



*[This is the template for a Ministry Strategic Business Plan which serves as the required standard to preparing Government's Strategic Plans for Ministries, in accordance with the Performance Monitoring and Evaluation System (PMES).]*

*[All instructions are in italics and bracketed and should be deleted from the finalised Ministry Business Plan before submission. The footer on each page must either be deleted, or edited to represent the Ministry. The 'Sample' watermark must be deleted.*

*Pages, except appendices, must be numbered and reflected in the Table of Contents accordingly. The instructional sheets preceding the appendices are also to be deleted.]*

*[Please note that references relating to the Ministry of National Security are used only as illustrations to help guide preparation.]*

## **Government of Jamaica**

*[Place name of Ministry here]*

**Strategic Business Plan  
2017 - 2020**

*[Insert date document was prepared]*

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- A - RISK MANAGEMENT MATRIX**
- B - PROCUREMENT PLAN**
- C - MONITORING PLAN**
- D - EVALUATION PLAN**

SAMPLE

## HONOURABLE MINISTER’S MESSAGE

*[Message should include the reaffirmation of national strategies and direction, and commitment statement to the strategic business planning process of the Ministry. Message **must** be signed by the Honourable Minister.]*

SAMPLE

## PERMANENT SECRETARY'S MESSAGE

*[Message should include the Ministry's priority programmes that are underway/being implemented. Message **must** be signed by the Permanent Secretary.]*

SAMPLE

## ACCOUNTABILITY STATEMENT

*[See example of an Accountability Statement below. The Accountability Statement developed by each Ministry **must** be signed by the Permanent Secretary. **However, in the case of the Ministry of Finance, the Statement must be signed by both the Honourable Minister and the Financial Secretary**].*

This Strategic Business Plan for the next three years, commencing April 1, 2016 was prepared under my direction in accordance with the policy directives outlined by the Government of Jamaica, and the authority delegated to me under Section 16 of the Financial Administration and Audit (FAA) Act. The Plan outlines the Ministry's strategies that contribute to the achievement of the Government's agenda, and specifically, the planned policies, programmes and projects for which appropriate monitoring and evaluation mechanisms are being deployed to ensure their timely and cost-effective implementation.

The Ministry's priorities outlined in this Business Plan were identified in context of the Government's medium-term priorities and fiscal targets. I am, therefore, committed to achieving the planned results laid out in this Business Plan.

*[Signature]*  
Permanent Secretary  
Ministry of National Security

# 1. EXECUTIVE SUMMARY

*[Provide a **brief** overview of the profile and purpose of the Ministry, and its areas of responsibilities. Outline the various challenges faced by the sector and the plans that are being implemented and/or being proposed to address them. Directly below is an example. Note also that the Executive Summary includes the Ministry's policy priorities, strategic outcomes, strategies, priority programmes, targets and medium term expenditure summary.]*

## 1.1 Overview

The Ministry of National Security has direct responsibility for two (2) departments; namely the Jamaica Constabulary Force (JCF) and the Department of Correctional Services (DCS), and ministerial oversight on the Jamaica Defence Force (JDF). The Ministry also has responsibility for five (5) statutory bodies; namely, the Private Security Regulations Authority (PSRA), Firearm Licensing Authority (FLA), Correctional Services Production Company (COSPROD), Caribbean Regional Drug Law Enforcement Training Centre (REDTRAC) and Police Civilian Oversight Authority (PCOA).

Plans are currently in place to expand the portfolio responsibility of the Ministry with the addition of a new agency to be called Ports Security Agency (PSA).

The various policies, programmes, projects and initiatives developed and being executed by the Ministry, in collaboration with other key stakeholders, are geared to achieve the overall mandate of the Ministry. This mandate is to facilitate the maintenance of law and order, protect Jamaica against internal and external threats; ensure the safety of Jamaica's borders and punish and rehabilitate offenders.

The challenges facing the National Security Sector are inextricably linked to the need to reduce levels of crime and improve levels of security in order that planned rates of economic and social development are secured. The key threats now facing Jamaica stem from the trafficking of narcotics and firearms, and the emergence of organised crime, money laundering and fraud. Secondly, economic development is increasingly threatened by crimes against tourists, which lead to negative overseas publicity and reduced levels of tourism. This leads to declining tourism revenues. Finally, there are signs of falling public confidence in the institutions of law and order leading to a growth in lawlessness within some sections of society and a disregard for the law in many others.

The Ministry of National Security, in common with all other Ministries and Government Public Sector Enterprises, is being asked to address its priority policy areas within a context of declining expenditure limits. The Corporate Plan shows that this is achievable, provided that a range of initiatives is implemented. These initiatives relate to reducing the costs of managing the Ministry and its Departments through efficiency savings (from more effective and efficient management structures and ways of working that are synergistic, that eliminate waste, overlap and duplication) and from raising additional revenues where service level improvements justify them.

## 1.2 Ministry's Priority Policies/Programmes/Projects

The Ministry's priority policies/programmes/projects are being planned and developed with great consideration of the *National Development Plan Vision 2030; Jamaica; Public Sector Transformation and Modernisation Programme; Medium Term Economic Programme (MTEP); Medium Term Socio-Economic Policy Framework – 2015 - 2018 (MTF) and the Medium Term Results Based Budgeting for Jamaica*. Of great importance and acknowledgement are also the Government's strategic priorities outlined. With these in mind, the Ministry's priorities are:

*[List **all the priority policies** of the Ministry and state what they seek to address.]*

1. Strengthen the capability of the Police Force
2. Improve the management and accountability of the Jamaica Constabulary Force (JCF)
3. Transform political garrison
4. Build community support for law enforcement
5. Transform prisons into rehabilitation centres
6. Improve public order and community safety
7. Punish and Rehabilitate Offenders
8. *[Continue if necessary.]*

*[List **all the priority programmes and projects** of the Ministry.]*

1. Citizen Security and Justice Programme
2. Community Crime Prevention Programme
3. Caribbean Basin Security Initiative
4. Jamaica Partners for Peace, Community of Practice
5. Rehabilitation and Reintegration of Local Offenders and Deported Persons
6. *[Continue if necessary.]*



## Strategic Objectives

*[Outline the Strategic Objectives of the Ministry. These strategic objectives should be the same ones included in the Strategy Map].*

1. To reduce crime & violence by 3% annually for the next 5 years
2. Systematically reduce Jamaica's vulnerability to trans-national crime and terrorism
3. To modernise and harmonise all conflicting legislation relating to border control, organised crime and crime prevention over the next ten years
4. To modernise and strengthen the law enforcement systems and institutions within five years

## Sector Outcomes

*[List the sector outcomes in bullet points as illustrated below. These outcomes should be the short term, long term and enduring benefits that the Ministry and its portfolio departments and agencies are seeking to achieve through the strategic objectives outlined above.]*

The expected desired organisational outcomes from the policy priorities are:

- low-level organised and transnational crime;
- low-level youth involvement in crime;
- high-level of border protection aligned to related international standards, laws and treaties;
- A modern law enforcement system;
- Law and order restored;
- Violent and organised crime reduced;
- An efficient system that effectively investigates crime apprehends and brings offenders to justice; and
- *[Continue if necessary.]*

### 1.3 Policy, Programme and Projects that Support Government Strategic Priorities

*[Provide descriptions for only the priorities listed above that directly support the strategic priorities of Government. The description should be in a narrative format as illustrated below and should not be presented in a table format.]*

**NB - After presentation to Cabinet only the descriptions of the approved priorities that support the strategic priorities of Government should remain in this part of the finalised Plan.]**

The following priorities of the Ministry of National Security support the strategic priorities of Government:

#### **GOVERNMENT STRATEGIC PRIORITY: RULE OF LAW AND TIMELY JUSTICE OUTCOMES**

##### **NAME OF SUPPORTING PRIORITY: CITIZEN SECURITY AND JUSTICE PROGRAMME**

- **DESCRIPTION:** The Citizen Security and Justice Programme (CSJP) provides financing and implementation of prevention and strategic interventions to address identified individual, family and community risk factors. In turn, the specific objectives of the CSJPII Program are: (i) to contribute to a reduction in the level of major crimes and interpersonal violence; and (ii) to increase the perception of safety.
- **CONTEXT:** Violent crimes have become one of the most pressing concerns to its citizens, affecting all spheres of society and becoming one of the major barriers to the development of the country. High levels of Crime have been consistently regarded as a priority concern with significant negative impact on Jamaica's development. Over the period 2000 – 2012, 16,537 Jamaicans were murdered. This represents an enormous cost to the society in terms of foregone economic development as well as the fear, grief, pain and misery inflicted on their families and communities.
- **GOAL(S):** The CSJP is to enhance citizen security and justice in Jamaica in 50 priority communities.
- **PLANNED BUDGET:** \$664,912,000.00
- **END-OF-YEAR TARGET:**
  - 7 Restorative Centres operationalized and functional
  - 4 Rapid Infrastructure Projects (RIPs)
  - 5 Small Infrastructure Projects in 3 regions (KMA – 2; Central – 1; Western – 2)
  - Implementation of the IMS Portal System
- **ACHIEVEMENTS TO DATE:**
  - 7 Restorative Centres completed and staffed
  - 1 RIPs complete in KMA
  - 1 Small Infrastructure Project completed in the KMA
  - 10% completion of the implementation of the IMS Portal System

## 1.4 Strategies

*[Information on the first eleven (11) strategies must be included in the Plan.]*

In order to transform the policy priorities and desired outcomes outlined above into real results, the Ministry plans to implement its programmes through the following strategies:

- **Citizen-focused service** *[Details of policies and programme developed from the ‘outside in’ and partnerships encouraged and effectively managed];*
- **Stewardship** *[Example: Finance - recurrent and capital expenditure and income, asset and people management];*
- **Human Resources** *[Details including manpower, organisation development and capacity building];*
- **Information systems and technologies** *[Details of IT strategies that impact the organisation and service delivery on a whole];*
- **Risk Management** *[This clearly defines the context and practice for managing organisational strategic risk and should show some relationship to the Risk Management Matrix at Appendix A];*
- **Monitoring and Evaluation** *[Provide a brief summary of the monitoring and evaluation strategy – this should be in sync with the Monitoring and Evaluation Plan at Appendix C].*
- **Procurement** *[Provide a brief summary of the procurement strategy to address the resource needs of the Ministry – this should be in sync with the Procurement Plan at Appendix B].*
- **Accountability** *[Provide a brief summary of the systems in place and/or to be implemented that capture the obligation of the organisation to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner];*
- **Policies and Programmes formulation/implementation strategies** *[Detail entity research and analytical capacity developed and sustained to assure high-quality policy option, programme design and advice];*
- **Stakeholder Management** *[Details of the process that is in place to engage and manage the expectations of a person, group and/or organisation that has an interest in a policy initiative, programme and project of the Ministry, or will be affected by its activities and outputs];*
- **Environmental protection strategies** *[Detail the strategies that will be implemented in order to minimise the negative environmental impact of the other strategies]; and*
- **Management Response to Evaluation Findings** *[Detail of what actions management will take to address the evaluation findings and recommendations of policies, programmes and projects to ensure effective implementation and monitoring of future initiatives]; and*
- **Other management strategies** *[Detail, if necessary, to include the support to their implementation through any other major project(s) or initiative(s)].*

The Ministry of National Security implements its strategies through its various Departments/Agencies, some of which play very key roles such as the:

- Jamaica Constabulary Force;
- Department of Correctional Services;
- Jamaica Defence Force; and
- *[Continue if necessary]*.

Other Departments/Agencies and line-function divisions/units, critical to the process, are grouped hereunder:

- *Corporate services support to the Ministry*. These line-function divisions are Policy and Planning, Finance and Accounts, Human Resources Management and Administration, Public Relations, Information Systems and Technology.

### **1.5 Ministry's Performance Measurement Framework**

***[Develop and insert a Strategy Map here]** showing the chosen strategies and objectives that the Ministry plans to focus on to implement its policy initiatives, programmes and projects for the medium term. The Ministry's Strategy Map should show all the components seen in the demonstration below (ie Mission, Vision, Core Values, Perspectives and related themes). However, appropriate objectives, unique to the Ministry, must be developed for all themes.*

***Note: Other themes relevant to the operations of the Ministry may be added in the related Perspective.***

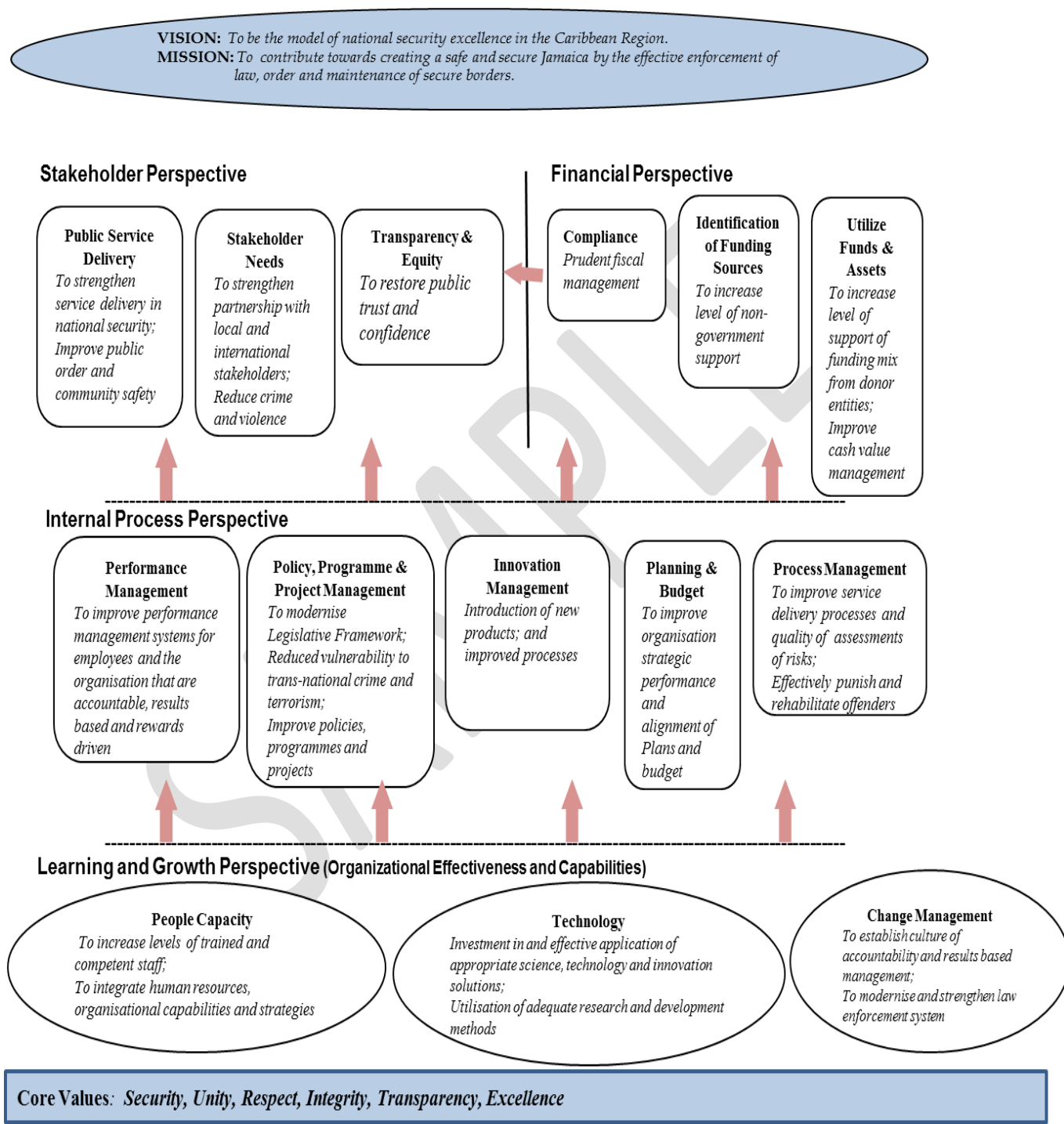
***Be reminded that the strategic objectives within the Strategy Map are derived from the findings of the Environmental Assessment, Stakeholder and Risk Analyses conducted, so that gaps and opportunities may be identified for appropriate strategies to be formulated. Also, take into account the priorities of Government in formulating any strategic objectives and the related initiatives.***

*The Core Values and Perspectives should be developed per guidance below:*

- *The Core Values of the Ministry - Establish, collectively, the shared beliefs of the Ministry to which all employees can understand and contribute.*
- *The Financial Perspective - Give consideration to how the Ministry would want to appear to its stakeholders as it relates to its financial success. Therefore, develop financial objectives of the Ministry that will allow managers to track value for money and manage resources for maximum impact.*
  - *Themes that must be included are: Compliance; Utilise Funds and Assets Efficiently.*
- *The Stakeholder Perspective - Give consideration to how the Ministry should appear to its stakeholders in meeting their needs, as well as achieving its vision. Therefore, develop objectives in relation to the needs of the Ministry's stakeholders (internal and external) and which are required to meet the strategic outcomes of the Ministry.*
  - *Themes that must be included are: Public Service Delivery; Stakeholder Needs; Transparency & Equity.*
- *The Internal Process Perspective – Give consideration to what business processes the Ministry should excel at to satisfy its stakeholders. Therefore, develop objectives in relation to the internal operational goals of the Ministry.*
  - *Themes that must be included are: Performance Management; Policy, Programme & Project Management; Innovation Management; Planning & Budget; Process Management.*
- *The Learning and Growth Perspective (Organisational effectiveness and capabilities) – Give consideration to the Ministry's ability to change and improve so as to achieve its vision. Therefore, develop objectives of intangible drivers of success, such as the Ministry's human resources, capacity building/skills training, organisational culture, and new technology.*
  - *Themes that must be included are: People Capacity, Technology; Change Management.*

## Strategy Map (Medium Term 2017 – 2020)

### [Example of a Strategy Map]



## Ministry Scorecard (Medium Term 2017 – 2020)

*[Develop a Ministry Scorecard per table below, indicating how the strategic objectives in the Strategy Map will be achieved.] Please ensure that all the strategic objectives (including the ones added) must be displayed in the Scorecard. The Strategic Objectives outlined in the Executive Summary [page 3] should be utilised and articulated for the development of the Ministry Scorecard.*

*[Example of Ministry's Scorecard]*

Objectives	Measures (Performance Indicators)	Targets	Initiatives	Medium-term Budget (\$)
<b>STAKEHOLDER PERSPECTIVE</b>				
<i>To strengthen service delivery in national security;</i>	<i>% increase in the level of citizens' satisfaction with police services</i>	<i>80%</i>	<i>Citizen Security and Justice Programme</i>	<i>2M</i>
<i>To improve public order and community safety</i>			<i>Community Security Initiative (CSI)</i>	<i>1M</i>
<i>To strengthen partnership with local and international stakeholders</i>	<i># of international MOUs signed</i>	<i>2 per annum</i>	<i>Continuous support from International Development Partners and relations with country partners</i>	<i>5M</i>
<i>To reduce incidences of crime and violence</i>	<i>% decrease in major crime</i>	<i>20%</i>	<i>National Security Strategy</i>	<i>1B</i>
<i>To restore public trust and confidence</i>	<i>% increase in operational activities and deployment</i>	<i>10%</i>	<i>Delivery of front-line policing and increased visibility in public spaces</i>	<i>100M</i>
<b>FINANCIAL PERSPECTIVE</b>				
<i>Prudent fiscal management</i>	<ul style="list-style-type: none"> <li><i>% procurement system compliance (eg. Contractor General's Compliance rating 90%)</i></li> </ul>	<i>≥ 90%</i>	<i>Knowledge transfer/training/retraining in the Government's procurement standard and its updates</i>	<i>500,000</i>
	<ul style="list-style-type: none"> <li><i>% of Audit queries resolved</i></li> </ul>	<i>100%</i>	<i>Establish a Quality Management System</i>	<i>2.3M</i>
<i>To increase level of non-government support for Capital programmes</i>	<i>% increase of programmes being supported by grants</i>	<i>50%</i>	<i>[Insert]</i>	<i>[Insert]</i>



Objectives	Measures (Performance Indicators)	Targets	Initiatives	Medium-term Budget (\$)
<i>To increase level of support of funding mix from donor entities; improve cash value management</i>	<i>% higher amount allocated to programmes that are performing well compared to programmes underperforming</i>	30%	<i>Established a performance based system in grant renewal and allocation and integrating value for money into programme cycle;</i>  <i>Undertake assessments of programmes' impact on the economy, efficiency and effectiveness based on their intended benefits</i>	[Insert]
<b>INTERNAL PROCESS PERSPECTIVE</b>				
<i>To improve performance management systems for employees and the organisation that are accountable, results based and rewards driven</i>	[Insert]	[Insert]	<i>Implement the Performance Management and Appraisal System (PMAS)</i>	1M
			<i>Implement the Performance Monitoring and Evaluation System (PMES)</i>	500,000
<i>To modernise Legislative Framework</i>  <i>To reduce vulnerability to trans-national crime and terrorism</i>	<i># of key Legislations/Policies developed/amended and submitted to Parliament</i>  <i>% increase in border security programmes</i>  <i>% increase in technical capacity</i>	3	<i>Amendment to the Proceeds of Crime Act (POCA);</i>  <i>Implement Trafficking in Persons National Action Plan</i>  <i>Develop Policies: Cyber Security; Security Vetting; Scamming</i>  <i>Regional Drug Law Enforcement Training</i>	[Insert]
<i>To improve the implementation of policies, programmes and projects</i>	<i># of security facilities built or renovated/rehabilitated</i>	4	<i>Improvement to physical infrastructure to all correctional institutions</i>  <i>Correctional Services Rehabilitation Programmes</i>	[Insert]



Objectives	Measures (Performance Indicators)	Targets	Initiatives	Medium-term Budget (\$)
Introduction of new products; and improve processes	# of inter-agency crime reduction & prevention communities initiatives implemented  # of social invention community programmes implemented	4  [Insert]	Implementation of the National Crime Prevention and Community Safety Strategy (NCPCSS)  Implementation of Community Renewal Programme(CRP)	[Insert]
To improve organisation strategic performance and alignment of Plans and budget	% organisational targets achieved annually	≥ 75%	Execute monitoring and evaluation activities within the PMES	2M
To improve service delivery processes and quality of assessments of risks	[Insert]	[Insert]	Resource support to the JDF and Marine Police outstations around Jamaica's coastline	5M
Effectively punish and rehabilitate offenders	% reduction in recidivism	30%	Rehabilitation & reintegration of criminal offenders and deportees	[Insert]
	% increase of inmates involved in rehabilitation programmes	65%		
	% reduction of violent incidents in institutions	30%		
	% increase of deportees involved in reintegration programmes	30%		
LEARNING AND GROWTH PERSPECTIVE (Organizational Effectiveness and Capabilities)				
To increase levels of trained and competent staff	[Insert]	[Insert]	[Insert]	[Insert]
To integrate human resources and organisational capabilities and strategies	[Insert]	[Insert]	[Insert]	[Insert]

<b>Objectives</b>	<b>Measures (Performance Indicators)</b>	<b>Targets</b>	<b>Initiatives</b>	<b>Medium-term Budget (\$)</b>
<i>Investment in and effective application of appropriate science, technology and innovation solutions</i>	<i>[Insert]</i>	<i>[Insert]</i>	<i>[Insert]</i>	<i>[Insert]</i>
<i>Utilisation of adequate research and development methods</i>	<i>[Insert]</i>	<i>[Insert]</i>	<i>[Insert]</i>	<i>[Insert]</i>
<i>To establish culture of accountability and results based management</i>	<i>[Insert]</i>	<i>[Insert]</i>	<i>[Insert]</i>	<i>[Insert]</i>
<i>To modernise and strengthen law enforcement system</i>	<i>[Insert]</i>	<i>[Insert]</i>	<i>[Insert]</i>	<i>[Insert]</i>

## 1.6 Ministry's Alignment of Priority Policies/Programmes/Projects

*[The Ministry's Priority Programmes and key related actions must be aligned to the national goals, outcomes and strategies outlined in the National Development Plan Vision 2030, Jamaica, Medium Term Socio-Economic Policy Framework (MTSEPF) and other official government policies. See illustration in table below.*

**NOTE: Ministries are asked to ensure that all related national goals are identified and their related programmes/projects matched accordingly. In cases where there are no medium-term planned programmes/projects to address national goals, please state goals and indicate "no planned initiative" accordingly across columns].**

The Ministry's medium term priority policies/programmes/projects are set out in the following table.

Vision 2030 National Goals	Vision 2030 National Outcomes	National Strategies (Sectoral Paper, Modernisation Document, Manifesto)	Ministry's Priority Policies/Programmes/Projects	Key Actions for the Medium Term
#2: The Jamaican Society is Secure, Cohesive and Just	#5: Security and Safety	#5-1: Strengthen capacity of communities to participate in creating a safe and secure society	1. Citizen Security and Justice Programme 2. Jamaica Violence Prevention & Sustainable Development Programme 3. Community Crime Prevention Programme 4. National Crime Prevention and Community Safety Strategy (NCPCSS) 5. Community Renewal Programme (CRP) 6. [Continue if necessary]	1. Develop a governance structure for social interventions in communities 2. Establishment of Community Justice Tribunal 3. Delivery of Violence Prevention Services (skills training, tuition) 4. Develop policy framework for crime prevention actions by MDAs & NGOs 5. [Continue as necessary]
		#5-2: Reform and modernize the law enforcement system	1. Executive Direction and Administration 2. [Continue if necessary]	6. [Continue with related action(s)]
		#5-3: Improve the security of Jamaica's borders and territorial waters	7. Resource support to the JDF and Marine Police outstations around Jamaica's coastline 8. [Continue if necessary]	6. [Continue with related action(s)]
		#5-4: Strengthen the anti-crime capability of law enforcement agencies	9. Maintenance of Law and Order 10. [Continue if necessary]	7. [Continue with related action(s)]
		#5-5: Strengthen the management, rehabilitation and reintegration of clients of correctional services	11. Improvement to physical infrastructure to all correctional institutions 12. Correctional Services	8. [Continue with related action(s)]

Vision 2030 National Goals	Vision 2030 National Outcomes	National Strategies (Sectoral Paper, Modernisation Document, Manifesto)	Ministry's Priority Policies/Programmes/Projects	Key Actions for the Medium Term
			Rehabilitation Programmes 13. <i>[Continue if necessary]</i>	
	#6: Effective Governance	#6-2: Reform and modernize justice system <i>[Continue if necessary]</i>	14. <i>[Continue with related priority programmes /projects]</i> 15. <i>[Continue if necessary]</i>	9. <i>[Continue with related actions]</i> 10. <i>[Continue if necessary]</i>
	<i>[Continue if necessary]</i>	16. <i>[Continue if necessary]</i>	11. <i>[Continue if necessary]</i>	12. <i>[Continue if necessary]</i>

## 1.7 Targets

The implementation of Ministry and Departmental strategies will lead to the delivery of the sectoral outcomes against the sectoral performance indicators and a number of high-level targets which have been set. These are set out in the following table and show the progress the Ministry plans to make towards its overall goal during the three years of this Plan.

Sector Outcomes	Outcome Indicators	Current performance (2016 - 2017)	Three-year Sectoral Targets (2017 – 2020)
Law and Order Restored	Numbers of major crimes/1000 population	A%	Decrease of D% over current performance
	Numbers of road traffic related deaths/100,000 population	B%	Decrease of E% over current performance
	Instances of recidivism against number of former inmates and offenders	C%	Decrease of F% over current performance

## 1.8 Medium Term Expenditure Summary

The financial implications of implementing the programmes, projects and policy initiatives and achieving Ministry performance targets over the period of this Business Plan are set out in the following table. It briefly outlines the estimates of expenditure for the current year and budgetary projections for the next two years, thereby facilitating a more detailed forecasting analysis for a three-year period. A more detailed display of the financial figures for the various programmes, including that of the three previous years is shown on in the *Medium Term Financial Implications (Summary)* section, which is relevant for the purpose of comparison.

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 17/18 (J\$ 000)	Projections 18/19 (J\$ 000)	Projections 19/20 (J\$ 000)
Recurrent	000	000	000
Capital A	000	000	000
Capital B	000	000	000
Appropriations in Aid	000	000	000
<b>Total Funding Requirement</b>	<b>000</b>	<b>000</b>	<b>000</b>

## 2. PLANS AND PRIORITIES

### 2.1 Portfolio Areas

*[Provide an overview of the subject areas for which the Ministry has responsibility. The Business Plan should consider any changes to allocation of portfolio areas.]*

### 2.2 Vision, Mission and Mandate

#### Vision

*[The Vision must indicate the long-term view of the desires or intents of the state of the organisation.]*

*For example:* The vision of the Ministry is for it

*“To be the model of national security excellence in the Caribbean Region.”*

#### Mission and/or Mandate

*[The Mission must indicate the overall purpose of the Ministry and for which it currently exists, whilst capturing the core businesses of the Ministry as well as that of its related portfolio entities.]*

*For example:* The mission of the Ministry of National Security is

*“To contribute towards creating a safe and secure Jamaica by the effective enforcement of law, order and maintenance of secure borders.”*

### 2.3 Strategic Outcomes

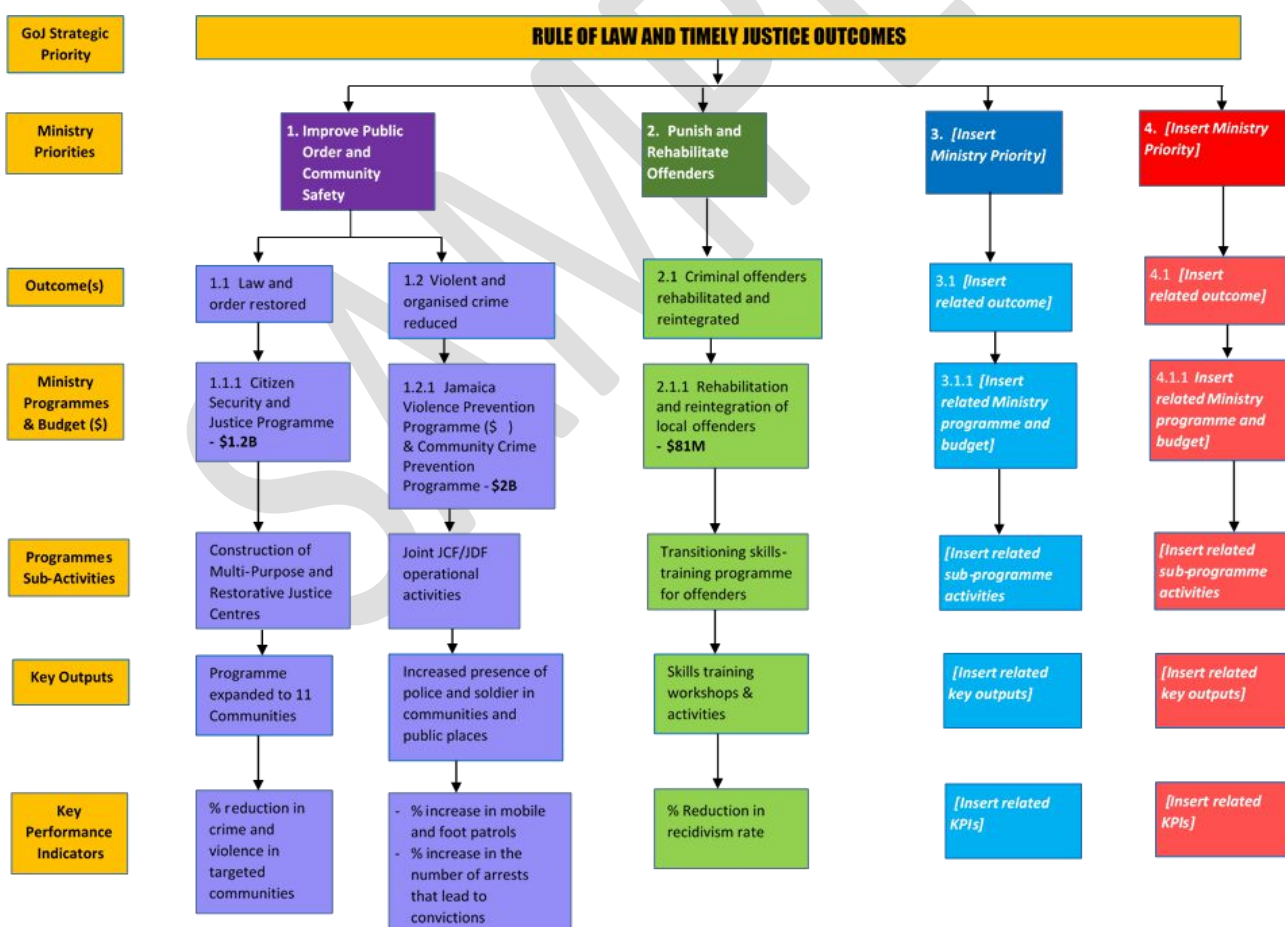
The strategic outcomes of the Ministry are to:

- secure and allocate financial and other resources, which will enable the Ministry to address its priorities;
- formulate policies and advice for the Minister and Heads of Departments/Agencies, which will enable them to better contribute to the achievement of Government’s desired policy outcomes;
- guarantee a highly trained and motivated staff, with the capacity to effectively and efficiently fulfil the mandate of the Ministry;
- ensure sophisticated and flexible policy development capacity;
- mobilise effective and efficient deployment of resources in a strategic manner that would provide security coverage islandwide;
- engage the employment of modern technology and best practices in crime fighting;
- effect crime prevention strategies that will result in significant lowering of major crime rates; and
- guarantee protection of the nation from external threats.

## 2.4 Programme Activity Architecture

[Please reproduce the programme activity architecture below to demonstrate the specific alignment of the Ministry's desired outcomes of its priorities being implemented and the key outputs of the supporting programmes/initiatives and sub-programmes and activities to the related Government medium-term strategic priority(ies) and budgetary allocations, as the architecture should support the Government's Medium Term Results Based Budgeting being implemented. It should also show a measurement component for each of the Ministry's programmes, in that, key performance indicators (KPIs) should be developed to describe how improvement in performance and/or public value will be identified. The Ministry's programme activity architecture should therefore, be able to indicate, at a glance, the Ministry's planned financial resources and supporting activities that are necessary to the implementation of the key programmes/initiatives so as to achieve the desired results (outputs and outcomes) that support the respective medium-term strategic priority(ies) of the Government. Note that only **key** programmes/initiative of the Ministry that are supported by the budget are to be included.]

The key outputs and outcomes of the Ministry's programmes are set out in the following programme activity architecture. The architecture shows the budgetary resources that the Ministry has towards undertaking the necessary programme activities to effectively implement the initiatives so that the relevant outputs and respective desired outcomes can be achieved.



## 2.5 Situation Analysis

*[Conduct the SWOT analysis, as follows. It should capture information that explains the gaps between the performance that the Ministry is achieving and that which it must achieve. Note that the information is for helping to match the organisation's goals, programmes and capacities to the social and economic environment in which it operates.]*

### Strengths

*[Details should capture tangible and intangible attributes internal to the Ministry and for which the Ministry has control.]*

### Weaknesses

*[Details should capture factors that are within the Ministry's control that detract from its ability to attain the desired goal. Details should also suggest areas in which the Ministry might/could improve.]*

### Opportunities

*[Details should capture external attractive factors that represent the reason for both the existence and development of the Ministry. Information should also inform on opportunities which exist in the environment which will propel the Ministry. These opportunities should be identified by time frames in which they could be achieved.]*

### Threats

*[Details should capture the external factors that are beyond the Ministry's control, which could place the mission and operation of the Ministry at risk. The information should also provide an overview of contingency plans identified to address the more serious and highly probable risks if they should occur. More clarifying details are required in the Risk Management Matrix (see Appendix A).]*

### Conclusions from SWOT Analysis

*[Summarise the reasons for performance gaps in terms of the SWOT analysis. Set out the conclusions from this analysis in terms of the strategic responses that will be required in order to build on strengths and opportunities, and to minimise weaknesses and threats. This is critical in order to achieve higher levels of performance. This section should lead the reader to identify specific strategies that will be set out in the Priority Policies, Programmes and Projects Table in a logical manner (see page 19)].*



## 2.6 Ministry's Current Performance

*[Detail the Ministry's current performance against agreed performance indicators and targets. The realisation of the implementation of the Ministry's strategic outcomes should be a result of the effective delivery of its key outputs, against the performance indicators and targets, in relation to the policy priorities and desired outcomes.]*

Current performance against Ministry performance indicators and targets, expressed as last year's actual results and this year's expected results, are set out in the following table.

Priority Policy	Programme/ Project & Budget No.	Performance Indicators	Target 16/17	Actual Result 16/17	Target 17/18	Expected Result 17/18
Improve public order and community safety	Witness Protection and Victim Support (sub-programme 20)	(quality) % reduction in number of Court adjournments resulting from timely appearance of witnesses	A% reduction over previous period	B% reduction over previous period	C% reduction over previous period	D% decrease over previous period
		(quantity) % of witnesses whose safety is assured	E% increase over previous period	F% increase over previous period	G% increase over previous period	H% increase over previous period
		(quantity)% of victims compensated	I% increase over previous period	J% increase over previous period	K% increase over previous period	L% increase over previous period
		(efficiency/unit cost) cost per witness protected/victim supported	M% decrease over previous period	N% decrease over previous period	O% decrease over previous period	P% decrease over previous period
<i>[Continue with other priority policy]</i>	<i>[Continue with related programmes]</i>	<i>[Continue with related performance indicators]</i>	<i>[Continue with related targets 16/17]</i>	<i>[Continue with related actual results 16/17]</i>	<i>[Continue with related targets 17/18]</i>	<i>[Continue with related expected result 17/18]</i>

## 2.7 Priority Policies, Programmes and Projects (2016 – 2019)

***[In completing this section ensure that consideration is given of the full development life cycle of the respective policies/programmes/projects identified]***

The realisation of Government's priorities and strategic outcomes of programmes, projects and policy initiatives require the Ministry to shift its current level of performance to the planned targets and outputs outlined below:

*[Set out, in the following table and in the order of priority, all the high-level planned programmes, projects, policy initiatives, and any public sector transformation initiative, for the Ministry to achieve its strategic outcomes. To prioritise, consideration must be given to the following conditions, as applicable:*

- *relation to priority national outcomes and timelines for which these outcomes are to be achieved;*
- *availability of funding;*
- *satisfaction of the requirement of the Jamaica Public Investment Framework (JPIF); and*
- *stated policies/programmes/policy initiatives.*

*Other key planned programmes for departments, agencies and 'on-budget' public bodies must be consolidated into the Business Plans of their respective portfolio ministries. These planned programmes must be outlined in the 'Department and Agencies Business Plans Summaries' section. **Note that all new priority planned programmes which have gone through the Government's prioritisation process and have been approved by Cabinet for the current year must be so indicated by the word, 'New'.***

*For clarification of terms kindly refer to the Glossary attached to this Template (located at the back.)*

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 17/18	Target & Cost 18/19	Target & Cost 19/20
MAJOR PROGRAMMES							
To improve public order and community safety	Witness Protection and Victim Support (sub-programme 20)	Liaise closely with the JCF to identify the weaknesses in logistics in getting witnesses and victims to appear in court	No. of witnesses and victims in the programme	(quality) % reduction in number of Court adjournments resulting from timely appearance of witnesses	P% reduction over previous period	Q% reduction over previous period	R% reduction over previous period

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 17/18	Target & Cost 18/19	Target & Cost 19/20
		Provision of the basic needs to support witnesses on the programme (food, shelter, clothing, etc)		(quantity) % of witnesses whose safety is assured	S% increase over previous period	T% increase over previous period	U% increase over previous period
		Liaison with and documentation of victims compensated and to be compensated		(quantity)% of victims compensated	V% increase over previous period	W% increase over previous period	X% increase over previous period
		To identify cheaper solution with respect to accommodation for witnesses		(efficiency/unit cost) cost per witness protected/victim supported	Y% decrease over previous period	Z% decrease over previous period	ZZ% decrease over previous period
	Citizens Security and Justice Programme (sub programme # )	<i>[Continue with related strategies]</i>	<i>[Continue with related outputs]</i>	<i>[Continue with related performance indicators]</i>	<i>[Continue with related targets &amp; costs – Yr 1]</i>	<i>[Continue with related targets &amp; costs – Yr 2]</i>	<i>[Continue with related targets &amp; costs – Yr 3]</i>
	<b>MAJOR PROJECTS</b>						
Build community support for law enforcement	Community Security Initiative (CSI)	Coordinated partnership with NGOs	No of partners involved in social inclusion activities	(quantity) Contribution to sponsorships	A% increase over previous period	B% increase over previous period	C% increase over previous period
Strengthen the capability of the Police Force	Modernise the Police Service			# of new police stations built	Complete construction of 5 police stations	Purchase furniture and equipment  Purchase new police vehicles  Increase police personnel	
				# of police stations refurbished	Complete refurbishing of 5 station	Purchase furniture and equipment	

Policy Priority	Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 17/18	Target & Cost 18/19	Target & Cost 19/20
	<i>[Continue with other projects]</i>	<i>[Continue with related strategies]</i>	<i>[Continue with related outputs]</i>	<i>[Continue with related performance indicators]</i>	<i>[Continue with related targets &amp; costs – Yr 1]</i>	<i>[Continue with related targets &amp; costs – Yr 2]</i>	<i>[Continue with related targets &amp; costs – Yr 3]</i>
<b>MAJOR INITIATIVES (LEGISLATIVE &amp; POLICY)</b>							
Regional & International Security	Improve the security of border and territorial waters	Development of a National Security Policy	A Policy that promotes a safe and secure environment conducive to the wellbeing of the citizens & the Country	<i>[Continue with related performance indicators]</i>	<i>[Continue with related targets &amp; costs – Yr 1]</i>	<i>[Continue with related targets &amp; costs – Yr 2]</i>	<i>[Continue with related targets &amp; costs – Yr 3]</i>
<i>[Continue with other policy priorities]</i>	<i>[Continue with related legislation/ policy initiatives]</i>	<i>[Continue with related strategies]</i>	<i>[Continue with related outputs]</i>	<i>[Continue with related performance indicators]</i>	<i>[Continue with related targets &amp; costs – Yr 1]</i>	<i>[Continue with related targets &amp; costs – Yr 2]</i>	<i>[Continue with related targets &amp; costs – Yr 3]</i>
<b>PUBLIC SECTOR TRANSFORMATION INITIATIVES</b>							
Cabinet Policy Decision # 49/09	<i>[State transformation initiatives]</i>	<i>[State related strategies]</i>	<i>[State related outputs]</i>	<i>[State related performance indicators]</i>	<i>[State related targets &amp; costs – Yr 1]</i>	<i>[State related targets &amp; costs – Yr 2]</i>	<i>[State related targets &amp; costs – Yr 3]</i>
Other cross-cutting policies or initiatives (eg: National Security Policy, Gender, HIV/AIDS Policy, etc)	<i>[Continue with other transformation initiatives]</i>	<i>[Continue with related strategies]</i>	<i>[Continue with related outputs]</i>	<i>[Continue with related performance indicators]</i>	<i>[Continue with related targets &amp; costs – Yr 1]</i>	<i>[Continue with related targets &amp; costs – Yr 2]</i>	<i>[Continue with related targets &amp; costs – Yr 3]</i>

### 3. MEDIUM TERM FINANCIAL IMPLICATIONS

*[Set out the financial implications of the resources required to carry out the major tasks in the following format. Financial implications should be identified at the sub-programme level only. Each Ministry should state the specific month the actual expenditure covers for the current year (3<sup>rd</sup> column from left).*

*Each Ministry Business Plan must include a financial summary which outlines, for the upcoming budget year and the following two financial years, the recurrent and capital costs of the policies and programmes to be implemented and which must be consistent with the expenditure ceilings contained in the Budget Call Circular.*

*The financial implications of planned programmes for departments, agencies and Executive Agencies, as well as 'public bodies that are fully or partially support by the budget must be consolidated into the Business Plans of their respective portfolio Ministry. This should be demonstrated in the 'Department, Agencies Business Plan Summaries' section (Section 5 on page 25).*

*The most current Financial Instructions issued by the Financial Secretary shall stipulate any other information relevant to the section to ensure compliance with the Financial Administration and Audit Act (FAA Act).]*

**Eg:** The following table represents the medium term financial implications for the Ministry. The actual expenditure for the current financial year is for the period **April to December 2015**.

Item & Programme	Actual Expenditure 15/16 (J\$ 000)	Actual Expenditure (Year to Date) 16/17 (J\$ 000)	Estimates of Expenditure 17/18 (J\$ 000)	Projections 18/19 (J\$ 000)	Projections 19/20 (J\$ 000)
RECURRENT					
<i>Ministry</i>					
Programme Name & No.					
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
<b>Sub-total Recurrent (Ministry)</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>
<i>Major Department/Public Body</i>					
Programme Name & No.					
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
<b>Sub-total Recurrent (Dept/PB)</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>
CAPITAL A					
<i>Ministry</i>					
Programme Name & No.					
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
<b>Sub-total Capital A</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>

Item & Programme	Actual Expenditure 15/16 (J\$ 000)	Actual Expenditure (Year to Date) 16/17 (J\$ 000)	Estimates of Expenditure 17/18 (J\$ 000)	Projections 18/19 (J\$ 000)	Projections 19/20 (J\$ 000)
(Ministry)					
<i>Major Department/Public Body</i>					
Programme Name & No.					
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
<b>Sub-total Capital A (Dept/PB)</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>
CAPITAL B					
<i>Ministry</i>					
Programme Name & No.					
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
<b>Sub-total Capital B (Ministry)</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>
<i>Major Department/Public Body</i>					
Programme Name & No.					
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
<b>Sub-total Capital B (Dept/PB)</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>
APPROPRIATIONS IN AID					
<i>Ministry</i>					
Programme Name & No.					
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
<b>Sub-total Appropriations in Aid (Ministry)</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>
<i>Major Department/Public Body</i>					
Programme Name & No.					
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
<b>Sub-total Appropriations in Aid (Dept/PB)</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>

Item & Programme	Actual Expenditure 15/16 (J\$ 000)	Actual Expenditure (Year to Date) 16/17 (J\$ 000)	Estimates of Expenditure 17/18 (J\$ 000)	Projections 18/19 (J\$ 000)	Projections 19/20 (J\$ 000)
TOTAL FUNDING REQUIREMENT					
Total Recurrent	000	000	000	000	000
Total Capital A	000	000	000	000	000
Total Capital B	000	000	000	000	000
Total Appropriations in Aid	000	000	000	000	000
Total Funding Requirement	000	000	000	000	000

#### 4. HUMAN RESOURCES CAPACITY PLAN

*[Set out the current staffing complement of the Ministry, as well as its portfolio Departments and Agencies, and the staffing that will be required in order to carry out the major tasks (permanent, temporary and officers on employment contract). An example is below.]*

*In completing the HR Capacity Plan the recommended approach is that the strategic objectives of the Ministry (outlined at Section 1.2) are considered in relation to its overall human resources capacity and needs. In doing so, reflect on any human resource issues that may have been identified in the SWOT, stakeholder analysis, and/or risk assessment activities undertaken.*

***HR Departments are therefore expected to have conducted gap analyses between the current and future HR needs as against the Ministry's strategic objectives/goals and priorities in order to better provide relevant information to the development of the HR Capacity Plan below, which would present the existing and targeted or planned staffing numbers.***

***[Note: The Ministry's HR objectives and key initiatives that are link to the Ministry's goals should be included in the Strategy Map and Ministry Scorecard at Section 1.5]***

Units/Divisions or Projects	Staff Complement	Planned 2017/2018	Planned 2018/2019	Planned 2019/2020
Ministry of National Security	12	10	10	10
Jamaica Constabulary Force	10	12	13	14
Department of Correctional Services	11	9	9	9
Jamaica Defence Force	15	10	8	7
<i>[Continue with other Departments/ Agencies]</i>	<i>[Continue with related current staff complement]</i>	<i>[Continue with planned complement for Yr 1]</i>	<i>[Continue with planned complement for Yr 2]</i>	<i>[Continue with planned complement for Yr 3]</i>

## 5. DEPARTMENTS AND AGENCIES BUSINESS PLAN SUMMARIES

*[Include in this section the required information on portfolio departments/agencies and public bodies that are fully or partially financed by the Budget (Estimates of Expenditure), as well as information on all portfolio Executive Agencies.]*

The Ministry plans to implement its overall strategies to meet its performance targets for the current and projected two years through the plans/programmes/policy initiatives outlined below for the respective departments/public bodies.

*[Two examples for which the Ministry is responsible are cited below.]*

### Example 1

#### **5.1 Department: Jamaica Constabulary Force**

*[Provide a **brief** overview of the profile of the JCF.]*

##### **5.1.1 Vision, Mission and Mandate**

###### Vision

*[The Vision of the departments/agencies/public body is to be developed in relation to those of the responsible Ministry.]*

###### Mission and/or Mandate

*[The Mission of the departments/agencies/public body is to be developed in relation to those of the responsible Ministry.]*

##### **5.1.2 Strategic Outcomes**

*[This is to be derived from the mandate of the Jamaica Constabulary Force]*

*Example:* The strategic outcomes of the Jamaica Constabulary Force (JCF) are:

- Increased recognition and adherence to the rules of law and order.
- Increased community confidence in the level of public order, safety and security.
- Improved road-users' safety behaviour.



### 5.1.3 Strategic Plans and Priority Programmes (2017 – 2020)

The policy priorities and desired policy outcomes require the *Department/Agency/Public Body* to shift its current performance to the following performance targets against its outputs:

*[In the following table set out all the high-level planned programmes, projects and initiatives (including any applicable ones related to public sector transformation) for the Department/Agency/Public Body (in this case the JCF is used) to achieve its strategic outcomes in the order of priority. To prioritise, consideration must be given to related priority national outcomes and timelines for which these outcomes are to be achieved].*

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 17/18	Target & Cost 18/19	Target & Cost 19/20
<b>MAJOR PROGRAMMES</b>						
Witness protection & Victim Support	Identification of safety risk level to witnesses and victims of high- risk cases to which they are associated					
	Protection of victims and witnesses of high-risk cases		(quantity) % of witnesses whose safety is assured	S% increase over previous period	T% increase over previous period	U% increase over previous period
	Identification of the number of court adjournments as a result of nonappearances of witnesses and victims	No. of witnesses and victims in the programme	(quality) % reduction in number of Court adjournments resulting from timely appearance of witnesses	P% reduction over previous period	Q% reduction over previous period	R% reduction over previous period
Community- Based Policing Programme	<i>[Continue with related strategies]</i>	<i>[Continue with related outputs]</i>	<i>[Continue with related performance indicators]</i>	<i>[Continue with related targets &amp; costs – Yr 1]</i>	<i>[Continue with related targets &amp; costs – Yr 2]</i>	<i>[Continue with related targets &amp; costs – Yr 3]</i>
<i>[Continue with other programmes]</i>	<i>[Continue with related strategies]</i>	<i>[Continue with related outputs]</i>	<i>[Continue with related performance indicators]</i>	<i>[Continue with related targets &amp; costs – Yr 1]</i>	<i>[Continue with related targets &amp; costs – Yr 2]</i>	<i>[Continue with related targets &amp; costs – Yr 3]</i>
<b>MAJOR PROJECTS</b>						
<i>[State projects]</i>	<i>[State related strategies]</i>	<i>[State related outputs]</i>	<i>[State related performance indicators]</i>	<i>[State related targets &amp; costs – Yr 1]</i>	<i>[State related targets &amp; costs – Yr 2]</i>	<i>[State related targets &amp; costs – Yr 3]</i>
<i>[Continue with other projects]</i>	<i>[Continue with related strategies]</i>	<i>[Continue with related outputs]</i>	<i>[Continue with related performance indicators]</i>	<i>[Continue with related targets &amp; costs – Yr 1]</i>	<i>[Continue with related targets &amp; costs – Yr 2]</i>	<i>[Continue with related targets &amp; costs – Yr 3]</i>
<b>PUBLIC SECTOR TRANSFORMATION INITIATIVES</b>						
<i>[State transformation initiatives]</i>	<i>[State related strategies]</i>	<i>[State related outputs]</i>	<i>[State related performance indicators]</i>	<i>[State related targets &amp; costs – Yr 1]</i>	<i>[State related targets &amp; costs – Yr 2]</i>	<i>[State related targets &amp; costs – Yr 3]</i>

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 17/18	Target & Cost 18/19	Target & Cost 19/20
<i>[Continue with other transformation initiatives]</i>	<i>[Continue with related strategies]</i>	<i>[Continue with related outputs]</i>	<i>[Continue with related performance indicators]</i>	<i>[Continue with related targets &amp; costs – Yr 1]</i>	<i>[Continue with related targets &amp; costs – Yr 2]</i>	<i>[Continue with related targets &amp; costs – Yr 3]</i>

#### 5.1.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 17/18 (J\$ 000)	Projections 18/19 (J\$ 000)	Projections 19/20 (J\$ 000)
Recurrent	000	000	000
Capital A	000	000	000
Capital B	000	000	000
Appropriations in Aid	000	000	000
<b>Total Funding Requirement</b>	<b>000</b>	<b>000</b>	<b>000</b>

#### 5.1.5 Human Resources Capacity Plan

*[Allocate the current staff complement of the JCF and the staffing it will need in order to carry out its major tasks according to its various units/divisions for the next 3 years. Please see instructions at Section 4.]*

Units/Divisions or Projects	Staff Complement	Planned 2017/2018	Planned 2018/2019	Planned 2019/2020
HRM&A	5	6	7	5
Finance and Accounts Division	5	6	6	9
<i>[Continue if necessary]</i>				

## Example 2

### **5.2 Department: Department of Correctional Services (DCS)**

*[Provide a **brief** overview of the profile of the DCS]*

#### **5.2.1 Vision, Mission and Mandate**

##### Vision

*[The Vision of the departments/agencies/public body is to be developed in relation to those of the responsible Ministry.]*

##### Mission and/or Mandate

*[The Mission of the departments/agencies/public body is to be developed in relation to those of the responsible Ministry.]*

#### **5.2.2 Strategic Outcomes**

*[This is to be derived from the mandate of the Department of Correctional Services]*

*Example:* The strategic outcomes of the Department of Correction Services are:

- Maintenance of the safe custody of all adult and juvenile offenders.
- All adult and juvenile offenders are effectively rehabilitated and reintegrated into the society.
- All ex-wards and ex-inmates continue to make valued contributions in their communities.

### 5.2.3 Strategic Plans and Priority Programmes (2017 – 2020)

The priorities and desired outcomes of programmes and projects require the *Department/Agency/Public Body* to shift its current performance to the performance targets against its outputs outlined below:

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 17/18	Target & Cost 18/19	Target & Cost 19/20
<b>MAJOR PROGRAMMES</b>						
Rehabilitation and Reintegration of Offenders	Liaise closely with the JCF to identify the number of court adjournments as a result of nonappearances of witnesses and victims	No. of witnesses and victims in the programme	Instances of recidivism, as a %, amongst criminals convicted	P% reduction over previous period	C% decrease over previous period	R% reduction over previous period
	Facilitating accommodations and making the necessary provision for witnesses on programme		Efficiency of resources used:  - Human Resources (persons per \$000 dollar trained)  - Financial (staffing cost as a % of overall recurrent budget)	S% increase over previous period	G% increase over previous period	U% increase over previous period
	Liaison with and documentation of victims compensated and to be compensated		Crimes reported to the police that are allegedly committed by previous offenders	V% increase over previous period	K% reduction over previous period	X% increase over previous period
	To identify cheaper solution with respect to accommodation for witnesses		Repeated offenders as a % of prison population	Y% decrease over previous period	O% decrease over previous period	ZZ% decrease over previous period
[Continue with other programmes]	[Continue with related strategies]	[Continue with related outputs]	[Continue with related performance indicators]	[Continue with related targets & costs – Yr 1]	[Continue with related targets & costs – Yr 2]	[Continue with related targets & costs – Yr 3]
<b>MAJOR PROJECTS</b>						
[State projects]	[State related strategies]	[State related outputs]	[State related performance indicators]	[State related targets & costs – Yr 1]	[State related targets & costs – Yr 2]	[State related targets & costs – Yr 3]
[Continue with other projects]	[Continue with related strategies]	[Continue with related outputs]	[Continue with related performance indicators]	[Continue with related targets & costs – Yr 1]	[Continue with related targets & costs – Yr 2]	[Continue with related targets & costs – Yr 3]
<b>PUBLIC SECTOR TRANSFORMATION INITIATIVES</b>						
[State transformation initiatives]	[State related strategies]	[State related outputs]	[State related performance indicators]	[State related targets & costs – Yr 1]	[State related targets & costs – Yr 2]	[State related targets & costs – Yr 3]

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 17/18	Target & Cost 18/19	Target & Cost 19/20
<i>[Continue with other transformation initiatives]</i>	<i>[Continue with related strategies]</i>	<i>[Continue with related outputs]</i>	<i>[Continue with related performance indicators]</i>	<i>[Continue with related targets &amp; costs – Yr 1]</i>	<i>[Continue with related targets &amp; costs – Yr 2]</i>	<i>[Continue with related targets &amp; costs – Yr 3]</i>

#### 5.2.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 17/18 (J\$ 000)	Projections 18/19 (J\$ 000)	Projections 19/20 (J\$ 000)
Recurrent	000	000	000
Capital A	000	000	000
Capital B	000	000	000
Appropriation in Aid	000	000	000
<b>Total Funding Requirement</b>	<b>000</b>	<b>000</b>	<b>000</b>

#### 5.2.5 Human Resources Capacity Plan

*[Allocate the current staff complement of the DCS and of what it will need in order to carry out its major tasks according to its various units/divisions for the next 3 years. The total should be similar to that which was stated in section 4. Also, please see instructions at Section 4.]*

Units/Divisions or Projects	Staff Complement	Planned 2017/2018	Planned 2018/2019	Planned 2019/2020
HRM&A	4	5	5	5
Finance and Accounts Division	7	4	4	4
<i>[Continue if necessary]</i>				

### Example 3

## **5.3 Department: Passport, Immigration and Citizenship (PICA)**

*[Provide a **brief** overview of the profile of PICA.]*

### **5.3.1 Vision, Mission and Mandate**

#### Vision

*[The Vision of the departments/agencies/public body is to be developed in relation to those of the responsible Ministry.]*

#### Mission and/or Mandate

*[The Mission of the departments/agencies/public body is to be developed in relation to those of the responsible Ministry.]*

### **5.3.2 Strategic Outcomes**

*[This is to be derived from the mandate of the Passport Immigration and Citizenship Agency]*

*Example:* The strategic outcomes of PICA are:

- A well-maintained Citizenship Programme that contributes to Jamaica's economic, social and cultural development, while protecting the health, safety and security of Jamaicans.
- Reduced incidences of undocumented high-risked persons entering the country.
- Internationally-accepted quality passport that certifies the identity and nationality of a Jamaican.

### 5.3.3 Strategic Plans and Priority Programmes (2017 – 2020)

The policy priorities and desired policy outcomes require the *Department/Agency/Public Body* to shift its current performance to the following performance targets against its outputs:

*[In the following table set out all the high-level planned programmes, projects and initiatives (including any applicable ones related to public sector transformation) for the Department/Agency/Public Body (in this case the JCF is used) to achieve its strategic outcomes in the order of priority. To prioritise, consideration must be given to related priority national outcomes and timelines for which these outcomes are to be achieved].*

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 17/18	Target & Cost 18/19	Target & Cost 19/20
<b>MAJOR PROGRAMMES</b>						
Maintenance of Law and Order	Process local and foreign nationals upon entry to Jamaica		No of locals processed  No of foreign national processed	P% reduction over previous period	Q% reduction over previous period	R% reduction over previous period
<i>[Continue with other programmes]</i>	<i>[Continue with related strategies]</i>	<i>[Continue with related outputs]</i>	<i>[Continue with related performance indicators]</i>	<i>[Continue with related targets &amp; costs – Yr 1]</i>	<i>[Continue with related targets &amp; costs – Yr 2]</i>	<i>[Continue with related targets &amp; costs – Yr 3]</i>
<b>MAJOR PROJECTS</b>						
<i>[State projects]</i>	<i>[State related strategies]</i>	<i>[State related outputs]</i>	<i>[State related performance indicators]</i>	<i>[State related targets &amp; costs – Yr 1]</i>	<i>[State related targets &amp; costs – Yr 2]</i>	<i>[State related targets &amp; costs – Yr 3]</i>
<i>[Continue with other projects]</i>	<i>[Continue with related strategies]</i>	<i>[Continue with related outputs]</i>	<i>[Continue with related performance indicators]</i>	<i>[Continue with related targets &amp; costs – Yr 1]</i>	<i>[Continue with related targets &amp; costs – Yr 2]</i>	<i>[Continue with related targets &amp; costs – Yr 3]</i>
<b>PUBLIC SECTOR TRANSFORMATION INITIATIVES</b>						
<i>[State transformation initiatives]</i>	<i>[State related strategies]</i>	<i>[State related outputs]</i>	<i>[State related performance indicators]</i>	<i>[State related targets &amp; costs – Yr 1]</i>	<i>[State related targets &amp; costs – Yr 2]</i>	<i>[State related targets &amp; costs – Yr 3]</i>
<i>[Continue with other transformation initiatives]</i>	<i>[Continue with related strategies]</i>	<i>[Continue with related outputs]</i>	<i>[Continue with related performance indicators]</i>	<i>[Continue with related targets &amp; costs – Yr 1]</i>	<i>[Continue with related targets &amp; costs – Yr 2]</i>	<i>[Continue with related targets &amp; costs – Yr 3]</i>

### 5.3.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 17/18 (J\$ 000)	Projections 18/19 (J\$ 000)	Projections 19/20 (J\$ 000)
Recurrent	000	000	000
Capital A	000	000	000
Capital B	000	000	000
Appropriations in Aid	000	000	000
<b>Total Funding Requirement</b>	<b>000</b>	<b>000</b>	<b>000</b>

### 5.3.5 Human Resources Capacity Plan

*[Allocate the current staff complement of the JCF and the staffing it will need in order to carry out its major tasks according to its various units/divisions for the next 3 years. Also, please see instructions at Section 4.]*

Units/Divisions or Projects	Staff Complement	Planned 2017/2018	Planned 2018/2019	Planned 2019/2020
HRM&A	5	6	7	5
Finance and Accounts Division	5	6	6	9
<i>[Continue if necessary]</i>				



## 6. LIST OF PUBLIC SECTOR ENTERPRISES (SELF-FINANCED PUBLIC BODIES)

*[List only the self-financed Public Bodies for which the Ministry has portfolio responsibility, per the following format.]*

PSE	Purpose	CEO	Contact	Income (Investment income, Revenue – all cash inflows) (\$'000)			Expenditure (\$'000)			Funding (Loans & Grants) (\$'000)		
				YR1	YR2	YR3	YR1	YR2	YR3	YR1	YR2	YR3
(Name of Public Body)	(Mission)	(Name)	(Address, phone, website address and email address)									
<i>[Continue as necessary]</i>												

*[Before submitting the finalised version of the Strategic Business Plan the Glossary and instruction sheets that precede Appendices A, B and C should be deleted.]*

# APPENDICES

## RISK MANAGEMENT INSTRUCTIONS

*[Risks are potential conditions or events that, if they occur, could prevent or delay the forecasted implementation and/or progress of projects/programmes/policy initiatives. Potential risks, if they were to occur, could negatively affect the organisation and pose serious harm to the preservation of its values.]*

*Possible risk areas from multidirectional perspectives to consider are: citizen-focused service, management processes to objective setting, policies and procedures, stewardship, human resources, financial resources, information systems & technologies, environmental, safety, quality, etc.*

*Indicate all risks to the strategies outlined in the following Risk Management Matrix and in consultation with the definitions and instructions provided. **Please note that only the risks to major programmes/projects/policy initiatives that are aligned to the Government's priority programmes must be included in the Matrix.***

- *Impact is positive and negative, primary and secondary long-term effects or changes produced by a development intervention, directly or indirectly, intended or unintended. Below are some considerations (list is not exhaustive).*
- *Probability (likelihood) of the risk occurring should be indicated qualitatively as high, medium or low (see definitions in table).*
- *Mitigating measures should provide some possible response(s) on how to avoid, reduce, share and/or accept the risk (see definitions below in table).*
- *A tick (✓) should represent when the related response to the risk will be addressed. However, if measures to address a particular risk may need to be done over the two-year period then it should so be indicated by placing a tick in both years.]*

### Definitions of key Risk Terms

Impact Considerations
1. Goals, objectives, scope, schedule and/or cost to the implementation of any policy initiative/programme/project
2. Quality of the service or product or output
3. Organisation and institutional arrangements – vertical/horizontal linkages or partnerships with NGOs
4. Legislative framework - amendments to existing Laws and regulations policies and the need for new Laws and regulations
5. Stakeholders/interest groups regarding the effects of changes and implementation activities

Probability Definitions	
Probability Category	Description
High	The threat/source is highly motivated and sufficiently capable of occurring, and the controls to prevent the vulnerability from being exercised are ineffective.
Medium	The threat/source is motivated and capable of occurring, but controls are in place that may impede successful exercise of the vulnerability.
Low	The threat/source lacks motivation or capability of occurring, or controls are in place to prevent, or at least significantly impede the vulnerability from being exercised.

Mitigating Measure/ Response Definitions	
Mitigating Management Category	Description
Avoidance	Action is taken to withdraw the activities giving rise to the risk. For example, the risk may be avoided by withdrawing a service offering,
Reduction	Action is taken to reduce the likelihood of the risk occurring and/or its impact. Decisions regarding daily operations may need to be taken.
Sharing	Action is taken to reduce the likelihood of the risk occurring or its impact. The action could be aimed at transferring or sharing a portion of the risk. For example, outsourcing an activity.
Acceptance	No action is taken to affect the likelihood of the risk occurring or its impact.

## APPENDIX A - RISK MANAGEMENT MATRIX

RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES						
Programme/Project/Policy Initiative	Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2
					17/18	18/19
				Avoidance		
				Reduction		
				Sharing		
				Acceptance		
				Avoidance		
				Reduction		
				Sharing		
				Acceptance		
ORGANISATIONAL RISKS						
				Avoidance		
				Reduction		
				Sharing		
				Acceptance		
				Avoidance		
				Reduction		
				Sharing		
				Acceptance		

## PROCUREMENT PLAN INSTRUCTIONS

*[Each Ministry Business Plan must include a Procurement Plan. Set out the resources in the Procurement Plan table below, in terms of goods (material, equipment and supplies) and work (construction and repairs), which are needed to carry out the day-to-day operations of the Ministry over the three-year period. Some instructions, as given by the Ministry of Finance are outlined below to help guide this process. Add rows for each year, if necessary.]*

*The most current change, if any, made to the Government's Procurement Guidelines by the Financial Secretary, should be reflected.]*

### **Instructions for the following columns:**

- *Item description (What to buy?) -*

**Pick individual items OR do packaging of similar items and write them in this column.**

- *From where to buy? -*

**Identify, from where this package or item is most likely to be bought.**

- *Procurement Method -*

**Write the procurement method planned to be used.**

**NB:** *The Procurement Plan is an extraction of the Procurement Form developed by the Ministry of Finance which has been adjusted to reflect planned procurement for years 2 and 3. Completion of the procurement for year 1 must be done. Ministries should make every effort to include the projected procurement activities for years 2 and 3. Please note that information is not required to be included in the blocked out (shaded) areas of years 2 and 3 of the Plan.*

## APPENDIX B - PROCUREMENT PLAN

### FOR GOODS (MATERIALS, EQUIPMENT AND SUPPLIES)

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
YEAR 1 (2017/2018)										
YEAR 2 (2018/2019)										
Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
YEAR 3 (2019/2020)										



## **FOR WORKS (CONSTRUCTION, REPAIRS, RECONSTRUCTION)**

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
<b>YEAR 1</b> (2017/2018)										
<b>YEAR 2</b> (2018/2019)										
<b>Item description (What to buy?)</b>	<b>Month when needed (When to buy?)</b>	<b>Quantity (How many to buy?)</b>	<b>From where to buy?</b>	<b>Estimated cost</b>	<b>Procurement Method</b>	<b>Procurement Schedule</b>				
						<b>Advertise (Insert dates)</b>	<b>Submission of Bids (insert dates)</b>	<b>Bid Evaluation and recommendation approval (insert dates)</b>	<b>Contract award (insert dates)</b>	<b>Delivery (insert dates)</b>
<b>YEAR 3</b> (2019/2020)										
<b>Item description (What to buy?)</b>	<b>Month when needed (When to buy?)</b>	<b>Quantity (How many to buy?)</b>	<b>From where to buy?</b>	<b>Estimated cost</b>	<b>Procurement Method</b>	<b>Procurement Schedule</b>				
						<b>Advertise (Insert dates)</b>	<b>Submission of Bids (insert dates)</b>	<b>Bid Evaluation and recommendation approval (insert dates)</b>	<b>Contract award (insert dates)</b>	<b>Delivery (insert dates)</b>

## MONITORING AND EVALUATION PLANS INSTRUCTIONS

*[Fill out the Monitoring and Evaluation Plans in accordance with the definitions/explanation given below. **Only** the major priority policy, programmes and projects of the Ministry are to be incorporated in the Plans (see illustration at Appendices C & D). Please note that the frequency and selection of methods for monitoring and evaluation of the priorities are left to the discretion of the Ministry.*

*The **Baseline Data** for a priority should be identified for the current year (ie 2015/2016). This should be used later to provide a comparison and/or measurement for assessing the progress and impact of the programme/policy initiative.*

*The **frequency (timeline)** of monitoring and evaluation should explain how often or at what point monitoring or evaluation methods will be used and the findings reported on.*

*Monitoring is the regular/continuous tracking of the key elements of the programme/policy initiative overtime with respect to the inputs, outputs and quality of service/product) in order to assess progress - for example, quarterly or yearly. **Please be mindful of the relevant section(s) of the FAA Act.***

*Evaluation is the periodic systematic collection and analysis of evidence on the outcomes of the programmes/policy initiatives in a comprehensive manner to make judgement about their relevance, sustainability, performance and alternative way to deliver them or to achieve the same results. Evaluation are undertaken at four (4) periods of the programme/policy initiative cycle and the specific point at which an evaluation is to be done should be expressed on the table as follows*

- *Initial (ex-ante) - This evaluation is undertaken at the commencement of the programme/policy initiative and it focuses on its relevance.*
- *Mid-term - This evaluation will focus on the relevance, effectiveness and efficiency of the programme/policy initiative.*
- *Terminal (complete) - This evaluation is undertaken at the completion of the programme/policy implementation and it focuses on the effectiveness and sustainability of the programme/policy initiative.*
- *Impact (ex-post) - This evaluation is usually undertaken 3 – 5 years after the completion of the programme/policy initiative and it focuses on the impact and sustainability.*

*The **Monitoring and Evaluation Methods** tell how information is sourced and the method used in collecting data. The methods (eg. field surveys and visits, focus groups, etc.) describe the information collection mechanism used to gather information on specific indicators and targets.]*

## APPENDIX C - MONITORING PLAN

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2014/2015)	Departmental- level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2017/2018)		Year (2018/2019)		Year (2019/2020)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Citizens Security and Justice Programme	# of infrastructure projects implemented per year	0 infrastructure projects	Development and implementation of 5 infrastructure projects	2 Rapid Infrastructure Projects	Quarterly	2 Rapid Infrastructure Projects	Quarterly	1 Rapid Infrastructure Project	Quarterly	- Site visits (observation) - Project Manager’s progress reports
	# of violence prevention programmes and strategies implemented per year	50% youths in each targeted community between ages 9 – 13 received training in conflict management in 2012/2013	Implementation of violence prevention programmes and strategies	12 Conflict resolution intervention sessions	Monthly	4 Restorative Justice Centres operationalized and functional	Monthly	3 Restorative Justice Centres operationalized and functional	Monthly	- Site visits (observation) - Manager’s progress reports
	Increase in the number skills training opportunities	120 youths between ages 16 – 18 received skills training in 2013/2014	Providing opportunities for vocational skills training	50 youths trained in woodwork and joinery	Quarterly	50 youths trained in welding	Quarterly	100 persons trained in cosmetology	Quarterly	- Focus groups - Training facilitators’ reports - Participants’ evaluation
[Insert another programme/ project]	[Insert related performance indicator(s)]	[Insert baseline data]	[Insert major tasks]	[Insert related target]	[Insert monitoring timeline]	[Insert related target]	[Insert monitoring timeline]	[Insert related target]	[Insert monitoring timeline]	[Insert monitoring method(s) to be used]

## APPENDIX D - EVALUATION PLAN

Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date (mm/yy)	Evaluation Method(s)	Entity Responsible for Evaluation
Citizen Security and Justice Programme	<ul style="list-style-type: none"> <li>To reduce incidences of violent crimes by 10% in communities by 2017</li> <li>To reduce unemployment by 3% in targeted communities by 2018</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced citizen security and justice in 50 targeted communities</li> <li>Increased skill-based employment of youths</li> </ul>	Mid-term	February 2018	Document reviews, Focus groups, Survey	MNS
<i>[State another policy, programme, or project, if necessary]</i>	<i>[State related goal(s)]</i>	<i>[State related expected outcome(s)]</i>	<i>[State type/frequency of evaluation]</i>	<i>[State month &amp; year for the completion of the evaluation]</i>	<i>[State evaluation method(s) to be used]</i>	<i>[State the entity responsible for the evaluation]</i>
<i>[State another policy, programme, or project, if necessary]</i>	<i>[State related goal(s)]</i>	<i>[State related expected outcome(s)]</i>	<i>[State type/frequency of evaluation]</i>	<i>[State month &amp; year for the completion of the evaluation]</i>	<i>[State evaluation method(s) to be used]</i>	<i>[State the entity responsible for the evaluation]</i>
<i>[State another policy, programme, or project, if necessary]</i>	<i>[State related goal(s)]</i>	<i>[State related expected outcome(s)]</i>	<i>[State type/frequency of evaluation]</i>	<i>[State month &amp; year for the completion of the evaluation]</i>	<i>[State evaluation method(s) to be used]</i>	<i>[State the entity responsible for the evaluation]</i>
<i>[Continue as necessary]</i>	<i>[Continue as necessary]</i>	<i>[Continue as necessary]</i>	<i>[Continue as necessary]</i>	<i>[Continue as necessary]</i>	<i>[Continue as necessary]</i>	<i>[Continue as necessary]</i>

*[The glossary of Terms below is included in this template for information and learning purposes only and is not to be included as a part of the final Ministry Business Plan]*

## **Glossary of Terms for Performance Monitoring and Evaluation System**

**Accountability:** The obligation to demonstrate and take responsibility both for the means used and the results achieved in light of agreed expectations.

**Activities:** Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs.

**Actual Results:** The outcome that the implementation of a programme, project, policy or initiative has achieved.

**Annual Report:** A report on the MDA's performance that provides information on the entity's progress towards achieving the goals and objectives outlined in the entity's Strategic Business Plan and Operational Plan, including contribution and progress on Government Priorities.

**Appropriations Bill:** An Act to apply a sum out of the Consolidated Fund to service public sector programs and the appropriate the sums granted annually by the Parliament. It gives authority to the Government to incur obligations and to make payments for specified purposes. Appropriations do not represent actual cash; rather they represent amounts that Ministries, Departments and Agencies (MDAs) may require during the period of time specified in the respective Appropriation Act.

**Balanced Budget:** A budget in which revenue/receipt equals expenditure.

**Balanced Scorecard:** A strategic performance management framework that allows organizations to manage and measure the delivery of their strategy.

**Baseline:** A measure by which the resulting change occurs that is caused by some intervention that has been implemented.

**Baseline data:** Basic information gathered before a programme begins and/or during a midterm evaluation. It is used later to provide a comparison for assessing programme impact.

**Benchmark:** Reference point or standard against which performance or achievements can be assessed.

**Note:** A benchmark refers to the performance that has been achieved in the recent past by other comparable organisations, or what can be reasonably inferred to have been achieved in the circumstances.

**Budget Calendar:** A schedule indicating the key dates in the budget process, specifically for preparation and approval of the budget. The Budget Calendar includes the date the Budget Circular is issued, dates for the submission of Corporate Plans/ Strategic Business Plans with budget estimates by MDAs and public bodies; dates for the negotiating period where estimates are discussed with the MDAs; the date the budget is tabled in Parliament; the time period of Budget Debate; and the date by which the Appropriations Bill should be passed by Parliament.

**Budget Deficit:** A budget deficit occurs when tax revenues are insufficient to fund government spending, meaning that the state must borrow money, usually in the form of government bonds.

**Budget Execution:** Budget execution is the process by which the financial resources allocated to MDAs are expended and controlled in order to achieve the objectives and purposes for which budgets were approved.

**Budget Preparation:** Budget preparation, or budget formulation, is the process by which the Government produces the budget. The current process involves updating of the macroeconomic framework: setting of the budget ceiling and allocation of resources to each MDA; and collection of budget estimates from MDAs.

**Budget Surplus:** The amount by which the government's revenues exceed its expenditure for a given period, usually a fiscal year.

**Cash Management:** Cash management includes the strategies and processes employed for managing the government's short-term cash flows and cash balances in a cost-effective way.

**Central Treasury Management System (CTMS):** The CTMS is a system to enable the consolidation of the cash resources of the Government and public bodies within a single account to be called the Treasury Single Account under the control of the Accountant General (AG). This will result significant cost savings and unproved customer service

**Cost:** The monetary valuation of effort, material, resources, time and utilities consumed and risk incurred in the delivery of goods and services.

**Cost Effectiveness:** The extent to which an organization, programme, policy or initiative is using the most appropriate and efficient means in achieving its expected results relative to alternative design and delivery approaches.

**Cross Cutting:** The key policies, programmes and projects that are aligned to the government's medium term strategic priority(ies), and are to be/being implemented across organizational boundaries within/between a Ministry and its department and agencies, or across multiple ministries, department and agencies, through close collaboration and cooperation.

**Current Year:** A term used in the budget preparation formulation process to refer to the fiscal year immediately preceding the budget year under consideration.

**Data Analysis Method:** The application of appropriate quantitative and/or qualitative techniques used to evaluate data through analytical and logical reasoning in order to discover facts about a particular phenomenon.

**Data Collection Method:** The methodology applied in order to gather empirical evidence about a policy, programme or project and its outcomes.

Note: Data collection methods often used in monitoring and evaluation include literature research, survey, observations, case studies, focus group discussions, etc.

**Data Source:** The people, documents, activities, events, organizations and records from which data we required are obtained.

**Debt Sustainability:** Debt sustainability is the ability of a country to meet its debt obligations without requiring debt relief or accumulating arrears.

**Economic Reform Programme (ERP):** The Economic Reform Programme (ERP) is the Government of Jamaica's strategic plan of action to generate sustained economic growth and long-term development of Jamaica. The Economic Reform Programme (ERP) consists of a number of key reforms components and framework geared towards reducing the public debt, maintaining macroeconomic stability, facilitating job creation and improving labour force productivity.

**Effectiveness:** The extent to which an organisation, policy, programmes or initiative is meeting its expected results.

**Efficiency:** The extent to which an organisation, policy, programmes or initiative produces outputs in relation to the resources used. Efficiency gains at the programme, project or operational level may be outlined as maintaining a level of performance at the lowest cost, improving performance levels/ outputs at a lower cost, improving performance levels/ outputs at the same cost, or improving performance levels/ outputs to a greater degree than cost are increasing.

**Evaluation:** The systematic collection and analysis of evidence on the outcomes of programmes to make judgments about their relevance, performance and alternative ways to deliver them or to achieve the same results.

**Expected Result:** An outcome that a programme, policy or initiative is designed to produce.

**External Evaluation:** The evaluation of a development intervention conducted by entities and/or individuals outside the donor and implementing organizations.

**Feedback:** The transmission of findings generated through the evaluation process to parties for whom it is relevant and useful so as to facilitate learning. This may involve the collection and dissemination of findings, conclusions, recommendations and lessons from experience.



**Fiscal Sustainability:** Fiscal sustainability is the ability of a government to sustain its current spending, tax and other policies in the long run without threatening government solvency or defaulting on its liabilities or financial commitments.

**Fiscal Year:** Any yearly accounting period, regardless of its relationship to a calendar year. The fiscal year for the Government of Jamaica begins on April 1 of each year and ends on March 31 of the following year; it is designated by the calendar year in which it ends.

**Goal:** The higher-order objective or results to which a development intervention is intended to contribute. Goal refers to a statement of result or achievement to which effort is directed. Goals can be longer or short-term and may be expressed specifically or broadly. Progress against goals should be monitored using a suite of supporting indicators.

**Governance:** The processes and structures through which decision-making authority is exercised. E.g. an effective governance structure ensures individuals or groups of individuals are responsible for setting policy directions, priorities, taking investment decisions, re-allocating resources and designing programmes.

**Government Initiative:** A priority outcome and the means to achieve it articulated by the Government. It may involve one or more Ministries, and one or more programmes.

**Impacts:** Positive and negative, primary and secondary long-term effects or changes produced by a development intervention, directly or indirectly, intended or unintended.

**Indicators:** Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a programme.

**Inputs:** The financial, human and material resources used for the development intervention.

**Key Results Indicator:** A measure that tells how you have done in a perspective.

**Key Performance Indicator:** A measure that tells you what to do to increase performance dramatically.

**Lessons Learned:** Generalizations based on evaluation experiences with projects, programmes, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in the preparation, design, and implementation that affect performance, outcome and impact.

**Macroeconomic Framework:** The Macroeconomic Framework is a national policy document that reviews past and present economic developments and provides an outlook for the domestic, regional and world economies. This provides the basis for recommendations concerning the future course of the Government's fiscal policy.



**Medium Term Economic Framework (MTEF):** The MTEF is a medium term strategic programme complete with priority strategies: actions and outcomes aimed at moving Jamaica towards growth and sustainable development. It is a transparent planning and budget preparation process wherein the Government through the Ministry of Finance & Public Service allocates public resources to its strategic priorities while ensuring overall fiscal discipline. The process entails setting fiscal targets over the medium term and allocating resources to strategic priorities within these targets.

**Medium Term Results-Based Budgeting (MTRBB):** The MTRBB is a management and planning tool which seeks to align resource allocation to specific, measurable results within a medium term macroeconomic planning framework. It is an internationally leading practice that enables better alignment of policy and planning to budgeting, the integration of performance information into budgeting, and the creation of multi-year budgets. This tool links plans and budgets over the medium term and help managers make decisions on how best to strategically allocate financial resources in line with government policy.

**Mid-term Evaluation:** Evaluation performed towards the middle of the period of implementation of the intervention.

**Ministry Business Plans (MBP):** The MBPs provide information on plans and expected performance over a three-year period. These reports are tabled in Parliament annually, after resource allocation deliberations. They include information on the department or agency's mission or mandate, strategic outcomes, strategies, plans and performance targets.

**Ministry Performance Reports (MPR):** The MPRs are tabled in Parliament four months after the end of the financial year. Their fundamental purpose is to present a report on results and accomplishments as established in the corresponding Ministry Business Plans (MBPs) in order to provide Parliamentarians with knowledge and understanding of the government's stewardship of public resources.

**Mission:** The fundamental purpose for the existence of an organisation which forms the baseline for effective business planning.

**Monitoring:** An on-going activity that uses the systematic collection of data on specified indicators to provide management with an indication of the extent to which, physical and financial progress has been made on a planned programme, project or policy initiative.

Related term: performance monitoring

**Monitoring Frequency:** The number of times data regarding an on-going activity will be collected in order to assess if the objectives of the activity are being met.

**National Outcome:** The long-term and enduring benefits to citizens that more than one Ministry, Department or Agency are working to achieve.

**National Strategic Outcome:** The end result of a plan of action implemented in order to achieve the long-term and enduring benefits to citizens that more than one Ministry, Department or Agency are working to achieve.

**Objective:** Specific result(s) that the organization aims to achieve.

**Operational Planning:** Operational planning is a subset of strategic work planning. It describes short-term ways of achieving milestones and explains how, or what portion of, a strategic plan will be put into operation during a given operational period. Operational Plan outlines the level of performance to be achieved during the trained year in which the plan is submitted.

**Organizational Strategic Outcome:** The end results of a plan of action implemented in order to achieve the long-term effect of an intended project, programme or policy.

**Outcome:** The likely or achieved medium-term effects of an intervention's outputs.

Related terms: result, outputs, impacts.

**Outputs:** The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.

**Out-year:** An out-year is any fiscal year (or years) beyond the budget year for which projections are made.

**Performance:** The degree to which a development intervention or a development partner operates according to specific criteria/ guidelines or achieves results in accordance with stated goals or plans.

**Performance Evaluation:** An independent analysis undertaken at a fixed point in time to determine the degree to which stated objectives or results have been reached. This is generally used as a basis for decision making, including updating plans.

**Performance Indicator:** A performance indicator or performance measure is a particular value or characteristic used to measure output, outcome or efficiency of a program. A variable that allows the verification of changes in the development intervention or shows results relative to what was planned; see **Performance measure**. The indicator will be used to track progress towards a goal, objective or target within a time frame. In general, the indicators for which agencies set targets with time lines are performance indicators. Other indicators include, output indicator, process efficiency indicator and result indicator.

**Performance Management:** The ongoing monitoring and reporting of program accomplishments, particularly progress toward pre-established goals. Performance measures may address the type or level of program activities conducted (process), the direct products and services delivered by a program (outputs), or the results of those products and services (outcomes).

Use of goals, measurement, evaluation, analysis, and data-driven reviews to improve results of programmes and the effectiveness and efficiency of agency operations. Performance management activities often consist of planning, goal setting, measuring, analysing, reviewing, identifying performance

improvement actions, reporting, implementing, and evaluating. The primary purpose of performance management is to improve performance and then to find lower cost ways to deliver effective programmes.

**Performance Measure:** A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organisation, programme, policy or initiative. Quantitative performance measures are composed of a number and a unit of measure. The number provides the magnitude (how much) and the unit gives the number its meaning (what). E.g. number of written complaints received.

**Performance Monitoring:** The on-going, systematic process of collecting, analysing and using performance information to assess and report on an organization's progress in meeting expected results and, if necessary, make adjustments to ensure these results are achieved.

**Performance Monitoring and Evaluation System (PMES):** A comprehensive framework that includes an inventory of activities, resources, results, performance measurement and governance information. PMES will provide a formal process through which the Government of Jamaica will be able to monitor and report on results; support the setting of broad strategic priorities and the reflection of these priorities in the plans of MDAs through the development of performance indicators and targets.

**Performance Report (Quarterly):** A quarterly performance report is an interim report that management issues to shareholders each quarter during the fiscal year.

**Performance Report (Whole-of-Government):** A government-wide performance report tabled annually in Parliament. This report provides parliamentarians and Jamaicans with a whole-of-government perspective from which to assess the performance of MDAs in the delivery of agreed plans, programmes and resource allocation and the achievement of results.

**Performance Reporting:** The process of communicating evidence-based performance information in an effective and timely manner. Performance reporting supports decision-making, accountability and transparency.

**Plans:** The articulation of strategic choices, which provide information on how an organisation intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and should focus on actions that lead to the expected result.

**Policy:** A course of action taken by Government to address a given problem or related set of problems. A statement of principles by Government that informs legislation, regulation, official guidelines and operating practices intended to influence behaviour towards a stated outcome.

**Programme:** A group of related activities that are designed and managed to meet a specific public need and is often treated as a budgetary unit.

**Programme Evaluation:** A periodic assessment to determine how well a program is working. A program evaluation typically examines achievement of program objectives in the context of other aspects of program performance or in the context in which it occurs. It may be conducted by experts external to the program as well as by program managers.

Evaluation of a set of interventions, marshalled to attain specific global, regional, country, or sector development objectives. It is a systematic study which is used to assess how well programmes are working to achieve its intended results or outcomes. Evaluations may address questions related to the overall performance of the program, the effectiveness of particular programme strategies, or factors that relate to variability in effectiveness of the programme or strategies.

Note: A development programme is a time bound intervention involving multiple activities that may cut across sectors, themes and/or geographic areas.

**Project:** A task or planned programme of work that has a start and end date and requires significant time and effort in initiating, planning, executing and monitoring to complete.

**Project Evaluation:** Evaluation of an individual development intervention designed to achieve specific objectives within specified resources and implementation schedules, often within the framework of a broader programme.

**Priorities:** Specific areas that an organisation has chosen to focus and report on during the planning period. They represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

**Public Financial Management (PFM):** PFM refers to the set of laws, rules, systems and processes used by the governments to mobilize revenue, allocate public funds, undertake public spending, account for funds and audit results. It encompasses a broader set of functions than financial management.

**Public Sector Investment Programme (PSIP):** The PSIP is a planning tool intended to provide details of the Government of Jamaica's investment programmes over a rolling three-year period. The PSIP outlines the administration's infrastructure and investment programme, as part of the medium term economic framework.

**Relevance:** The extent to which the objectives of a government intervention are consistent with beneficiaries' requirements, country needs global priorities and partners' and donors' policies.

Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.

**Reliability:** Consistency or dependability of data and evaluation judgements, with reference to the quality of the instruments, procedures and analyses used to collect and interpret evaluation data.

Note: evaluation information is reliable when repeated observations using similar instruments under similar conditions produce similar results.

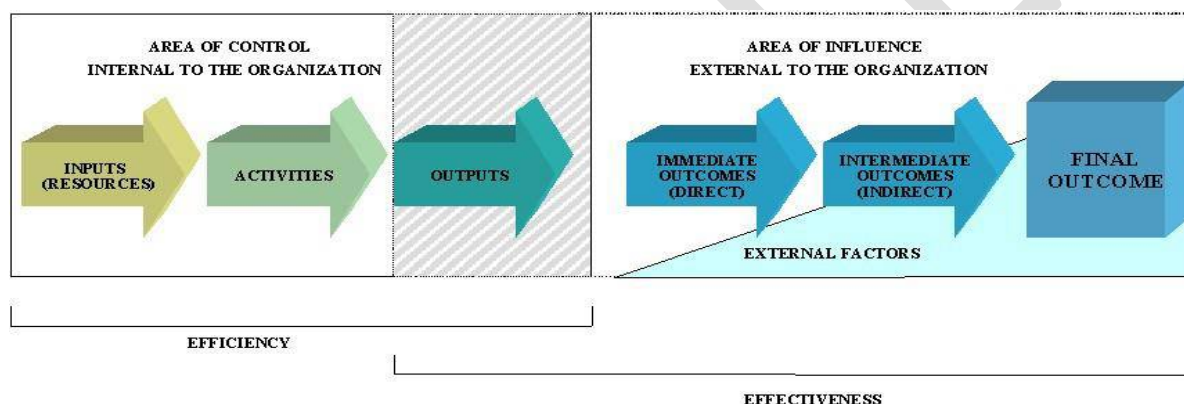
**Result:** The output, outcome, or impact (intended or unintended, positive and/ or negative) of a development intervention.

**Results-based Budgeting:** Results-Based Budgeting or Performance-Based Budgeting is generally understood to refer to the integration of performance information into the budget preparation process.

**Results-based Management:** A comprehensive, lifecycle, approach to management that integrates strategy, people, resources, processes and measurements to improve decision-making and drive change. The approach focuses on getting the right design early in a process, focusing on outcomes, implementing performance measurement, learning and changing, and reporting performance.

**Results-based Medium Term Budget:** A medium term programme budget which seeks to align budget allocations with anticipated results.

**Results-based Model (Results Chain):** A depiction of the causal or logical relationships between inputs, activities, outputs and the outcomes of a given policy, programme or initiative.



**Results Indicator:** A measure that tells you what you have done.

**Strategic Business Plan:** The SBP presents the long-term objectives an agency hopes to accomplish, set at the beginning of the Financial Year. It describes general and long-term goals the agency aims to achieve, what actions the agency will take to realize those goals and how the agency will deal with the challenges likely to be barriers to achieving the desired results. An agency's SBP should provide the context for decisions about performance goals, priorities and budget planning, and should provide the framework for the detail provided in agency annual plans and reports.

**Strategic Objective:** A broadly defined objective that an organization must achieve to make its strategy succeed. It provides a clear sense of direction for the organisation and its employees. It is also referenced to targets that can be measured.

**Strategic Outcome:** A long-term and enduring benefit to Jamaicans that stems from a ministry, department or agency's mandate, vision and efforts. It represents the difference a ministry, department or agency wants to make for Jamaicans.

**Strategic Planning:** Determines the general direction and goals of the organization in both the short and long term; the process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

**Strategic Priorities:** A ranking of an organization's strategic objectives by importance; a description of what organization's decision-makers believe is more important or less important.

**Strategies:** Strategy refers to a plan of action designed to achieve a particular goal.

**Strategy Map:** A diagram which outlines the primary strategic objectives being pursued by the organisation and its management team. It provides the specificity needed to translate general statements about high-level direction and strategy into specific objectives that are more meaningful for all employees and on which they can act.

**Sustainability:** The continuation of benefits from a government intervention after major developmental programme has been completed. The probability of continued long-term benefits.

**Tactics:** Actions taken or tools used to help implement the organization's strategies, achieve objectives and attain goals.

**Target:** A measurable performance or success level that an organization, programme or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative and are appropriate for both outputs and outcomes. In setting and communicating targets where applicable/available, entities must include baseline value for which the target change is included.

**Transparency:** Transparency is a general quality. It is implemented by a set of policies, practices and procedures that allow citizens to have accessibility, usability, information, understandability and auditability of information and process held by centres of authority.

**Validity:** The extent to which the data collection strategies and instruments measure what they purport to measure.

**Vision:** The category of intentions and desires for the organisation that are broad, all-intrusive and forward-thinking.

**Whole-of-Government:** All Ministries, Departments and Agencies including Statutory Bodies (Public Sector Enterprises/Public Bodies) working across portfolio boundaries to achieve a shared goal and an integrated government response to particular issues. This approach requires MDAs using formal and informal strategies to achieve effective outcomes of policy development, program management and service delivery.

**Whole-of-Government Business Plan:** A Plan that sets out the broad functional and fiscal goals of Government over a 3-year horizon. The plan also outlines how the GoJ's strategic priorities will be pursued and the specific performance indicators and targets that will be used to monitor and report on results.