



Government of Jamaica

Minimum Standards and Guidelines for the Development of Strategic Business Plans/Corporate Plans of Departments and Agencies

***NOTE: PLEASE UPDATE ALL TABLES TO REFLECT THE CURRENT AND
PROJECTED FINANCIAL YEARS, AS APPLICABLE.***

Elements of a Strategic Business Plan for Departments and Agencies

There are ten (10) basic elements that must be included in the final presentation of the Strategic Business Plan (SBP) or Corporate Plan (CP). Details outlining these basis elements (**minimum standards**) are provided:

1. Introduction
 - Messages
 - Vision
 - Mission
 - Executive Summary
 - Organizational Chart
 - Roles and Responsibilities
2. Environmental Scan
 - SWOT
 - Stakeholder Analysis
 - Conclusion of the Scan
3. Products and Services
4. Marketing Strategy
5. Human Resources Capacity Plan
6. Current Organizational Performance
7. Plans and Priority Programmes
 - Goals
 - Objectives
 - Strategies
 - Key Outputs
 - Performance Indicators
 - Targets and Cost
8. Financial Model
 - Medium Term Income and or Expenditure Summaries
 - Medium Term Financial Implications
9. Measurement and Evaluation of Organizational Performance
 - Strategy Map
 - Balanced Scorecard
 - Monitoring and Evaluation Plan
10. Appendices
 - Procurement Plan

1. Introduction

The Strategic Business Plan (SBP)/Corporate Plan (CP) must have an introductory section. This section should include the following:

- *Messages*

A message should be presented by the CEO or Head of Department/Agency highlighting the entity's roles, responsibilities and intended strategies for accomplishing goals, objectives, targets and intended outcomes over the medium term.

- *Vision*

The vision statement should guide the strategic direction of the organization. The vision should indicate how the organization sees itself in the future.

- *Mission*

The mission statement should clearly define the primary purpose or reason for the organization's existence. It is the general criteria for assessing the long-term effectiveness of the organization and is also vital to when completing the organizational alignment.

- *Executive Summary*

The executive summary is one of the most significant sections of the entire SBP/CP. This is a summary of the entire plan and should include highlights from each section of the document. It is aimed at explaining the basics of the SBP/CP in a way to inform the interest of the reader. This is the last section of the document that should be written and should be restricted to two to three pages in length.

- *Organizational Chart*

A clear, graphical presentation of the organizational chart indicating the management structure, core functions and reporting hierarchy should be presented.

- *Roles and Responsibilities*

The Department/Agency should outline its primary role and responsibility in the overall operations of government. It should identify how its operations contribute to the overall efficient and effective operations of its parent Ministry and the wider environment.

2. Environmental Scan

An environmental scan should be conducted in order to understand the current environment within which the organization operates. It involves the gathering of information about the entity's internal strengths and weaknesses and determining how external trends and changes might impact the entity and its mission over the next few years. This strategic information helps the entity to identify the critical issues it must address in its planning process and provides guidance for the selection of strategies appropriate for the operating environment. An environmental scan can help to match the organization's goals, programmes and capabilities to

the social, economic, industry, policy, technological, legal and environmental conditions in which it operates. It should capture information that explains the gaps between the current and expected performance. The two main tools that should be used in completing the environmental scan are the SWOT Analysis and the Stakeholder Analysis.

○ *SWOT*

The SWOT analysis is a strategic assessment tool which is used to identify the key issues impacting the organization. When completing the SWOT the following definitions should be applied:

Strengths: The internal factors that are helpful to achieve the organization's objectives;

Weaknesses: The internal factors that are harmful to achieve the organization's objectives;

Opportunities: The external factors outside of the organization's control that are helpful in achieving the organization's objectives; and

Threats: The external factors outside of the organization's control that are harmful to achieving the organization's objectives.

○ *Stakeholder Analysis*

The stakeholder analysis is a management tool that should be used to analyze the attitudes, expectations and interests of stakeholders towards the organization and its policies, programmes and projects.

○ *Conclusion*

The concluding paragraph of the environmental scan must include a summary of the organizational and project implementation risks. These risks would have been identified through a risk assessment exploring both the external and internal factors that could impact the entity and the implementation of the plan.

3. Products and Services

Indicate the products and services that are covered by the organization and indicate what makes them unique. Develop strategies to ensure effective and efficient product and service delivery. Some of the issues to consider when creating this area are:

- What are the benefits and value provided to customer?
- What are the environmental and social impacts and implications?
- What regulations, standards and codes must be complied with?

4. Marketing Strategy (If applicable)

The marketing strategy should outline how the organization intends to make the public aware of its products and services that are offered. When creating the marketing strategy, the organization should assess how it intends to deliver these products and services and how it anticipates that its clients will respond to these products and services.

5. Human Resources Capacity Plan

The Human Resources Capacity Plan should identify both current and future human resources needs for an organization to achieve its goals. This plan should outline both the persons and divisions in the entity which will be responsible for the projects and programmes taking into consideration the specific skills needed which should be matched with the strategic objectives and expected outcomes.

Table 1. Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2013/2014	Planned 2014/2015	Planned 2015/2016
HRM&A				
Finance and Accounts Division				
<i>[Continue if necessary]</i>				

6. Current Organizational Performance

The Department/Agency should provide information on its current performance against agreed performance indicators and targets. The realization of the implementation of the Department/Agency 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. The Department/Agency should therefore reference current performance against performance indicators and targets, expressed as last year's actual results and this year's expected results as shown below.

Table 2: Current Performance

Priority/ Objective	Programme/ Project & Budget No.	Performance Indicators	Target 13/14	Actual Result 13/14	Target 14/15	Expected Result 14/15
To 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 policy priorities]</i>	<i>[Continue with related programmes]</i>	<i>[Continue with related performance indicators]</i>	<i>[Continue with related targets 10/11]</i>	<i>[Continue with related actual results 10/11]</i>	<i>[Continue with related targets 11/12]</i>	<i>[Continue with related expected result 11/12]</i>

7. Plans and Priority Programmes

The realisation of Government's priorities and strategic outcomes of programmes, projects and policy initiatives require the Department/Agency to shift its current level of performance to the planned targets and outputs. The Department/Agency should set out in order of priority, all the planned high-level programmes, projects, policy initiatives for the Department/Agency 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 requirements of the Jamaica Public Investment Framework (JPIF); and
- stated priority policies/programmes/projects of the parent Ministry.

Note that all new priority planned policies/programmes/projects which have gone through the Government's prioritization process and have been approved by Cabinet for the current year must be so indicated by the word 'New'.

The strategic management framework should identify the goals; objectives; strategies; performance indicators and targets for the implementation of the programmes/projects identified in this section.

- *Goals*

Goals are the results to which policies/programmes/projects intervention are intended to contribute. The goals of any project or programme should be written as measurable objectives which should be attainable at some future date through planned actions.

- *Objectives*

An objective can be defined as the result that a programme/project is seeking to realize. It effectively describes the action required to accomplish a task, and is measurable.

- *Strategies*

Strategy refers to a plan of action designed to achieve a particular goal. The strategies formulated should show the direction and scope of the organization over the long term. These strategies should identify mechanisms by which the organization will achieve its objectives or targets.

- *Key Outputs*

The outputs represent the products, capital goods and services which result from a programme/project. They may also include changes resulting from the programme/project which are relevant to the achievement of outcomes.

- *Performance Indicators*

A performance indicator is a variable that allows for the verification of changes in the development intervention or shows results relative to what was planned. When creating indicators for projects and programmes it should be written dependent on what is to be measured. A performance indicator tells you what to do. When developing your indicators they should meet the **SMART** criteria:

Specific: They are clear and exact.

Measurable: You can tell if they have been achieved.

Achievable: They should not be too difficult or impossible, but equally they should not be too easy.

Relevant: They must relate to the nature of the contract.

Time Bound: You need to be able to know if and when a target has been met.

○ *Targets and Costs*

Targets allow you to consider how you will monitor and assess the outcome of strategies that are implemented. They represent 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. The targets should reflect the cost of producing the outputs in each year of the SBP/CP.

Table 3: Plans and Priority Programmes

Programme/ Project & No.	Strategies	Key Output	Performance Indicators	Target & Cost 13/14	Target & Cost 14/15	Target & Cost 15/16
MAJOR PROGRAMMES						
<i>[State programmes]</i>	<i>[State related strategies]</i>	<i>[State related outputs]</i>	<i>[State related performance indicators]</i>	<i>[State related targets & costs – Yr 1]</i>	<i>[State related targets & costs – Yr 2]</i>	<i>[State related targets & costs – Yr 3]</i>
MAJOR PROJECTS						
<i>[State projects]</i>	<i>[State related strategies]</i>	<i>[State related outputs]</i>	<i>[State related performance indicators]</i>	<i>[State related targets & costs – Yr 1]</i>	<i>[State related targets & costs – Yr 2]</i>	<i>[State related targets & costs – Yr 3]</i>

8. Financial Model

Medium Term Expenditure and Income Summaries (where applicable)

The Medium Term Expenditure Summary should give an overall illustration of how the financial resources will be distributed. It should briefly outline the estimates of expenditure and income (where applicable), for the current year and budgetary projections for the next two years, thereby facilitating a more detailed forecasting analysis for a three-year period. The more detailed display of the financial figures for the various programmes, including that of the two previous years should be shown in the *Medium Term Financial Implications (Summary)* section, which is relevant for the purpose of comparison.

Table 4: Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 15/16 (J\$ 000)	Projections 16/17 (J\$ 000)	Projections 17/18 (J\$ 000)
Recurrent	000	000	000
Capital A	000	000	000
Capital B	000	000	000
Appropriations in Aid <i>(where applicable)</i>	000	000	000
Total Funding Requirement	000	000	000

Medium Term Financial Implications

This section should provide a more detailed display of the financial figures for the various programmes, projects and policy initiatives. The financial implications of implementing the programmes, projects and policy initiatives and achieving the Department/Agency performance targets over the period of this SBP/CP should be clearly outlined. This financial plan should see the budget being aligned to programmes and projects, taking into account unplanned challenges that may occur during the implementation period. You can also include possible assumptions that will form the basis for the financial plan [*See Appendix A for a sample template*].

In addition to the aforementioned guidelines, Executive Agencies should ensure that the financial model reflects the following:

- Fee proposals
- Revenue by type, product or service
- Efficiency analysis for each cost centre
- Direct cost and full cost for the whole organization
- Direct cost recovery and full cost recovery by products/services/outputs
- Capital expenditure (quarterly)
- Income and expenditure statement
- Balance sheet
- Cash flow statement (monthly)

Departments and Agencies should ensure that the presentation of its financial model is in keeping with all relevant legislation governing the organization such as Executive Agencies Act, Public Bodies and Management Act, Financial Administration and Audit Act and Regulations; as well as the Financial Instructions to Executive Agencies and Generally Accepted Accounting Practice, which are based on the International Public Sector Accounting Standards and International Financial Reporting Standards respectively.

9. Measurement and Evaluation of Organizational Performance

The SBP/CP has to include a clear strategy demonstrating how the organization plans to systematically improve their performance through an on-going process of establishing strategic performance objectives, measuring performance, collecting, analyzing, reviewing and reporting on performance data and using that data to drive performance improvement. This strategy should cover all key elements of an organization's business taking into consideration the customers, the environment, past and current performance, human and financial resources, and government priorities. All the elements must be reflected in the organization's performance scorecard. To assist the entity to measure and evaluate its performance a number of strategic management tools should be employed, such as Strategy Map, Balanced Scorecard and Monitoring and Evaluation Plan.

- *Strategy Map*

A Strategy Map is a diagram which outlines the **primary strategic objectives** being pursued by the organization 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.

- *Balanced Scorecard*

The Balanced Scorecard is a strategic performance measurement framework that allows organizations to manage and measure key performance indicators that assess the effective implementation of strategies. A Balanced Scorecard allows the organization to measure stakeholder and financial results, operations, and organizational capacity. It aligns vision and mission with strategic direction and operational activities.

- *Monitoring and Evaluation Plan*

In order for the entity to arrive at its performance scorecard, a Monitoring and Evaluation (M & E) Plan should be included for all its major projects and programme. The M & E Plan will inform the entity of the progress that is being made towards the set targets for the projects and programme, so that necessary actions can be taken in a timely manner. The M & E Plan will guide the organization as to what should be evaluated; the information that is needed and for whose benefit the evaluation is being carried out [*See Appendices B and C for sample templates*].

10. Appendices

The appendices should include the following:

- *Procurement Plan*

The SBP/CP must include a Procurement Plan. The Procurement Plan should set out the major goods and services which the entity will need to procure, in order to effectively carry out its day-to-day operations over the three-year period. The Ministry of Finance and Planning has provided some instructions, as captured in *Appendix D* which should help to guide this process. The most current change, if any, made to the Government's Procurement Guidelines by the Financial Secretary should also be reflected.

The Performance Management and Evaluation Unit (PMEU) of the Cabinet Support and Policy Division of the Cabinet Office may be contacted for further guidance.

Appendix A –Medium Term Financial Implications

Item & Programme	Actual Expenditure 13/14 (J\$ 000)	Actual Expenditure (Year to Date) 14/15 (J\$ 000)	Estimates of Expenditure 15/16 (J\$ 000)	Projections 16/17 (J\$ 000)	Projections 17/18 (J\$ 000)
RECURRENT					
<i>Department/Agency</i>					
Programme Name & No.					
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
Sub-total Recurrent (Department/Agency)	000	000	000	000	000
CAPITAL A					
<i>Department/Agency</i>					
Programme Name & No.					
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
Sub-total Capital A (Department/Agency)	000	000	000	000	000
CAPITAL B					
<i>Department/Agency</i>					
Programme Name & No.					
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000

Item & Programme	Actual Expenditure 13/14 (J\$ 000)	Actual Expenditure (Year to Date) 14/15 (J\$ 000)	Estimates of Expenditure 15/16 (J\$ 000)	Projections 16/17 (J\$ 000)	Projections 17/18 (J\$ 000)
Sub-total Capital B (Department/Agency)	000	000	000	000	000
APPROPRIATIONS IN AID					
<i>Department/Agency</i>					
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
Sub-total Appropriations in Aid (Department/Agency)	000	000	000	000	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

Appendix B - Monitoring Plan

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2013/2014)	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 (2015/2016)		Year (2016/2017)		Year (2017/2018)		
				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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Focus groups - Training facilitators' reports - Participants' evaluation
<i>[Insert another programme/ project]</i>	<i>[Insert related performance indicator(s)]</i>	<i>[Insert baseline data]</i>	<i>[Insert major tasks]</i>	<i>[Insert related target]</i>	<i>[Insert monitoring timeline]</i>	<i>[Insert related target]</i>	<i>[Insert monitoring timeline]</i>	<i>[Insert related target]</i>	<i>[Insert monitoring timeline]</i>	<i>[Insert monitoring method(s) to be used]</i>

