

**GOVERNMENT OF JAMAICA**

[Place name of agency/department here]

**STRATEGIC BUSINESS PLAN**

minimum standards and guidelines for the development of strategic business/ corporate plans of departments and agencies

Medium term results Based Budgeting

*[This Planning Template serves as the minimum standards for preparing Strategic Business Plans/Corporate Plans for Departments and Agencies, in accordance with the Performance Monitoring and Evaluation System (PMES). The Template has been revised to ensure stronger*

*alignment to the principles of results-based management and ensure conformity to the*

*Medium Term Results Based Budgeting (MTRBB) requirements.]*

*[All instructions are in italics and bracketed and should be deleted from the finalised Business Plan before submission. The footer on each page must either be deleted, or edited to represent the Department/Agency. Pages, except appendices, must be numbered and reflected in the Table of Contents accordingly.]*

*[The use of pictures and/or diagrams is optional, and if used, should be done so sparingly.]*

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

**DOCUMENT APPROVAL AND SIGN OFF**

*This document has been approved as the official Strategic Business Plan and Budget of the [State Name of Agency/Department] for the four-year period 2020/2021 – 2023/2024****.*** *The Strategic Business Plan and Budget has been prepared in consideration of the various relevant policies, legislation and other mandates for which the Agency/Department is responsible.*

|  |  |  |
| --- | --- | --- |
| ***Prepared by*** | ***Signature*** | ***Date*** |
| *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*  *[Insert Name]*  *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*  *[Insert Title]* | *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_* | *\_\_\_\_\_\_\_\_\_\_\_\_\_* |

*\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

*[Insert Division]*

|  |  |  |
| --- | --- | --- |
| ***Approved by*** | ***Signature*** | ***Date*** |
| *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*  *[Insert Name]*  *Head of Department/Agency* | *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_* | *\_\_\_\_\_\_\_\_\_\_\_\_\_* |

**TABLE OF CONTENTS**

[Insert Table of Contents]

**STRATEGIC BUSINESS PLAN OUTLINE**

*There are thirteen (13) basic elements that must be included in the final presentation of the Strategic Business Plan/Corporate Plan). Details outlining these basis elements (****minimum standards)*** *are provided:*

1. *Introduction*

* *Messages* 
  + *Accountability Statement*
  + *Vision*
  + *Mission*
  + *Core Values*
  + *Strategic Objectives*
  + *Executive Summary*
  + *Organizational Chart*
  + *Roles and Responsibilities*

1. *Environmental Scan*
   * *SWOT*
   * *Stakeholder Analysis*
   * *Conclusion of the Scan*
2. *Programmes and Subprogrammes*
3. *Products and Services*
4. *Marketing Strategy*
5. *Human Resources Capacity Plan*
6. *Current Organizational Performance*
7. *Performance Improvement Plan*
8. *Strategy Map*
9. *Programme Implementation*
   * *Objectives*
   * *Intended Results*
   * *Performance Indicators*
   * *Targets and Cost*
10. *Medium Term Financial Resource Implication*
    * *Medium Term Financial Resource Plan*
11. *Measurement and Evaluation of Organizational Performance*
    * *Balanced Scorecard*
    * *Monitoring and Evaluation Plan*
12. *Appendices*
    * *Risk Management*
    * *Logic Model*
    * *Procurement Plan*
13. **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.

* ***Accountability Statement***

An accountability statement should be provided in the Plan. An example of an Accountability Statement is provided below.

*This Strategic Business Plan for the four-year period, commencing April 1, 2020, 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 Departments’/ Agency’s strategies that contribute to the achievement of the Government’s agenda, and specifically, the programmes for which appropriate monitoring and evaluation mechanisms are being deployed to ensure their timely and cost-effective implementation.*

*The Agency’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]*

*Head of Agency/Department*

*[Name of Agency/Department]*

* + ***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.

* **Core Values**

This section should outline the values that shape and guide the department’s/agency’s actions. These beliefs are manifested in how the organisation employees interact in the workplace, and represent the core of what the organisation is and cherishes.

* ***Strategic Objectives***

State the long-term organizational goals that help to convert the mission statement from a broad vision into more specific plans and projects. These set the major benchmarks for success and are designed to be measurable, specific and realistic translations of the mission statement that can be used by management to guide decision-making.

* + ***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.

1. **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. A combination of tools can be used to conduct the situational analysis. Some of the tools are the* [*SWOT*](https://www.marketing91.com/swot-analysis-brands/)*Analysis, Stakeholder Analysis,* [*PESTEL Analysis*](https://www.marketing91.com/pest-analysis/) *and 5C’s [company, competitors, customers, collaborators and climate] Analysis. The two main tools that should be used in completing the environmental scan are the SWOT Analysis and the Stakeholder Analysis*.

***Factors to consider when doing an environmental scan/analysis***

* ***Product Situation -****Determine your current product. You may want to view this definition in parts such as the core product and any secondary or supporting services or products that you sell. Viewing your products and services separately helps determine how each relates to your core clients' needs.*
* ***Competitive Situation -****Analyse your main competitors and determine how they compare to your business such as*[*competitive advantages*](https://www.thebalancesmb.com/competitive-advantage-building-a-lasting-organization-1794329)*, as applicable.*
* ***Distribution Situation -****Review your distribution situation in terms of how you get your products to market, such as through distributors or other intermediaries.*
* ***Environmental Factors -****Determine the external and internal environmental factors, which can include economic or sociological factors that impact your business's performance.*
* ***Opportunity and Issue Analysis -****Conduct a*[*SWOT analysis*](https://www.thebalancesmb.com/swot-analysis-for-small-business-2951706)*to determine any strengths, weaknesses, opportunities, and threats that may affect your organisation and its performance.*
  + ***The SWOT Analysis***

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. PROGRAMMES AND SUB-PROGRAMMES**

**PROGRAMMES & SUB-PROGRAMMES**

*[List the programmes and sub-programmes of the Agency, as identified in the Agency’s Rationalized Programme Budget Structure that were developed during the MTRBB consultation process*]

***NB. An example of the Ministry of Industry Commence, Agriculture and Fisheries’ programmes is outlined below****.*

**PROGRAMME #1**: **EXECUTIVE DIRECTION AND ADMINISTRATION**

***Sub-programme:***

* Central Administration
* Policy Planning, Development & Research

**PROGRAMME #2**: **INDUSTRIAL DEVELOPMENT AND REGULATION**

***Sub-programme:***

* Micro, Small and Medium Sized Enterprises Development
* Agro-Industry Development
* Business Protection & Commodity Regulation
* Youth Agriculture and Entrepreneur Development

**PROGRAMME #3**: **AGRICULTURAL PRODUCTION, PRODUCTIVITY & FOOD SECURITY**

***Sub-programme:***

* Agricultural Health and Food Safety
* Fisheries Development
* Extension and Regulatory Services

**PROGRAMME #4**: **TRADE PROMOTION AND BUSINESS DEVELOPMENT**

***Sub-programme:***

* Investment Promotion
* Trade Facilitation
* National Quality Infrastructure

**PROGRAMME #5**: **CONSUMER & PUBLIC PROTECTION**

***Sub-programme:***

* Protection of Human Rights
* Regulation of Nuclear Technologies

*The Agency’s programmes are being planned and developed with great consideration of the National Development Plan Vision 2030, Jamaica; Medium Term Economic Programme (MTEP); Medium Term Socio-Economic Policy Framework 2018 - 2021 (MTF) and the Medium-Term Results Based Budgeting for Jamaica. With these in mind, the Agency’s programmes and sub-programmes for the medium term are as indicated to the right.*

**PRIORITY POLICIES**

*The Agency’s programmes and sub-programmes are within the context of the priority policies that have been highlighted for focus and for which approval is given by Cabinet to implement the Agency’s initiatives. The policy priorities that inform the development of the Agency’s programmes over the medium term are:*

* *Strengthening of agro-business and processing*
* *Value Chain Creation*
* *Agricultural Investment*
* *Financing of, and support to the development of, MSMEs business ventures.*
* *Strengthen MSMEs’ contribution to the Jamaican economy*
* *Blue Economy and Fisheries*
* *Consumer & Business Protection*



1. **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?

1. **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.

1. **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.

In completing the HR Capacity Plan the recommended approach is that the strategic objectives of the Agency (programme and sub-programme objectives) 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 Agency’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 Agency’s HR objectives and key initiatives that are link to the Agency’s goals should be included in the Strategy Map and Agency Balanced Scorecard]*

***Table 1.*** *Human Resources Capacity Plan*

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ***Unit/Division*** | ***Staff Complement*** | ***Planned 2020/21*** | ***Planned 2021/22*** | ***Planned 2022/23*** | ***Planned 2023/24*** | ***Financial Implications*** | ***Source of funding*** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

1. **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*

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **PROGRAMME** | | | | | | | |
| **Name of Programme** | **Performance Indicators** | **Major Achievements**  **2018/2019** | **End-of-year Target 2019/20** | **Major Achievements**  **(Apr 2019 – Sept 2019)** | **20 19/20 Budget**  **(J$’000)** | **YTD Expenditure**  **(J$’000)** | **Explanation/ Comments** |
| [Insert name] | *[Indicate the indicate that will be sued to measure progress]* | *[% increase over previous period]* | *[B% increase over previous period]* | *[C% increase over previous period]* | *[Indicate budget for the year]* | *[Indicate expenditure]* |  |
| [Insert name] | *[Indicate the indicate that will be sued to measure progress]* | *[continue with related achievements]* | *[continue with end of year targets]* | *[continue with related achievements]* | *[Continue with related budget]* | *Continue with related expenditure]* | *[Continue with explanation for variance /comments]* |
| **SUB-PROGRAMMES** | | | | | | | |
| **Name of Sub-programme** | **Performance Indicators** | **Major Achievements**  **2018/2019** | **End-of-year Target 2019/20** | **Major Achievements**  **(Apr – Sept 2019)** | **2019/20 Budget**  **(J$’000)** | **YTD Expenditure**  **(J$’000)** | **Explanation / Comments** |
| *[Insert name]* | *[Indicate the indicate that will be sued to measure progress]* | *[continue with related achievements]* | *[continue with end of year targets]* | *[continue with related achievements]* | *[Continue with related budget]* | *Continue with related expenditure]* | *[Continue with explanation /comments]* |
|  | *[continue with related achievements]* | *[continue with end of year targets]* | *[continue with related achievements]* | *[Continue with related budget and expenditure]* | *Continue with related expenditure]* | *[Continue with explanation /comments]* |
| **MAJOR ACTIVITIES/INITIATIVES** | | | | | | | |
| **Name of Major Activity/ Initiative** | **Performance Indicators** | **Major Achievements**  **2018/2019** | **End-of-year Target 2019/20** | **Major Achievements**  **(Apr – Sept 2019)** | **20 19/20 Budget**  **(J$’000** | **YTD Expenditure**  **(J$’000)** | **Explanation / Comments** |
| [Insert name] | *[Insert related performance indicator]* | *[Continue with related achievements]* | *[Continue with end of year targets]* | *[Continue with related achievements]* | *[Continue with related budget]* | *Continue with related expenditure]* | *[Continue with explanation /comments]* |

1. **PERFORMANCE IMPROVEMENT PLAN**

*The P*[*erformance Improvement Plan*](https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/performanceimprovementplan.aspx) *identifies key performance issues that need to be addressed in order to bring performance in line with expectations. It addresses failure to meet specific project, programme, policy objectives and gaps in work performance; reiterates the Entity’s and GOJ’s expectations; and allows the Entity the opportunity to demonstrate improvement in and commitment to achieving results. It therefore serves to document the process for resolving persistent performance issues, and indicates timeline and associated measures for improvement and potential outcomes. Any financial implication of the strategies should be considered in the Medium Term Resource Plan.*

*This Plan identifies key performance areas and issues and propose strategies on how the Department and Agency should improve performance in those areas over the medium term.*

*NB. The performance issues are typically internal to the Entity, and within its control.*

***Table 3:*** *Performance Improvement**Plan*

| **Programme/ Sub-Programme/ Major Activity** | **Strategic Performance Area** | **Description of Performance Issue** | **Required Improvements** | **Performance Improvement**  **Indicator [Outcome]** | **Proposed Corrective Measures** | **Timeline** | **Budget**  **(J$’000)** | **Functional Agency/Dept/ Division** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| [Insert name] | *[State specific area where performance standard has not been met]* | *[Explain the issue(s) that have contributed to performance standard not being met]* | *[Explain the nature of the performance improvement required]* | *[Indicate how performance improvement will be measured.]* | *[State what actions need to be undertaken to meet expected standard of performance]* | *[State the timeframe in which the change in performance is expected]* | *[State the cost to address the issue]* | *[Indicate who has responsibility for this performance improvement area]* |
| Competences and Capacity | Lack of adequate capacity and competence in project management, business development, R&D and procurement | *[Explain the nature of the performance improvement required]* | *[Indicate how performance improvement will be measured.]* | *[State what actions need to be undertaken to meet expected standard of performance]* | *[State the timeframe in which the change in performance is expected]* | *[State the cost to address the issue]* | *[Indicate responsibility for realising the improvement]* |
| **CUSTOMER SERVICE DELIVERY** | | | | | | | | |
| **Customer Service Excellence** | Customer Service Improvement | Responsiveness | *Improve timeliness in service delivery* | *% Increase in customer satisfaction* | Bring standard to benchmark of 85% or more | *April 2022* | *[State the cost to address the issue]* | *[Indicate responsibility for realising the improvement]* |
| Reliability | Reduce error rate | *% increase in process compliance with standards* | 100% of processes compliant with standards |  |  |  |
| Access and Facilities | Improve the level of comfort of, and access to waiting areas | *No. of seats available in the seating areas* | No clients standing and waiting for more than 10 mins |  |  |  |
| Communication | Greater availability of information | *Amount of information publicly available/ disclosed* | *[State what actions need to be undertaken to meet expected standard of performance]* |  |  |  |
| Cost | Improved payment processes | *[Indicate how performance improvement will be measured.]* | *[State what actions need to be undertaken to meet expected standard of performance]* |  |  |  |
|  | | | | | | | | |

**9. STRATEGY MAP**

The Agency’s strategy for the medium-term planning period should be depicted in a detailed strategy map, which provides a visual representation of the Agency’s objectives and how they relate to one another.

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

***Note****: The Strategy Map should be consulted when developing the balanced scorecard.*

***Note: Other themes relevant to the operations of the 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 the parent Ministry and Government in formulating any strategic objectives and the related initiatives.

The perspectives should be developed per guidance below:

* + - *The Financial Perspective - Give consideration to how the Agency would want to appear to its stakeholders as it relates to its financial success. Therefore, develop financial objectives of the Agency that will allow managers to track value for money and manage resources for maximum impact.*
      * *Possible themes include: Compliance & Governance; Funds Utilisation and Asset Efficiently.*
    - *The Stakeholder Perspective - Give consideration to how the Agency 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 Agency’s stakeholders (internal and external) and which are required to meet the strategic outcomes of the Agency.*
      * *Possible themes include: Public Service Delivery; Stakeholder Needs; Transparency & Equity.*
    - *The Internal Process Perspective – Give consideration to what business processes the Agency should excel at to satisfy its stakeholders. Therefore, develop objectives in relation to the internal operational goals of the Agency.*
      * *Possible themes include: 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 Agency’s ability to change and improve so as to achieve its vision. Therefore, develop objectives of intangible drivers of success, such as the Agency’s human resources, capacity building/skills training, organisational culture, and new technology.*
      * *Possible themes include: People Capacity, Technology; Change Management*

***The Whole-of-Government Integrated Strategy Map is at Appendix A and can be used to guide the development of the Agency’s Strategy Map.***

1. **PROGRAMME IMPLEMENTATION**

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 Public Sector Investment Programme (PSIP); and
* stated priority policies/programmes/major activities of the parent Ministry.

Note that all new priority planned policies/programmes/major activities (projects and initiatives) 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 Results Matrix should identify the objectives; intended results, performance indicators and targets for the implementation of the programmes and sub-programmes identified in this section.

* + ***Intended Results***

*These are the outcomes or changes that the Agency seek to achieve, having implemented the project, policy or programme. It therefore should outline the desired results anticipated from the Agency’s intervention.*

* + ***Baseline***

*A baseline measurement is needed to determine the exact starting point for each project. These are usually referred to as the "Before" measurement. It serves as the starting point of any process/metric, from which the improvement or impact of any change measure is calculated. It is used to gauge how effective an improvement or change initiative. It provides an indication of the “situation” prior to assessing the change made as a result of an intervention.*

* + ***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:

* ***S****pecific:* They are clear and exact.
* ***M****easurable:* You can tell if they have been achieved.
* ***A****chievable***:** They should not be too difficult or impossible, but equally they should not be too easy.
* ***R****elevant:* They must relate to the nature of the contract.
* ***T****ime Bound:* You need to be able to know if and when a target has been met.

|  |  |  |
| --- | --- | --- |
| **Type** | **Definition** | **Example** |
| ***Outcome*** | *Outcome indicators are the 2nd level of results associate with an initiative. They measure whether an initiative is achieving the expected effects/changes in the short, intermediate, and long term.* | * *New knowledge* * *Changed opinions/value* * *Increased capacity* * *Increased skills* * *Changed attitudes* * *Improved processes and procedures* * *Enhanced systems* |
| ***Output*** | *These are the first level of results associated with an initiative; that is, the direct products and services produced from the activities.* | * *New products and services* * *New of clients served* * *Number of life skills* * *Duration and frequency of attendance* * *Number of meals* * *Work done* * *Programme activities completed* |
| ***Effectiveness*** | *The extent to which an organisation is able to fulfil its goals. Effectiveness responds to the basic question: “How effective is the organisation in working towards its mission/goals/objectives”.* | * *Achievement of goals (quantitative and qualitative)* * *Number (or percentage) of clients served* * *Quality of services and products provided (through users’ perception)* * *Service access and usage* * *Knowledge generation and utilisation* * *Demand for services and products* |
| ***Efficiency*** | *The ratio between the outputs accomplished by an organisation and the costs incurred to accomplish those outputs. Efficiency responds to the basic question: “How efficiently does the organisation use its human, financial, and physical resources”.* | * *Cost per service or programme provided (and change in cost over time)* * *Total service or programme cost* * *Output per staff* * *Cost per client serviced* * *Timeliness of service delivery* * *Programme completion rate* * *Turnover rate* |

o ***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 4:*** *Programmes and Sub-programmes*

**PROGRAMME NAME**: *[Insert name of programme]*

|  |  |  |
| --- | --- | --- |
| **PROGRAMME OBJECTIVE**:  [State objective here]  **SUPPORTING GOJ POLICY PRIORITY:** | **Description & Context:**  **Programme Coordinator [if available]:** | |
| **Vision 2030 National Goal:** | **Sector Outcome:** | **Budget No.:** |
| **Vision 2030 National Outcome:** | **Contribution to GOJ Strategic Priority:**  *[Provide a brief narrative on how the Agency contributes to the realisation of the GOJ Strategic Priorities]* | |

| **RESULTS MATRIX** | | | | | | | | | | | | | **Owner: Dept/**  **Div** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Programme/**  **Subprogramme** | **Intended Results** | **Performance Indicator** | **Baseline** | **2019/20**  **Projected Outturn** | **2020/21** | | **Projection (Forecast) & Costs ($’000)** | | | | |  |
| **Estimate/ Target** | **Cost** | **2021/22** | **Cost** | **2022/23** | **Cost** | **2023/24** | **Cost** |
| [Insert programme name] |  | **Outcome:** |  |  |  |  |  |  |  |  |  |  |  |
|  | **Outcome:** |  |  |  |  |  |  |  |  |  |  |  |
| **Staff Costs** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Cash Grants** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Administrative Costs** |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | | | | | | | | | | | | |  |
| [Insert sub-programme]  Objective: |  | **Outcome:** |  |  |  |  |  |  |  |  |  |  |  |
| **Effectiveness** |  |  |  |  |  |  |  |  |  |  |  |
| **Efficiency** |  |  |  |  |  |  |  |  |  |  |  |
| **Output:** |  |  |  |  |  |  |  |  |  |  |  |
| [Insert sub-programme]  Objective: |  | **Outcome:** |  |  |  |  |  |  |  |  |  |  |  |
| **Effectiveness** |  |  |  |  |  |  |  |  |  |  |  |
| **Efficiency** |  |  |  |  |  |  |  |  |  |  |  |
| **Output:** |  |  |  |  |  |  |  |  |  |  |  |

1. **MEDIUM TERM FINANCIAL RESOURCE PLAN**

*The financial implications of implementing the programmes, subprogrammes and activities and achieving Agency 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 three years, thereby facilitating a more detailed forecasting analysis for a three-year period.*

*Each Agency Business Plan must include a financial summary which outlines, for the upcoming budget year and the following three 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 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 (FAA) Act.*

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.*

***Table 5:*** Medium-Term Financial Resource Plan

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Prog. #** | **Programme** | **Sub-Prog. #** | **Sub-Programme** | **2018/19** | **2019/20** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** |
|  |  |  |  | **Actual Outturn** | **Approved** | **Revised** | **Estimates** | **Forecast** | **Forecast** | **Forecast** |
|  |  |  |  | **(J$ 000)** | **(J$ 000)** | **(J$ 000)** | **(J$ 000)** | **(J$ 000)** | **(J$ 000)** | **(J$ 000)** |
| 001 | Executive Direction & Administration | 01 | Central Administration | **60** |  | **57** | **170** | **305** | **348** | **370** |
|  |  | 02 | Policy, Planning and Development |  |  |  |  |  |  |  |
|  |  |  | **Sub-Total** | **60** |  | **57** | **170** | **305** | **348** | **370** |
| 002 |  | 01 |  | **20** |  | **25** | **42** | **55** | **65** | **70** |
|  |  | 02 |  |  |  |  |  |  |  |  |
|  |  |  |  | **20** |  | **25** | **42** | **55** | **65** | **70** |
|  | **Programme Summary** |  | **Total Funding** | **80** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |

1. **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.

* ***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.

*[Develop an organisational Scorecard as per template at Appendix B, 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 strategy map must be consulted when preparing the balanced scorecard to ensure synergy between the two matrices.*

***NB.*** The strategy map presented earlier in the plan outlines the primary strategic objectivesbeing 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. ***The strategy map should be used to guide the development of the balanced scorecard.***

* ***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 programmes. 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 C & D for sample templates]***.

1. **APPENDICES**

The appendices should include the following:

* ***Risk Management***

An assessment of the risks should be undertaken for the programmes and sub-programmes. This involves identifying and addressing methodically the potential events that represent risks to the achievement of strategic objectives, or to opportunities to gain competitive advantage. The Risk Management Matrix is at Appendix E.

* ***Logic Model***

Logic models should be developed for each sub-programme.  It displays a graphical depiction (road map) that presents the shared relationships among the resources, activities, outputs, outcomes, and impact for your program. It depicts the relationship between your program's activities and its intended effects. An example of a logic model template is shown at Appendix F.

* + ***Procurement Plan***

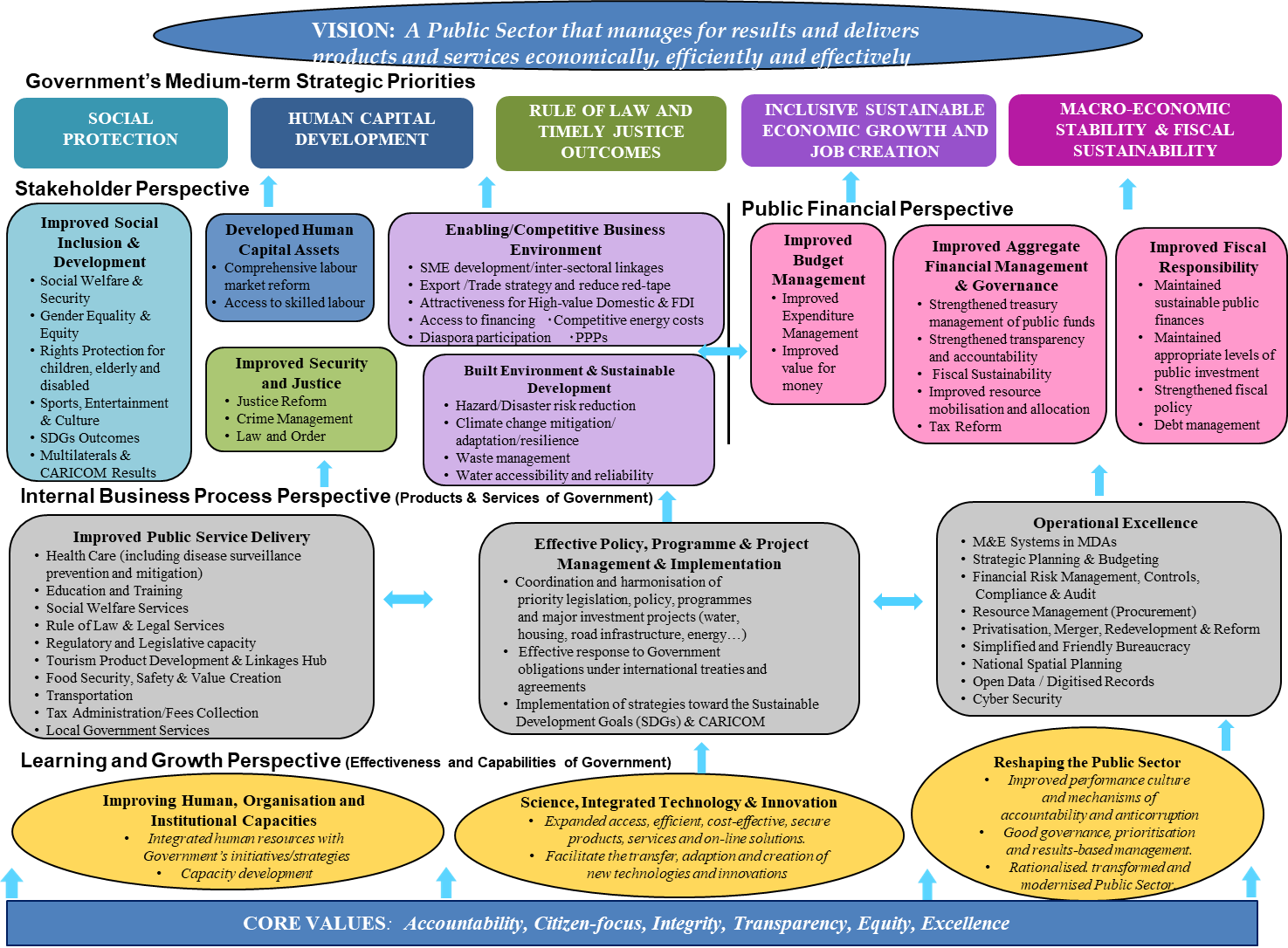
The SBP/CP must include a Procurement Plan. The Procurement Plan should set out the major goods and services which the entity will need to procure, in order to effectively carry out its day- to-day operations over the three-year period. The Ministry of Finance and Planning has provided some instructions, as captured in ***Appendix G*** 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 Branch (PMEB) of the Office of the Cabinet may be contacted for further guidance.***

**APPENDIX A**

**WHOLE-OF-GOVERNMENT INTEGRATED PLANNING AND IMPLEMENTATION STRATEGY MAP**

This integrated planning and implementation framework outlines the strategic objectives being pursued at the Whole-of-Government level to ensure that all Ministries are focused on preparing Strategic Business Plans that are aligned to the Strategic Priorities of Government, as well as selecting appropriate results-focused performance measures to report on the progress of implementing key priority programmes and projects that support these Strategic Priorities.



**APPENDIX B**

**BALANCED SCORECARD**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Objectives** | **Measures (Performance Indicators)** | **Targets** | **Initiatives** | **Medium- term Budget ($)** |
| **STAKEHOLDER PERSPECTIVE** | | | | |
|  |  |  |  |  |
|  |  |  |  |  |
| **FINANCIAL PERSPECTIVE** | | | | |
|  |  |  |  |  |
|  |  |  |  |  |
| **INTERNAL BUSINESS PROCESS PERSPECTIVE** | | | | |
|  |  |  |  |  |
|  |  |  |  |  |
| **LEARNING AND GROWTH PERSPECTIVES** | | | | |
|  |  |  |  |  |
|  |  |  |  |  |

**MONITORING AND EVALUATION PLANS**

***Instruction***

*[Fill out the Monitoring and Evaluation Plans in accordance with the definitions/explanation given below.* ***Only*** *the major sub-programmes aligned to the key programmes of the Agency are to be incorporated in the Plans.* ***Please note that the frequency and selection of methods for monitoring and evaluation of the priorities are left to the discretion of the Agency****.*

*The* ***Baseline Data*** *for a priority should be identified for the 2018/2019 financial year. 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 sub-programmes overtime 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 sub-programmes in a comprehensive manner to make judgements about their relevance, sustainability, performance and alternative way to deliver them or to achieve the same results. Evaluations are undertaken at four (4) periods of the programme 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 prior to the commencement of the sub-programme initiative and it focuses on its relevance.*
    - *Mid-term – This is done for an ongoing initiative and is generally done at the midway point of the initiative’s stipulated timeframe. This evaluation will focus on the relevance, effectiveness and efficiency of the sub-programme initiative.*
    - *Terminal (complete) - This evaluation is undertaken at the completion of the sub-programme initiative’s implementation and it focuses on the effectiveness and sustainability of the initiative.*
    - *Impact (ex-post) - This evaluation is usually undertaken 3 – 5 years after the completion of the sub-programme 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 (2018/2019)** | **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 (2020/2021)** | | **Year (2021/2022)** | | **Year**  **(2022/2023)** | |
| **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 2018/2019 | 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 2018/2019 | 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 | * To reduce incidences of violent crimes by 10% in communities by 2022 * To reduce unemployment by 3% in targeted communities by 2021 | * Enhanced citizen security and justice in 50 targeted communities * Increased skill-based employment of youths | Mid-term | February 2022 | Document reviews, Focus groups, Survey | MNS |
| *[State another policy, programme, or project, if necessary]* | *[State related goal(s)]* | *[State related expected outcome(s)]* | *[State type/ frequency of evaluation]* | *[State month & year for the completion of the evaluation]* | *[State evaluation method(s)to be used]* | *[State the entity responsible for the evaluation]* |
| *[State another policy, programme, or project, if necessary]* | *[State related goal(s)]* | *[State related expected outcome(s)]* | *[State type/ frequency of evaluation]* | *[State month & year for the completion of the evaluation]* | *[State evaluation method(s)to be used]* | *[State the entity responsible for the evaluation]* |
| *[State another policy, programme, or project, if necessary]* | *[State related goal(s)]* | *[State related expected outcome(s)]* | *[State type/ frequency of evaluation]* | *[State month & year for the completion of the evaluation]* | *[State evaluation method(s)to be used]* | *[State the entity responsible for the evaluation]* |
| *[Continue as necessary]* | *[Continue as necessary]* | *[Continue as necessary]* | *[Continue as necessary]* | *[Continue as necessary]* | *[Continue as necessary]* | *[Continue as necessary]* |

**APPENDIX E**

**RISK MANAGEMENT**

***Instructions***

***[Risks*** *are potential conditions or events that, if they occur, could prevent or delay the forecasted implementation and/or progress of key 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.*

*Make note of the programmes and sub-programmes of the Agency and their aligned objectives. Indicate all potential risks associated with the objectives of the programmes and sub-programmes in the Risk Register. The risks identified should be briefly explained and then assessed in consultation with the definitions and instructions provided.*

*In assessing the risks identified the following key terms must be noted:*

1. **Opportunity/Threat** identifies the risk as either a threat or an opportunity.
   * Opportunity refers to favourable external factors that could give an organization a competitive advantage.
   * Threat refers to factors that have the potential to harm an organization.
2. ***Risk Category*** *allows for the grouping of individual risks for evaluating and responding to risks. Placing risks in categories may assist in several ways. These include being:*

* *Better able to determine where the concentrations of risks are greatest.*
* *Able to identify common causes.*
* *Able to develop better risk responses.*

|  |  |
| --- | --- |
| **Risk Category** | **Description** |
| Medium-term Strategic Risk | This risk affects the expected intermediate outcomes of the Ministry. |
| Short-term Strategic Risk | This risk impacts the expected immediate outcomes of the Ministry. That is, the results expected directly from a deliverable. |
| Operational Risk | This is the prospect of loss resulting from inadequate or failed procedures, systems or policies. This affects a initiative’s deliverable. |

1. ***Impact*** *may be either positive or negative; has primary and secondary long-term effects or changes produced by an initiative, whether directly or indirectly, intended or unintended. This is assessed on a scale of 1-5, ranging from very low to very high. Please see details below.*

|  |  |  |
| --- | --- | --- |
| **IMPACT** | | |
| **Impact Scale** | **Impact Category** | **Description** |
| 1 | Very Low | The effect of the event if it occurs is extremely minimal and may be safely ignored. |
| 2 | Low | The effect of the event if it occurs is minimal; requiring limited action. |
| 3 | Medium | The effect of the event if it occurs is sufficiently significant but can be managed with effort using standard procedure. |
| 4 | High | The effect of the event if it occurs is critical and could cause major delays and may incur major costs; therefore, requires urgent action. |
| 5 | Very High | The effect of the event if it occurs is extremely significant and can completely wipe out the progress of an initiative. |

1. ***Probability (likelihood)*** *of the risk occurring should be indicated quantitatively on a scale of 1-5 ranging from very low to very high. Please see details below.*

|  |  |  |
| --- | --- | --- |
| **PROBABILITY (LIKELIHOOD)** | | |
| **Probability Scale** | **Probability Category** | **Description** |
| 1 | Very Low | Highly unlikely to occur |
| 2 | Low | Will most likely not occur |
| 3 | Medium | Could possibly occur |
| 4 | High | Likely to occur |
| 5 | Very High | Highly likely to occur |

1. ***Risk Score*** *is the product of the probability (likelihood) of the risk occurring and the impact (severity), i.e.* ***Probability x Impact****. Details of the ranking of the risk scores may be seen below.*

|  |  |  |  |
| --- | --- | --- | --- |
| **RISK SCORE** | | | |
| **Score** | **Weight** | **Probability Category** | **Description** |
| 1-2 | 1 | Very Low | No action required |
| 3-4 | 2 | Low | Remedial action discretionary |
| 5-8 | 3 | Medium | Remedial action suggested |
| 9-15 | 4 | High | Remedial action required; high priority |
| ≥ 16 | 5 | Very High | Immediate action required |

1. ***Mitigating measures*** *should provide some possible response(s) on how to avoid, reduce, share and/or accept the risk. Please see below the response categories and their descriptions.*

|  |  |
| --- | --- |
| **Mitigating Measure/ Response** | |
| **Response 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. |

1. ***Response*** *outlines the options and actions that enhance opportunities or reduce threats. The Response plans should be specific enough to be implementable.*
2. ***Risk******Owner(s)*** *is/are the individual(s) from specific MDAs assigned with the responsibility of implementing the Response Plan and monitor the risk.*

**RISK MANAGEMENT MATRIX**

| **Programme/Sub-Programme Objectives** | **Risk Description** | **Opportunity/**  **Threat** | **Risk Category** | **Likelihood (P)** | **Impact (I)** | **Risk Score** | **Response Category** | **Response** | **Risk Owner** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Programme 1.0:**  **[Name]**  Industrial Development & Regulation  **Objective:** To increase the contribution of local industries to GDP by 10% by 2024. | *[Include the cause of the risk, possible risk event and the potential impact of the risk]*  If there is an extended period of drought, this may cause a decline in production, which would result in a reduced contribution to GDP. | *[Indicate if the risk is either an opportunity or a threat]*  Threat | *[Stating suitable group in which the risk is classified into]*  Medium-term Strategic Risk | 4 | 5 | *[P\*I]*  20 | *[Indicate the general action to be taken if the risk occurs, i.e. avoidance, reduction, sharing or acceptance]*  Reduction | *[Elaborate on the actions to be taken to either enhance opportunities or reduce threats]*  Encourage MSMEs to partner with farmers and assist them in acquiring the necessary equipment to mitigate against the drought conditions such as: drip irrigation system; water tanks; and plastic mulch. | *[Indicate which individual, i.e. the position of the individual, in the MDA that is responsible to take the necessary steps to mitigate against the identified risk]*  Director, MSME Division |
| **Sub-programme 1.0:**  **[Name]**  Agro-Industry Development  **Objective:** To increase output and export value of the agricultural sector by at least 5% annually. | Output may decline if irrigation system is not installed. | Threat | Operational Risk | 4 | 5 | 20 | Reduction | Train farmers in techniques in mitigating against drought conditions and the importance of the necessary investment to be made to increase production. | 1. Extension Officer, RADA 2. Manager, On-Farm Irrigation/Water Management |

**APPENDIX F**

**SUB-PROGRAMME LOGIC MODEL**

***INSTRUCTIONS***

*[Develop a Logic Model for each sub-programme aligned to the various programmes, outlining the objectives of each programme and sub-programme. It should capture the results at each stage of the framework as well as the indicators and key assumptions]*

* ***Identify the Programme Objective*** *– Develop a brief and broad goal of the Ministry that serves to address a problem specific to the Ministry’s mandate. These objectives have medium to long*

*term applications.*

* ***Identify the Sub-programme Objective –*** *Outline the medium-term sub-programme goal in which The Ministry desires to achieve. This objective should be* ***SMART*** *(****S****pecific,* ***M****easurable,* ***A****chievable,* ***R****ealistic and* ***T****imebound).*
* ***Identify the intermediate outcomes*** *– Determine the changes expected in the medium to long*

*term, which will ensure the programme objectives are achieved.*

* ***Clarify the causal linkages between results*** *– Define the inputs, activities undertaken, outputs produced and immediate outcomes required to realise the intermediate outcomes. Each area*

*must be outlined causally.*

* ***Identify critical assumptions*** *– Determine assumptions at each level starting from activities going up to the intermediate outcomes to ensure that the strategic objectives are achieved.*
* ***Identify result indicators*** *– Define indicators suitable for measuring the outputs, immediate*

*and intermediate outcomes.*

* ***Review logic model*** *– Examine the model to ensure coherence. The model should be straightforward and understandable.*

**INDICATORS**

***Long-term***

***Intermediate***

***Immediate***

***Output***

**LOGIC MODEL TEMPLATE: SUB-PROGRAMME**

***Output***

***Programme Name:***

***Programme Objective:***

***Sub-Programme Name:***

***Sub-programme Objective:***

**INPUTS**

**OUTPUTS**

**OUTCOMES**

**Mobilised Resources**

**Activities**

**Immediate**

**Intermediate**

**Long-term**

**Products/Services**

*Resources needed to operate the programme*

*The primary, intentional mechanisms by which program outcomes are achieved*

*The products or services produced from the activities of the programme*

*The immediate changes expected to be seen on completion of the programme.* ***Example****: Changes in skills, capacity, attitudes, knowledge, systems, strategies, processes and procedures.*

*Intended effects that occur over the mid-term (months-years).* ***Example****: Changes in behaviour; performance; practice; policies; supply & demand; relevance, effectiveness and efficiency of products and services; and decision-making*

*(programme level)*

*Long-term intended effects/changes.* ***Example****: Changes in status or life conditions (social, economic, civic or environmental)*

**ASSUMPTIONS**

**EXTERNAL FACTORS**

*The beliefs about the programme, the people involved, and how it will work.*

*The environment in which the programme is being delivered (economic, political, cultural, historical and social contexts etc.)*

**APPENDIX G**

**PROCUREMENT PLAN**

***Instructions***

*[Each Agency’s 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 Agency over the three-year period. Some instructions, as given by the Ministry of Finance and the Public Service 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:***

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

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

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

* + *From where to buy? -*

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

* + *Procurement Method -*

***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. Agencies should make every effort to include the projected procurement activities for years 2 and 3.***

**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 & recommendation approval**  **(insert dates)** | | **Contract award (insert dates)** | | **Delivery (insert dates)** | |
| **YEAR 1 (2020/2021)** | | | | | | | | | | | | | | |
|  |  |  |  |  |  |  |  | |  | |  | |  | |
|  |  |  |  |  |  |  |  | |  | |  | |  | |
| **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 & recommendation approval**  **(insert dates)** | | **Contract award (insert dates)** | | **Delivery (insert dates)** | |
| **YEAR 2 (2021/2022)** | | | | | | | | | | | | | | |
|  |  |  |  |  |  |  | |  | |  | |  | |  |
|  |  |  |  |  |  |  | |  | |  | |  | |  |
| **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 & recommendation approval**  **(insert dates)** | | **Contract award (insert dates)** | | **Delivery (insert dates)** | |
| **YEAR 3 (2022/2023)** | | | | | | | | | | | | | | |
|  |  |  |  |  |  |  |  | |  | |  | |  | |
|  |  |  |  |  |  |  |  | |  | |  | |  | |