerized system then transition to the accrual system**
- **Accounting personnel skills needed bringing up-to-date**
- **Bringing together corporations with different levels of reporting**



# Phase 2: Issues to be considered

- **Need to establish a Steering Committee** (review all recommendations and issues identified as part of project planning and implementation)
  - **Project Team – to direct the project**
  - **Working Groups – provide expertise** (personnel from general government and private sector)
- **Capability within the organisations, including the public sector**
- **The need for a Government Accounting System Manual and a web-based Chart of Accounts**

# Phase 2: Issues to be considered

- **Treasury needs transfer the responsibility of the accounts to the Financial Controllers in the public sector**
- **Job descriptions need to be more specific**
- **Change management and changing mindsets**
- **Legislative changes must be determined and submitted in sufficient time for approval relative to implementation deadlines**



# Lesson 4: Look at piloting aspects of the project



# Lesson 5: Having project champions is a critical success factor



# Key Learnings:



- 1. Adopt a Phased Approach**
- 2. Begin with the end in mind**
- 3. Timing is everything**
- 4. Establish Steering Committee, Project and Working Teams**
- 5. Look at the possibility of implementing a pilot project**
- 6. Identify Project Champions**

**THANK YOU.**