



Office of the Cabinet
GOVERNMENT OF JAMAICA

Memorandum

To: Financial Secretary
Permanent Secretaries

From: Cabinet Secretary

Date: 30 September 2022

Subject: Call for Strategic and Operational Plans – 2023/2024 to 2026/2027

This is the official request for Ministries to submit their finalised strategic and operational plans for the medium term, **2023/2024 to 2026/2027**. This request complements the Budget Call of the same date issued by the Ministry of Finance and the Public Service.

In keeping with the timelines of the 2022/2023 Budget Calendar, each Ministry is requested to submit its four-year Strategic Plan for **2023/2024 to 2026/2027** and one-year Operational Plan for **2023/2024**, by **30 November 2022**, to the Office of the Cabinet, as well as to the Ministry of Finance and the Public Service.

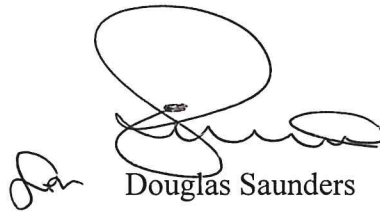
The Strategic and Operational Plans of Ministries are to be prepared within the context of *Vision 2030 Jamaica: National Development Plan, the draft Medium Term Socio-Economic Policy Framework for 2021-2024, and the Medium Term Results-Based Budgeting*, as well as the following **Medium-Term Strategic Priorities of the Government** for the period **2023/2024 to 2026/2027** which were retained by Cabinet at its special meeting held on 26 September 2022:

- **Macro-Economic Stability and Fiscal Sustainability**
- **Inclusive Sustainable Economic Growth and Job Creation**
- **Healthcare and Wellness**
- **Social Protection**
- **Rule of Law and Timely Justice Outcomes**
- **Human Capital Development**

In addition to the Ministry's four-year Strategic Plan, planning information should also be incorporated for the **major initiatives only** of its portfolio Departments and Agencies. This information should be high-level desired results with relevant performance measures.

The Plans are to be presented in the required format; and templates and guidelines (*Revised Templates* and *Minimum Standards/Guidelines for Strategic Plan/Corporate Plan and Operational Plan for Ministries, Departments and Agencies*) are available for download at cabinet.gov.jm. A copy of the *Performance Management Operating Policy and Procedures (PMOPP)* is attached for further guidance. **Please ensure that this document is brought to the attention of all relevant officers of the Ministry and its portfolio Departments and Agencies.**

The Performance Management and Evaluation Branch, Office of the Cabinet may be contacted at telephone numbers: 929-8880-5; or 927-9941-3 for assistance or further clarification/guidance.



Douglas Saunders

Attch.

2023/2024 FY Call for Strategic and Operational Plans: Performance Management Operating Policy and Procedures (PMOPP)

1. Introduction

This Performance Management Operating Policy and Procedures (PMOPP) document has been prepared to provide guidance to Permanent Secretaries, Heads of Departments and Agencies, Senior Managers, Corporate Planners and Monitoring and Evaluation Officers in implementing and sustaining the Performance Monitoring and Evaluation System (PMES) of the Government of Jamaica (GoJ). The PMOPP represents the Performance Management Framework (PMF) for the GoJ PMES and it is designed to provide a better understanding of the linkages between the planning, monitoring, evaluation and reporting processes. The PMES is based on the principles and practices of Result Based Management (RBM) and is aimed at the integration of organisational strategic management, performance information, performance monitoring, evaluation, assessment and performance reporting. The desired resulting effect of the PMF is improved collection, analysis and application/use of performance information to support continuous performance improvement, accountability and evidence-based decision making.

The PMES seeks to strengthen results-based management of public sector programmes, sub-programmes and major initiatives, through improved linkages between planning, budgeting, monitoring, evaluation and reporting mechanisms. With the introduction of the PMES in all Ministries and selected portfolio Departments and Agencies since 2010, its implementation is focused on establishing and sustaining a system that meets the demand for relevant performance information required to better support the decision-making processes of Government. As such, the provision of reliable and credible performance information, performance accountability, and consistent building of human and technological capacities are critical to the sustainability of the PMES.

In strengthening the implementation of the PMES the PMOPP supports the planning, budgeting, monitoring, evaluation and reporting processes and activities within Ministries, Departments and Agencies (MDAs); and the development and strengthening of management capacity in the integration of RBM in the decision-making processes of Government.

The PMOPP encourages the use of cause-and-effect logical thinking in applying the Theory of Change (ToC) and developing logic models for the programmes, sub-programmes and major initiatives of each Ministry, based on the Rationalised Programme Structure agreed under the Medium-Term Results-Based Budgeting (MTRBB) initiative being implemented. This RBM approach will achieve clear identification of outcome and output results, appropriate strategies, measurable objectives, targets and indicators for the key initiatives. The PMOPP also encourages the development and maintenance of performance management processes that systematically monitor, analyse and report on actual results *versus* planned targets and outcomes; and the use of evaluation techniques and findings, resulting in the improvement in decision-making, internal management accountability and resource allocation.

The PMOPP seeks to support the legislative framework regarding the submission of Strategic/Corporate and Operational Plans and Quarterly Performance Reports of MDAs to the Office of the Cabinet, by requesting that such Plans and Reports be uploaded onto the electronic PMES (*ePMES*) which is currently being piloted in select Ministries. While this effort will result in a vast reduction in the use of paper, it is predominantly towards the standardisation of plans and reports and facilitation of the availability of data/information.

Additionally, the PMOPP embraces and encourages the principles and actions of auditing.

It is encouraged that MDAs utilise the most suitable, safe and highly recommended of the various communication and collaboration platforms to support the hosting of strategic planning and performance reporting meetings. The level of engagement required during the planning and performance review processes is relevant for the development and strengthening of the Strategic/Corporate and Operational Plans, and Quarterly Performance Reports for the FY.

2. Context of 2023/2024 Planning Process

The PMES, which was approved by way of Cabinet Decision No. 42/10, dated 15 November 2010, strongly supports *Vision 2030 Jamaica: National Development Plan*, the draft *Medium Term Socio-Economic Policy Framework (MTF) 2021-2024*, *Medium-Term Results-Based Budgeting (MTRBB) initiative*, as well as the *Medium-term Strategic Priorities of Government* for the 2023/2024 FY. The strategic priorities which were retained by Cabinet Decision at its special meeting held on 26 September 2022 are as follows:

- Macro-Economic Stability and Fiscal Sustainability
- Inclusive Sustainable Economic Growth and Job Creation
- Healthcare and Wellness
- Social Protection
- Rule of Law and Timely Justice Outcomes
- Human Capital Development

Please see the following appendices which provide:-

- a description of each of the medium-term strategic priorities with the success variables by which they will be measured [Appendix 1 – page 11];
- an alignment of the GoJ's medium-term strategic priorities and related focus areas for MDAs, for 2023/2024 – 2026/2027, to the Sustainable Development Goals (SDGs), as well as the National Goals, Medium-term Themes and Priority National Outcomes of *Vision 2030 Jamaica National Development Plan* [Appendix 1A – page 25]; and
- a Strategy Map demonstrating the Whole-of-Government (WoG) integrated planning and implementation approach towards the strategic priorities and objectives of the government [Appendix 1B – page 31].

The Strategic and Operational Plans should, therefore, be aligned to *Vision 2030 Jamaica National Development Plan*, by way of the MTF and the strategic priorities of Government, whilst being congruent with the results-based principles and objectives of the MTRBB, SDGs and Growth Initiatives of the Economic Growth Council.

It is imperative that each Ministry identifies the **cross-cutting initiatives** to be implemented across the public sector and recognise its leadership and/or contributory role in their implementation in order to facilitate and/or accommodate the coordination efforts that are required. These cross-cutting initiatives identified by Ministries will be incorporated in the Whole-of-Government Plan. This Plan will link the priority National Goals and the Government's Strategic Priorities with the medium term financial and non-financial contributions of MDAs by aligning their key four-year cross-cutting initiatives to goals, strategies and performance indicators to ensure desired outcomes are realised.

For business continuity of Government, Ministries must plan for potential risks and other eventualities that may occur that will derail or negatively impact the priority initiatives of government across the sectors. Therefore, Ministries must effectively undertake periodically, scenario planning, environmental analyses, risk assessment, risk monitoring and management, and develop appropriate and relevant responsive mechanisms/systems.

The following standardised templates and guide for planning are available on the website of the Office of the Cabinet at cabinet.gov.jm: Ministry Strategic/Corporate and Operational Plan for MDAs and Minimum Standards/Guidelines for Strategic Plans for DAs.

A glossary of key results-based management terms supporting the PMES is provided at Appendix 2 [page 32].

3. Setting the Strategic Direction of the Ministry

3.1. Strategic Direction

The Government's priorities and strategic direction are developed through a unified vision, with long-term goals and the key actions of supporting MDAs, and are communicated *via* this PMOPP document with clear definitions and related measures of success by which to monitor actual results. In keeping with the Government's priorities, the Strategic Plan of Ministries should feature the relevant related and aligned strategic goals/objectives and outline the desired outcomes/results that they and their portfolio departments and agencies want to accomplish within the medium term.

3.2. Start to Plan (Analyse)

The management team of the Ministry should ensure that the performance analysis/review process of the Ministry and its portfolio Departments and Agencies begins in the 2nd quarter (early August of each year). In this process, the gathering, reviewing and analysis of existing information/data of the past and present performance of programmes, sub-programmes and initiatives should take place in a systematic way, and the conclusion should inform the planning process, particularly in the development of new/revised performance objectives, strategies and key activities. Crucial to

the development of strategies and activities is the undertaking of a situational analysis of the environment. This should be done to adequately assess the opportunities that can be leveraged, as well as, trends, possible threats, risks and effects, to improve the performance of the Ministry and its portfolio entities' contribution and attribution to related sectors.

The monthly schedule of the strategic planning cycle, which outlines the events for strategic planning, budgeting and reporting activities, as well as the relevant tasks that must be performed, respective outputs to be achieved and technical tools that can be applied to make the process more robust and smoother, may be consulted to further guide the beginning of the yearly strategic planning process. This schedule is located on the website of the Office of the Cabinet and in the *Strategic Planning Guide/Manual* which will be published and released soon.

The continuum of the planning process requires great consideration to be given to the capabilities of the organisation's resources against the varying business processes that is needed to carry out its operational functions in achieving its mandate. The abilities, competencies and skills of the organisation's human resources; allotted budget ceiling; status and value of its physical assets; soundness of operating principles, procedures and practices; level of adherence discipline to legislations and policies; quality of its stakeholder engagement strategy (information management); and capacity of its ICT system and data infrastructure – all of which the relevant performance measures to be monitored need to be selected and agreed on when developing the implementation plan for the *Executive Direction and Administration Programme*, which is a common programme to all Ministries.

3.3. *Strategic Planning Approach*

The Strategic Plan is the foundation of a Ministry, Department and Agency's planning system as it provides direction to execute the strategies needed to achieve the objectives of programmes and sub-programmes and organisational goals. Permanent Secretaries should use the strategic planning process to provide guidance to portfolio departments and agencies in planning the implementation of their programmes and sub-programmes. This guidance should include the alignment of information technologies and human capital resource to support improved outcomes and cost effectiveness. The Strategic Plan should not be a static document but a rolling Plan that allows MDAs to learn from experiences and adopt/adapt strategies to meet changing circumstances.

The management teams of the Ministry and its portfolio Departments and Agencies should ensure that the planning process begins at the end of the 2nd Quarter (early August of each year). During this period, the Office of the Cabinet will issue an alert advising Ministries to commence the planning process. The Permanent Secretary, with the support of the Corporate/Strategic Planning Unit, should share this reminder with Heads of Departments/Agencies and with Senior Managers for the commencement of the Ministry's strategic planning meetings. These meetings should provide the basis for planning at the departmental/unit level and establish and confirm cross-departmental work to be implemented toward the execution of the Ministry's strategic initiatives. Care must be taken to ensure that planning is done within the limited fiscal space in which the GoJ currently operates and the approved budget ceiling.

In the planning process, the desired medium to long-term goals and objectives of the Ministry should be clearly articulated, effective strategies identified and criteria on which to assess successful implementation developed. The planning process should build on the results of the analysis process (*Start to Plan*) to ensure that the available information and data inform future actions for implementation, monitoring, evaluation and reporting.

During the planning process the Ministry management team should establish and use the strategic objectives to guide the planning and implementation of programmes and sub-programmes. Each strategic objective should be supported by a suite of strategies and expected outputs. These, in turn, should be supported by performance measures and targets used to monitor and interpret progress. Also, during this process, consideration should be made of the organisation's key business processes, human resource capacity, information technology capabilities, procurement and supply chain requirements and budget ceilings, to ensure adequate support is given to the effective and efficient implementation of the programmes and sub-programmes. Efforts should be made to align all resources to performance expectations, as well as ensure strengthened alignment of planned performance results to related programmes/sub-programmes and their related strategic objectives.

As part of the planning routine, each Head of Department/Agency (HoD) should have established departmental planning meetings to facilitate discussions around the drafting of its Strategic Plan/Corporate Plan and Departmental Operational Plan/Annual Business Plan. Both Plans should include all the elements required by its parent Ministry in accordance with the requirements and standards of Government.

Both Plans of portfolio Departments and Agencies are then to be submitted to the Permanent Secretary for review and/or approval, after which their key contents should be appropriately subsumed into the Ministry's Strategic and Operational Plans, based on the requirements and standards of Government.

Ministries, Departments and Agencies with established employee appraisal systems should accept that the Annual Business/Corporate and Operational Plans provide the basis for the development of divisional/unit and individual work plans. These Plans must be used as work charters to guide the achievement of objectives for a division, unit and/or individual while supporting the accountability mechanism of the organisation. The individual work plan, in particular, must be aligned to the organisation's strategic objectives and must be used as reference for the employee performance appraisal process and reflect the employee's job description.

Plans for partially funded or fully funded Public Sector Enterprises, and information for self-financed Public Sector Enterprises should be incorporated in the Strategic Plan of the Ministry, as required in Section 10 and 11, respectively, of the *Strategic Plan Template for Ministries*.

3.4. Operational Planning Approach

In the Operational Plan, a description of the level of performance to be achieved during the financial year in which the Plan is submitted, should be included. A critical link between the Strategic Plan and the Operational Plan is that the Operational Plan provides the major tasks for the initiatives that are necessary to execute the first year of the Strategic Plan and the costs. The Operational Plan should also be specific in describing the programme and related sub-programme that are being

implemented and their objectives and the results the entity intends to achieve. It should also be specific in identifying performance indicators and targets as key outputs/milestones that will be accomplished in the current fiscal year.

An Operational Plan is prepared to communicate the Ministry, department or agency's strategic objectives and performance goals along with other elements of the MDAs budget request. The Plan outlines how these goals and strategic objectives will be achieved, identifies priorities among planned initiatives and explains how the MDA will monitor progress. The Operational Plan also updates the previous year's plan to reflect changes in strategies, funding decisions and operating environment.

An Operational Plan should align the entity's programmes and sub-programmes objectives to *National Goal(s) and Outcome(s), Sector Outcome(s) and the Strategic Priority(ies) of Government* to which they contribute, indicating how they will be achieved. For each sub-programme, the Operational Plan should show the major activity/initiative, intended results, performance measures and targets. It is the indicators and targets that will be used to track, interpret or improve progress on planned initiatives that must be included in the Operational Plan. For accountability and ease of tracking purposes, the responsible portfolio agency or department, or functional division must be stated.

The Operational Plan supports the entity's budget request by identifying related performance measures and targets that it will pursue in the coming year, as well as the resource requirements at the programme, project, department and unit levels that the entity will need to utilise. Results of an entity's progress on strategic objectives and performance measures and targets outlined in the Operational Plans are presented and presented in Quarterly and Annual Reports. MDAs may choose to drop or add measures in the Operational Plan in consultation with the Office of the Cabinet and or parent Ministry.

With the introduction of Results-based Budgeting each Ministry will need to improve its capability in clearly identifying, aligning and integrating programme and project-level resource needs to related activities and well-defined outputs. This will require systematically and logically linking strategic objectives to programme and project-level results (outputs and immediate outcomes) to budgetary data.

4. Enhancing Accountability for Planned Results and Performance Improvement

The Operational Plan of each MDA must inform the preparation of the divisional and unit plans, while the major activities, initiatives and targets be cascaded to individual work plans. With this cascaded approach heads of departments and agencies, line managers and staff should be able to better identify the key competencies capabilities and skills required in their current/assigned roles; and be ethically obligated towards contributing to the achievement of the planned outputs and strategic objectives of the organisation.

5. Strategies

In order to transform policy priorities and desired outcomes into real results, the Ministry, in implementing its programmes and sub-programmes, should consider the following strategies:

- Citizen-focused service – Provide detail of customer service improvement programmes developed from the ‘outside in’ and customer service partnerships encouraged and effectively managed.
- Stewardship – Examples are in: Finance - recurrent and capital expenditure and income, asset and people management.
- Human Resources – Provide details including manpower, organisation development and capacity building.
- Information systems and technologies – Provide details of IT strategies that impact the organisation and service delivery on a whole.
- Risk Management – This defines the context and practice for managing organisational strategic risk and should show some relationship to the Risk Management Matrix in the Strategic Plan Template.
- Monitoring and Evaluation – Provide a brief summary of the monitoring and evaluation strategy. This should be in sync with the Monitoring and Evaluation Plan in the Strategic Plan Template.
- 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 in the Strategic Plan Template.
- 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 – Provide detail on the research and analytical capacity developed and sustained to assure high-quality policy option, programme design and advice.
- Stakeholder Management – Provide detail 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 – Provide detail of the strategies that will be implemented in order to minimise the negative environmental impact of the other strategies.
- Management response to evaluation findings – Provide detail of what actions management will take to address the evaluation findings and recommendations of programmes and sub-programmes to ensure effective implementation and monitoring of future initiatives.
- Other management strategies – Provide detail, if necessary, to include the support to their implementation through any other major project(s) or initiative(s).

6. Monitoring of Programmes and Sub-programmes

The purpose of measuring and monitoring performance results is to identify the areas of good performance and areas where performance can be improved. As such, the management team of the Ministry should ensure the smooth implementation and monitoring of all its programmes, sub-programmes (and major initiatives). A detailed Monitoring Framework (see Monitoring Plan at Annex D in the revised Strategic Plan Template) should be developed to systemically track the progress of key initiatives, through established performance indicators that have been agreed on. It is also critical that monitoring of the financial resources allotted to the initiatives be carried out to track spending against key milestones.

7. Evaluation of Programmes and Sub-programmes

The management team of the Ministry should ensure that a planned mechanism is in place to periodically assess the success and/or failure of the key programmes/sub-programmes/major activities of the Ministry and its portfolio Departments and Agencies so as to determine the status of the Ministry in achieving its overall desired organisational outcomes. The timing for undertaking evaluations should be considered in tandem with the stage of implementation of each key initiative (programme/sub-programme). Therefore, an initial (ex-ante) evaluation can be undertaken at the commencement of an initiative to focus on its relevance; a mid-term/formative evaluation should be undertaken to focus on the relevance, effectiveness and efficiency of the initiative; a final/terminal or summative evaluation should be undertaken at the completion of the initiative to focus on effectiveness and sustainability; and an impact (ex-post/summative) evaluation, focusing on impact and sustainability, should be undertaken after 2 to 5 years of completing the implementation of the initiative.

A detailed Evaluation Framework (see Evaluation Plan at Annex D in the revised Strategic Plan Template) should be developed to schedule periodic assessments of the Ministry's key initiatives (programmes/sub-programmes).

Evaluation findings of programmes and projects funded by International Development Partners (IDPs) should be brought to the attention of Cabinet.

8. Reporting on Programmes and Sub-programmes

Standardised formats for quarterly and annual performance reports will be issued by the Office of the Cabinet to guide the management team of the Ministry in reporting on its key programmes/sub-programmes/activities. The management team should ensure that quarterly and annual performance reports are prepared and submitted for the programmes and sub-programmes that are being implemented by the Ministry and its portfolio departments and agencies.

These reports must include more relevant and appropriate performance information that highlights the efficiency and effectiveness of the programmes, sub-programmes and major initiatives. This is to ensure that the performance reports are more robust in the information provided and which will be used to better assess performance with respect to what information is most useful and of more

value, and suitable to assess the extent to which the related strategic objectives of the Ministry and its portfolio departments and agencies are being/have been achieved.

The following requirements should be considered as a guide in the preparation of quarterly performance reports:

- Summary of the Ministry's major programmes and sub-programmes (in keeping with the priorities of Government), as outlined in year one of the Strategic Plan (detailed in the Operational Plan) and inclusive of specific quarterly targets.
- Summary of the major programmes and sub-programmes of portfolio Departments and Agencies as outlined in the Strategic Plan.
- Update on the status of these programmes and sub-programmes for the quarter under review.
- Comparison of actual performance/results against planned performance targets as outlined in your Operational Plan.
- Explanation outlining the reasons in cases where the projected levels of performance were not achieved.
- Description of the strategy and/or new schedules, and recommended actions to address the unmet targets.

Ministries should submit half-yearly progress and annual performance reports per request of the Office of the Cabinet and in the required format or template provided/directed. The half-yearly progress and annual performance reports are for contribution to the Whole-of- Government (WoG) Progress and Annual Performance Reports, respectively. The Office of the Cabinet will make request for information on the progress of key initiatives of Ministries at the beginning of September of each year (ie for information on the progress being made on the implementation of these key initiatives – half-yearly). All Ministries should submit such information within one (1) week of the date of request, or as stated within the request letter.

The Office of the Cabinet will again make request for information on the performance of the key initiatives of Ministries at the beginning of March of each financial year (ie for status of achievement for these key initiatives at the end of the FY - annual). All Ministries should submit such information within one (1) week of the date of request, or as stated within the request letter.

The WoG Progress and Annual Performance Reports will outline the results of the key initiatives of Government that are documented in the WoG Strategic Plan and for which the measures of performance must be accounted for.

Though the annual performance information on key initiatives requested by the Office of the Cabinet are useful to the development of the Annual Reports of Ministries, the information submitted by each Ministry should not be regarded as a submission of the 4th Quarter Performance Report or an overall/general Annual Report of the Ministry.

The preparation of an overall/general Annual Report of each Ministry is a recommended practice and should provide information on the progress of the Ministry and its portfolio departments and agencies in achieving the goals and objectives outlined in their Strategic Plan and Operational Plan. This report should also include achievement on strategic objectives and planned performance. It is best to be prepared and published by the end of June of each year, which is three (3) months after the end of the financial year.

This Annual Report should clearly articulate how the work of the entity benefits the public; how it enables the public to understand the actions MDAs have taken to make progress; and explains what the MDAs are doing to improve performance.

The following principles are presented to assist in the preparation of all performance reports:

- Focus on the critical aspects of the performance of all the initiatives being implemented, particularly those relating to the priorities of Government.
- Be prospective and retrospective in reporting on achievements against previously established expectations.
- Acknowledge key risks and their influence on the overall performance of the Ministry while relating them to the achievements of its objectives.
- Acknowledge capacity challenges to improving and sustaining results and meeting expectations, and the considerations made with regard to choices in strategic objectives, strategies and resource allocation.
- Integrate financial and non-financial information by linking results with the financial resources utilized to achieve them. Assess how much money has been spent on key strategies and how changes in spending affect results.
- Compare information to indicate the trend in the performance of the initiatives of the Ministry, in order to determine whether their performance is stable, improving or deteriorating, as well as if the current results are reasonably linked to long term goals.
- Information provided should be credible, evidence-based, reliable, relevant and easily understood.

Care should be taken to ensure that quarterly and annual reports are distributed in a timely manner to the relevant stakeholders and in keeping with the legislative requirements.

Please contact the Performance Management and Evaluation Branch (PMEB) of the Office of the Cabinet for further guidance.

DESCRIBING GOVERNMENT MEDIUM-TERM STRATEGIC PRIORITIES 2023/2024 - 2026/2027

1. Introduction

- i. Jamaica's national recovery efforts toward pre-Covid-19 level are being constrained by the issues and challenges pose by the Russian-Ukraine war and the continuing effects of the Covid-19 virus. The Government therefore continues to implement a recovery, reform, and restoration strategy to effectively respond to the economic and social impacts of these events while strengthening national development. It is proposed that Cabinet continues its focus on the following existing six (6) Medium-term Strategic Priorities of Government for 2023/2024 – 2026/2027 as they remain relevant. These Priorities are listed below and an updated description is provided for each Priority:
 - Macro-economic Stability and Fiscal Sustainability
 - Inclusive Sustainable Economic Growth and Job Creation
 - Healthcare and Wellness
 - Social Protection
 - Rule of Law and Timely Justice Outcomes
 - Human Capital Development
- ii. The Medium-term Strategic Priorities of the Government and related focus areas for Ministries, Departments and Agencies (MDAs) are aligned to the national goals, medium-term themes, and priority national outcomes of *Vision 2030 Jamaica National Development Plan* (see Appendix 1A - page 25).
- iii. A Strategy Map demonstrating the Whole-of-Government integrated planning and implementation approach is at Appendix 1B (page 31).

2.

MACRO-ECONOMIC STABILITY AND FISCAL SUSTAINABILITY

Macro-economic Stability and Fiscal Sustainability is aligned to Vision 2030 National Goal No. 3 (*Jamaica's Economy is Prosperous*) and Sustainable Development Goals No. 8 and 17 (ie *Decent Work and Economic Growth; Partnerships for achieving the Goals*).

- i. Macro-economic Stability and Fiscal Sustainability is aimed at reducing government deficits and debt accumulation¹. The key emphasis of a fiscal consolidation plan is on cutting expenditure while enhancing revenue collections. As such, the Government continues to review its medium and long-term spending pressure on public finances and make fiscal adjustments geared towards stabilising the economy and revitalising growth. In so doing, the Government continues to efficiently and effectively manage major macro-economic variables that will determine how swiftly the Jamaican

¹ OECD (2001) Glossary of Statistical Terms.

economy recovers from the COVID-19 pandemic, with the expected outcomes of a sound economic system that will demonstrate predictable inflation, falling unemployment, increasing GDP and Real Economic Growth.

- ii. The Jamaican government remains committed to fiscal prudence, targeting reductions in both public expenditure and public debt. Pursuant to the Financial Administration and Audit Act (Fiscal Responsibility Framework) Regulations, 2012,² the Government aims to bring public debt to a prudent level (60% of GDP or less by FY 2027/28).³ According to the Hon. Nigel Clarke, Jamaica's Gross Debt was approx. 110% of GDP by March 2021, however, it was projected to recover to 96% of GDP by March 2022, and the country is already on a trajectory of reducing its debt to below 90% by the end of March 2023.⁴ Therefore, the large debt overhang of the country remains in high focus on the Government's agenda for the medium term, as it is the main challenge facing the Jamaican economy.⁵
- iii. The Fiscal Policy, as determined by the Government, and Monetary Policy, as defined by the central bank are the two policies that determine the economic outcome. The Government's commitment to strengthening the fiscal responsibility of the country is through more effective policy for and management of its financial resources.⁶ It is currently in the process of implementing a new compensation package for the public sector, as it seeks to simplify compensation, establish greater internal equity and improve competitiveness. Also, the Government continues its efforts with the establishment of the Fiscal Commission per the Independent Fiscal Commission Act, 2021; finalisation of the National Natural Disaster Risk Financing Policy (NDRFP); and full roll out of the Bank of Jamaica's (BoJ) digital currency. The Government has also moved to executing a fiscal inclusion strategy that aims to integrate the unbanked populace and the formal economy through expanded opportunities resulting in increased access to and use of financial services relating to payment, saving and borrowing. This strategy is also aimed at improving the pace of loan growth which weakened for the private sector, falling from 12.6% growth rate in September 2020 to 7.7% in September 2021. The pace of growth in business and household credit also fell with business credit falling to 3.85% in September 2021 from 15.75% in September 2020, while household credit declined marginally from 9.25% in September 2020 to 8.65% in September 2021.
- iv. With the mandate to maintain a low, stable and predictable inflation rate, the Bank of Jamaica (BOJ) held firm on its Monetary Policy stance of a rate of 0.5% during the harsher times of the pandemic. However, an adjustment was made to this policy stance and the rate was increased to 2.5% as at January 2022.⁷ Despite this adjustment, commercial banks and other lending institutions have maintained, for the time being, low interest rate offerings to encourage investment in the business community to further spur increased production and boost economic growth.
- v. The start of 2022 also saw the easing of COVID-19 containment measures, including the withdrawal of the Disaster Risk Management Order. However, there is still the impact being felt from existing variants, as well as the uncertainty of possible impact from emerging variants. In February 2022 the Russian-Ukraine war commenced, threatening prolonged effects on global economy which

² Financial Administration and Audit Act (Fiscal Responsibility Framework) Regulations (2012) s.5(2).

³ MoFPS, Government of Jamaica Fiscal Policy Paper FY 2020/21: Interim Report, 6 October 2020, p.4.

⁴ Rochelle Williams, JIS. Debt-to-GDP Ratio to Fall to 9 Per Cent, 11 March 2022. <https://jis.gov.jm/debt-to-gdp-ratio-to-fall-to-96-per-cent/> (Website visited 14 September 2022)

⁵ ECLAC, Preliminary Overview of the Economies of Latin America and the Caribbean, 2020

⁶ Clarke, N. (10 February 2022. Fiscal Policy Paper FY 2022/23. Ministry of Finance and the Public Service.

⁷ Clarke, N. (10 February 2022. Fiscal Policy Paper FY 2022/23. Ministry of Finance and the Public Service, p15.

encompass weaker growth, higher inflation and potentially long-lasting damage to supply chains.⁸ Consequently, with the continuation of COVID-19 and the Russian-Ukraine war with sanctions imposed by the USA and Europe, there is uncertainty in the duration of global inflationary pressures that have, so far, boosted inflation to well above the target range of 4% and 6%.⁹ Despite this, the easing of the COVID-19 containment measures and withdrawal of the Order have positively impacted the country's overall economic activity.

- vi. The economy, under such circumstance, is experiencing elevated inflation that remains above the upper limit of the target range of 4% and 6% since August 2021. Although many commodity prices have soared, there were improvements in the unemployment rate and Real GDP. STATIN reported that the average inflation rate was 8.6% for December 2021 while inflation rate for the same period of the previous year (2020) was 5.1%.¹⁰ However, the annual point-to-point inflation rate in May 2022 fell below the April 2022 outturn, in that, inflation rate peaked earlier in April 2022 at 11.8% then lowered in May and June at 10.9% and again at 10.2% in July 2022.¹¹ Also, the Consumer Price Index (CPI), which represents the variation in the general level of prices for retail goods and services has increase by 10.2% over the one-year point-to-point period of July 2021 to July 2022.¹² This is an indication of an increase in the index for heavily weighted food and non-alcoholic beverages, as well as for housing, water, electricity, gas and other fuel.¹³ However, average unemployment at the end of 2021 was recorded at 8.6% but this has been trending down and was 6% in April 2022.¹⁴ Also, Jamaica's economy grew by 8.2% for the 2021/2022 FY when compared to the previous fiscal year, but grew 6.4% in the first quarter of 2022 when compared to the first quarter of 2021.¹⁵ This was largely due to growth in the services and goods producing industries of 8.9% and 0.4%, respectively.
- vii. Global and local economic changes have influenced the BOJ to make further adjustment to its Monetary Policy to support Jamaica's economic recovery. The BOJ increased its annual interest rates on overnight balances and standing liquidity twice in less than two months.¹⁶ As such, the standard annual interest rate on overnight balances of current accounts of Deposit-taking Institutions (DTIs) increased from 5% to 5.5% effective 30 June 2022 then to 6% effective 19 August 2022. Consequently, the annual rate for the overnight Standing Liquidity Facility (SLF) also increased from 7% to 7.5% then to 8%, respectively on similar dates.

⁸ Horobin, William, Bloomberg: <https://www.aljazeera.com/economy/2022/6/8/russia-ukraine-war-threatens-long-lasting-impact-on-global-eco> (Website visited 13 September 2022)

⁹ International Monetary Fund, IMF Executive Board Concludes 2021 Article IV Consultation with Jamaica, <https://www.imf.org/en/News/Articles/2022/02/15/pr2240-imf-executive-board-concludes-2021-article-iv-consultation-with-jamaica> (Retrieved 14 September 2022)

¹⁰ Clarke, N. (11 February 2022). Fiscal Policy Paper FY 2021/22. Ministry of Finance and the Public Service.

¹¹ BOJ, Interest Rate Change. <https://boj.org.jm/summary-of-monetary-policy-discussion-and-decision-18-august-2022/> (Website visited 14 September 2022)

¹² STATIN Data, <https://statinja.gov.jm/> (Retrieved 13 September 2022).

¹³ STATIN, News Release (July 2022), 15 August 2022. <https://statinja.gov.jm/PressReleases.asp> (Retrieved 13 September 2022)

¹⁴ STATIN Data. <https://statinja.gov.jm/> (Retrieved 13 September 2022).

¹⁵ STATIN, Quarterly GDP News Release: First Quarter (30 June 2022). <https://statinja.gov.jm/PressReleases.asp> (Retrieved 13 September 2022)

¹⁶ BOJ, Interest Rate Change. <https://boj.org.jm/summary-of-monetary-policy-discussion-and-decision-june-2022/> & <https://boj.org.jm/interest-rate-change-18-august-2022/> or <https://boj.org.jm/summary-of-monetary-policy-discussion-and-decision-18-august-2022/> (Websites visited 14 September 2022)

- viii. The BOJ has also re-instituted its Net Open Position (NOP) cap to facilitate greater liquidity in the foreign exchange market to keep the financial sector stable and the country's reserves remain healthy.¹⁷ This policy action establishes limits for DTIs and the sale of foreign exchange to the market, while continuing to ensure that the gross reserves remain comfortably above a level deemed to be sufficient by IMF measure and is projected to remain stable over the medium term. The gross reserves amounted to \$US4.3B as at 16 August 2022, which represents 124% of the projected IMF's Assessing Reserve Adequacy (ARA) measure for the 2022/2023 FY.¹⁸ The Net International Reserves (NIR), which represent the difference between the gross reserves and the IMF loan debt was approx. US\$3.7B as at 17 August 2022.¹⁹ Between October 2021 and August 2021 the BOJ, via its Foreign Exchange Intervention Trading Tool (B-FXITT) sold nearly US\$1.5B directly in the market and to the energy sector. It also purchases foreign exchange from the market daily via its surrender requirements, by which the banks are required to sell 20% of their daily gross purchases to the BOJ while 15% is derived from cambios.²⁰
- ix. The policy actions of the BOJ have nudged the DTIs to begin to slowly ease-in increase in interest rates on deposit and loan product offerings, making saving in Jamaican dollars more attractive to foreign currency assets and borrowing in Jamaican dollars more expensive. Also, there is reduction in the demand for foreign currency resulting in a more stabilised rate of exchange, and tighter constraint on aggregate demand in the economy limiting the ability of businesses to pass on price increases to consumers.²¹
- x. Noteworthy, however is the recent warning by World Bank of the threat of a global recession in 2023. The World Bank has cautioned that with simultaneous hikes in interest rates by central banks around the world, in response to inflation, may edge the world towards a global recession.²²
- xi. BOJ Governor, Richard Byles said that the Jamaican dollar has remained relatively stable since the start of the year.²³ The average foreign exchange rate for January 2022 was JM\$154.95, JM\$153.53 for March 2022 and JM\$151.81 for August 2022.²⁴
- xii. Despite the severe economic shock caused by the global pandemic, the Government's macro-economic stability and debt reduction strategies will continue to be pursued through actions that will further strengthen national debt reduction efforts, contain public expenditure, eliminate waste and corruption, improve the business environment, divest selected public assets and reform the tax system and the public sector. Additionally, the Government will maintain and strengthen macro-economic stability; build and strengthen institutions that safeguard sustainability of government

¹⁷ Clarke, N. (10 February 2022. Fiscal Policy Paper FY 2022/23. Ministry of Finance and the Public Service, p16.

¹⁸ BOJ, Interest Rate Change. <https://boj.org.jm/summary-of-monetary-policy-discussion-and-decision-18-august-2022/> (Website visited 14 September 2022)

¹⁹ JIS, Reserves Remain Healthy, 21 August 2022. <https://jis.gov.jm/reserves-remain-healthy/#:~:text=denominated%20in%20dollars.-,Dr.,Dr.> (Website visited 15 September 2022)

²⁰ JIS, Reserves Remain Healthy, 21 August 2022. <https://jis.gov.jm/reserves-remain-healthy/#:~:text=denominated%20in%20dollars.-,Dr.,Dr.> (Website visited 15 September 2022)

²¹ BOJ, Interest Rate Change. <https://boj.org.jm/summary-of-monetary-policy-discussion-and-decision-18-august-2022/> (Website visited 14 September 2022)

²² World Bank, Risk of Global Recession in 2023 Amidst Simultaneous Rates Hikes, 15 September 2022.

<https://www.worldbank.org/en/news/press-release/2022/09/15/risk-of-global-recession-in-2023-rises-amid-simultaneous-rate-hikes> Website visited 15 September 2022)

²³ McIntosh, Douglas - JIS, Foreign Exchange Market Remains Relatively Stable, 25 May 2022. <https://jis.gov.jm/foreign-exchange-market-remains-relatively-stable-boj/> (Website visited 15 September 2022)

²⁴ Exchange Rates: US Dollar to Jamaican Dollar Spot Exchange Rates for 2022. <https://www.exchangerates.org.uk/USD-JMD-spot-exchange-rates-history-2022.html> (Website visited 15 September 2022)

finances, low and stable inflation; and ensure foreign exchange adequacy and financial sector stability.²⁵

- xiii. Therefore, the success of the macro-economic programmes being pursued by the Government will be measured by indicators related to debt; GDP; fiscal balance, primary balance; current account balance; the inflation and unemployment rates, and the performance of key economy-boosting sectors.
- xiv. The measures of success of maintaining fiscal discipline will be assessed on a scale, ranging from low to high, looking at budget management, aggregate financial management, governance, and fiscal responsibility.

3. INCLUSIVE SUSTAINABLE ECONOMIC GROWTH AND JOB CREATION

Inclusive Sustainable Economic Growth and Job Creation is aligned to Vision 2030 National Goals No. 3 and 4 (ie *Jamaica's Economy is Prosperous and Jamaica has a Healthy Natural Environment*) and Sustainable Development Goals No. 1, 2, 4, 6, 7, 8, 9, 11, 12, 13, 14 and 15 which respectively are *No Poverty; Zero Hunger; Quality Education; Clean Water and Sanitation; Affordable and Clean Energy; Decent Work and Economic Growth; Industry, Innovation and Infrastructure; Sustainable Cities and Communities; Responsible Consumption and Production; Climate Action; Life Below Water; and Life on Land*.

- i. Inclusive Sustainable Economic Growth and Job Creation aims to increase the capacity of the economy to produce goods and services and create the conditions for sustained growth through significant improvement in the fiscal and debt positions, and in investments and competitiveness,²⁶ through proactive partnerships with the private sector. Therefore, the emphasis of the Government has been on growing and sustaining a socio-economic environment that allows businesses to grow and jobs to be created.
- ii. The Jamaican economy is showing signs of improvement with a 6.4% growth in GDP for the first quarter of the calendar year (January - March 2022) when compared to the same quarter in 2021.²⁷ This is attributed to growth in both the service and good producing industries of 8.9% and 0.4%, respectively, as there was favourable weather conditions, as well as the easing of COVID-19 containment measures and the withdrawal of the Disaster Risk Management Order during the first quarter of the year that positively impacted economic activity.²⁸ However, it is projected that a full recovery to pre-crisis levels of GDP output is not anticipated until 2023/24 FY.²⁹

²⁵ JLP Manifesto 2020, *Stronger Future*, p.9.

²⁶ IMF – Jamaica Request for Extended Arrangement Under the Extended Fund Facility – April 17, 2013, p.2.

²⁷ STATIN Data: GDP Rate of Growth. <https://statinja.gov.jm/Default2.aspx> (Retrieved 15 September 2022)

²⁸ STATIN Data: Unemployment Rate. <https://statinja.gov.jm/Default2.aspx> (Retrieved 15 September 2022)

²⁹ PIOJ, *The Planning Institute of Jamaica's Review of Economic Performance, January – March 2021*. Media Brief – June 2, 2021, p.14. https://www.pioj.gov.jm/wp-content/uploads/2021/06/DGs-QPB-254-Speaking-Notes-FINAL-3_website.docx.pdf

- iii. Unemployment rate has reduced with the relaxation of the COVID-19 measures and withdrawal of the Order. The average unemployment rate at the end of 2021 was recorded at 8.6% - this has been trending down and was 6% in April 2022.³⁰ Male and female unemployment rate fell from 7.5% and 10.8%, respectively in April 2021 to 4.7% and 7.6%, respectively in April 2022.³¹ Youth unemployment rate has declined to 15.5% (April 2021) and was 8.6% higher in the same period in 2021. However, the focus of the Government remains steadfast on building the economy for increased job opportunities. This is evident in its current strategies to keep the economy fully opened as COVID-19 recedes and other health concerns emerge.
- iv. The Government remains mindful of additional threats to Jamaica's economic recovery that may be caused by the emergence of new variants of the COVID-19 virus and other viruses and/or diseases that may prompt the implementation of restrictive measures to prevent spread (such as the *Monkey Pox Virus* that is now endemic in Jamaica). Also, there is uncertainty in the duration of global inflationary pressures that is causing central banks around the world to simultaneously respond by increasing interest rates, thereby threatening a global recession in 2023 (World Bank, 2022). Food security is also of concern with the continuation of the Russian-Ukraine war and the risk to the food chain supply on grains and wheat and oil; and the impact of natural disasters.
- v. The Russian-Ukraine war has affected the commodities market significantly, which, predicted by the World Bank, would cause commodity prices to be at historically high levels up to the end of 2024³². Therefore, it is projected that energy prices will increase by more than 50% in 2022 before moderating in 2023 and 2024. The price shocks in the energy sector affect economic activity and inflation via various channels, affecting energy-importing and energy-exporting economies both directly and indirectly. Economic activity in energy-importing economies will decline due to higher energy prices. The impact will be noticeable through lowering real incomes, raising production costs, tightening financial conditions, and constraining macroeconomic policy.
- vi. Inflationary pressure caused by the global recovery from the pandemic has been exacerbated by the Russian invasion of Ukraine which choked off production and exports of key commodities (wheat, corn and other grains, oil, natural gas). However, though they are still above pre-pandemic levels, commodity prices have started to trend down since this summer period, as Russia and Ukraine recently managed to reach a deal on grains export to ease global supply shortages.³³ As such, wheat fell by approx. 40% and corn by 25%. The energy market has been extremely volatile. With oil reaching US\$120/barrel in June 2022 and the EU embargo remaining on Russian oil imports it was predicted that the price of oil would remain above US\$100/barrel for as long as the war continues.³⁴ However, the price of oil has been steadily declining since the start of September 2022, as oil production has increased, thereby easing the demand. As such, the price of the US oil fell below

³⁰ STATIN Data: Unemployment Rate. <https://statinja.gov.jm/Default2.aspx> (Retrieved 15 September 2022)

³¹ CARICOM Business: Jamaica's Unemployment Rate Plummets to 6%, 17 July 2022. Extract from Newsletter, Vol 5 No 29 (16 July 2022). <https://caricom.org/jamaicas-unemployment-rate-plummets-to-6-caricom-business/#:~:text=The%20unemployment%20rate%20for%20April,the%20same%20quarter%20of%202021>. (Website visited 15 September 2022)

³² World Bank Press Release – April 26, 2022 - Food and Energy Price Shocks from Ukraine War Could Last for Years.

³³ The Gleaner, Food commodity prices slim down over the summer, 26 August 2022. <https://jamaica-gleaner.com/article/business/20220826/food-commodity-prices-slim-down-over-summer> (website visited 15, September 2022)

³⁴ Marrow, Sibil, AA Economy: Brent price could reach \$150 per barrel over Russian-Ukraine war, 01 June 2022.

<https://www.aa.com.tr/en/economy/brent-price-could-reach-150-per-barrel-over-russia-ukraine-war-oil-import-embargo/2602809#:~:text=The%20price%20of%20Brent%20oil,Agency%20in%20an%20exclusive%20interview> (Website visited 19, September 2022)

US\$90/barrel for the first time since the war began.³⁵

- vii. The Russian-Ukraine war has caused a major disruption in the trade and production of energy commodities, since Russia is the world's largest exporter of natural gas and controls a substantial share of global coal and crude oil exports. This has pushed countries to find new sources as they deviate from acquiring non-renewable energy resources from Russia. For instance, the US has met with Venezuelan officials to possibly source crude oil from Venezuela. The Biden-Administration has commenced the easing of the oil sanctions on the Maduro regime in Venezuela to increase the quantity of Venezuelan oil in the global markets.
- viii. In this context, the Government remains unwavering in diversifying the economy to drive growth, reducing reliance on traditional sectors and imported foods, and improving the business climate in Jamaica.³⁶ Additionally, the Government is committed to continuing the strengthening of its reform agenda (including tax reform, financial sector reform, compensation reform, and structural reform to boost growth and employment), as well as developing strategies that support increased public sector efficiency; improved ease of doing business; automation of business processes; investments in digital technologies; increased employment opportunities; labour market reform; development and expansion of entrepreneurial opportunities; increased international competitiveness and productivity; increased investments and participation of the diaspora; and the maximisation of the benefits related to the effective implementation of major strategic projects.
- ix. The Government of Jamaica has engaged the European Union Delegation to Jamaica and the PIOJ to design a digital transformation support programme for MSMEs.³⁷ This programme has three components:
 - Digitization, to transition MSMEs from paper- based to electronic information.
 - Digitalization, to transform MSME business processes from manual to electronic.
 - Digital Transformation, to allow MSMEs to leverage technologies to build new business systems.
- x. The Government, through the DBJ SERVE Programme, has allocated J\$3 billion to provide financial support to MSMEs.³⁸ The DBJ SERVE Programme is used to assist businesses that have been adversely affected by the COVID-19 pandemic. The programme consists of three products: DBJ Go-Digital Voucher, DBJ Go-Digital Loan, and DBJ MSME Recovery Loan. Through these products, MSMEs can access loans up to J\$10 million and grants valued at J\$300,000.

³⁵ Simonetti, Isabelle, New York Times, 24 August 2022. <https://www.nytimes.com/2022/08/04/business/us-oil-prices.html#:~:text=But%20prices%20have%20steadily%20decreased,demand%2C%E2%80%9D%20said%20Faisal%20A>. (Website visited 19 September 2022)

³⁶ JLP Manifesto 2020, *Stronger Future*, p.7.

³⁷ MIIC Sectoral Debate 2022 Presentation – Reset for Recovery: Ready for Business, p.6.

³⁸ DBJ SERVE Jamaica. <https://dbjserve.com/> (Retrieved 20 September 2022)

- xi. The success of economic growth will be measured using the real GDP annual growth rate; foreign direct investment net inflow; inflation rate, etc.
- xii. The success of job creation will be assessed using the measure for the rate of unemployment; new business; net employment growth; productivity; increase in household income; etc.
- xiii. The Government is strident in its efforts to make the public sector more efficient and effective in its institutional framework, operation and service delivery through the Public Sector Transformation and Modernisation Programme (PSTMP). The Programme is aimed at assisting with reducing the cost of Government and improving the business environment. Therefore, it is expected that the public sector will be more facilitative of development and contribute to the economic growth of Jamaica, through improvement in productivity and reduction in the costs of operation in public sector entities.
- xiv. The Government has been making efforts in establishing performance-based institutions through its modernisation efforts and strengthening key processes to improve the facilitation of investment and delivery of service excellence. However, the reduction of the cost of its budget, reduction of bureaucracy and increasing public sector efficiency will be achieved through the provision of shared corporate services, merging, privatising and the dissolution of targeted public sector organisations; the re-engineering of business processes and improvement of service delivery systems to make doing business with Government easier and more efficient; and the strengthening of public financial management capabilities.
- xv. In modernising and transforming the labour market, consideration of contemporary workplace management and operations that respond positively to the stabilising of the economy is being made in relation to Jamaica's labour productivity. The demands for a business-friendly environment that can stimulate local and international investments require the energies of the workforce to be unleashed. As such, the Government, through its labour market reform initiatives, as well as its strategic human resources management, strategic planning and performance management thrusts, has influenced the demand for increased efforts in capacity building, training and engagement of employees, and the achievement of work outputs of individuals and organisational goals.
- xvi. The success of the PSTMP will be measured using indicators relevant to the following:
 - innovation and business excellence, specifically as they relate to modernised business processes that result in new and improved products and services;
 - increased use of technology, specifically as it relates to the number of online services and the rate of digitisation of government records;
 - number of public sector organisations that have been merged, privatised and dissolved;
 - customer satisfaction, specifically as it relates to ease in doing business by local and international investors and service delivery;
 - an increase in the rate of development approvals;
 - improved transparency and accountability;
 - improved and expanded the use of Results-Based Management (RBM) systems across Government;
 - improved labour productivity in the public sector (workplace); and
 - improved labour productivity ranking.

- xvii. The Government is also pursuing sustained economic growth and job creation through its efforts to strengthen environmental management and climate change mitigation and adaptation strategies across sectors. With the objective to ensure less costly recovery and rehabilitation from natural and/or man-made disasters, and to contribute to the Caribbean thrust to become the world's first climate-smart zone, the Government is engaging in strategies that support sustainable management and utilisation of the country's natural and environmental resources; sound management of chemical and hazardous wastes; as well as risk reduction and climate change mitigation and adaptation (through climate-smart actions).
- xviii. Sustainable development and management in the water and land sectors are inextricably linked to economic growth and the levels of success must be measured separately. Consequently, the results will be captured in the success measures for economic growth and job creation.
- xix. The success of environmental and climate change resilience will be measured by assessing the effectiveness of intervention programmes that are geared towards improving the capacity of communities to cope with the effects of climate change. The evaluation of lessons learned from strategies to reduce deforestation; restore damaged coastal ecosystems, build coastal protection works and enhance disaster risk reduction will be an important mechanism in realizing the contribution made to the achievement of the desired economic outcomes for the country.

4. HEALTHCARE AND WELLNESS

Healthcare and Wellness is aligned to Vision 2030 National Goal No. 1 (*Jamaicans are empowered to achieve their fullest potential*) and Sustainable Development Goal No.3, *Good Health and Well-being*

- i. Healthcare and Wellness requires that quality health care is accessible to all citizens and the promotion of healthy lifestyles are essential building blocks for a healthy and stable population. While quality healthcare is a broad concept, it is widely accepted that it is the degree to which health services provided to individuals increase the likelihood of desired health outcomes. Other dimensions include efficiency, responsiveness, access and equity.³⁹
- ii. As COVID-19 is abating there is still the threat of emerging variants, as well as that of other communicable diseases, such as the *Monkey Pox* that is currently endemic in Jamaica, as the number of cases is slowly rising. With the need to ensure that the Jamaica health system is robust and resilient to such occurrences, as experienced during the heights of the pandemic, the Government will continue to strengthen the provision and delivery of health care services; provide guidance and services in managing the spread of these viruses/diseases while safeguarding health in areas of non-communicable diseases including mental health; other communicable diseases; environmental health; maternal; adolescent and child health; and sexual reproductive health. To effectively invest in healthcare and wellness, the Government will continue to employ strategies that are geared toward strengthening primary health care, the use of technology with the Health Information

³⁹ WHO, Improving healthcare quality in Europe: Characteristics, effectiveness and implementation of different strategies, 2019, <https://www.euro.who.int/en/publications/abstracts/improving-healthcare-quality-in-europe-characteristics,-effectiveness-and-implementation-of-different-strategies-2019>

System, and the system of surveillance and treatment of infectious diseases. These strategies will also continue to be supported through business processes that create improvement in health infrastructure, access to quality health care services and products, as well as protocols and standards for the containment of both communicable and non-communicable diseases.

- iii. Additionally, the Government will undertake major infrastructure developments in primary and secondary health care facilities; strengthen laboratory services; bolster the emergency management capacity; strengthen the vector control programme and surveillance mechanisms; develop a National Health Insurance Plan; establish public/private partnerships in health support services and infrastructural development; and promote a healthy lifestyle.
- iv. The success of healthcare and wellness strategies will be assessed based on access to primary and secondary health care; expanded and improved health care facilities; improved preventative and health care services; and reduced/eliminated incidence of communicable and non-communicable diseases.

5. SOCIAL PROTECTION

Social Protection is aligned to Vision 2030 National goal No. 1 (*Jamaicans are empowered to achieve their fullest potential*) and Sustainable Development Goals No. 1, 2 and 10 which respectively are *No Poverty; Zero Hunger; and Reduced Inequalities*.

- i. Social protection is geared towards improving social protection and the general well-being of Jamaicans. The Government is focusing on the social inclusion and protection of the vulnerable in society and is seeking ways to improve the abilities, opportunities, and dignity of people in the society, especially for those who are vulnerable and are at a disadvantage based on poverty, their identity, age, disability and illness. The primary focus is on social transformation through a comprehensive reform of social security, enhancement of values and attitudes, social equality (eg. strengthening the social safety net) and civic involvement, all of which are embodied in the strategies being pursued, such as poverty reduction; social security; and social welfare; and legislative and policy formulation consultation.
- ii. The Government is also focusing on increasing opportunities for Jamaicans to own lands and houses, have access to potable water, feel safe and secure on the nation's roads, and live in a clean environment. The Government is also strengthening the application and utilisation of technology to improve efficiency and effectiveness in the processing and provision of the benefits of its varying social intervention programmes that target the most vulnerable in the society.
- iii. The success of social inclusion and protection will be measured using the indicators relevant to the programmes relating to national insurance and social benefits; social intervention; childcare and protection; advancement in health and education (eg. PATH); inclusion and protection of the disabled and elderly; and rehabilitation of unattached youth. Other measures of success will focus on improvement in road safety; environmental stewardship and protection; and home and land ownership.

6.

RULE OF LAW AND TIMELY JUSTICE OUTCOMES

Rule of Law and Timely Justice Outcomes is aligned to Vision 2030 National Goal No. 2 (*The Jamaican Society is Secure, Cohesive and Just*) and Sustainable Development Goals No. 5, 10, 11 and 16 which respectively are *Gender Equality; Reduced Inequalities; Sustainable Cities and Communities; and Peace, Justice and Strong Institutions*.

- i. Rule of Law and Timely Justice Outcomes is an element of good governance that involves the fair, equitable and just exercise of economic, political, and administrative authority to manage a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences.⁴⁰ Therefore, the Rule of Law, as a principle of governance and a fundamental aspect of peacebuilding and related efforts to build effective and credible criminal justice institutions, also involves all persons, as well as public and private institutions and entities – including the State itself, being accountable to laws that are publicly promulgated, equally enforced and independently adjudicated, and which are consistent with international human rights norms and standards.⁴¹
- ii. The Government's priority to improve public security and crime control is interdependent and mutually reinforced with the Rule of Law. This is evident in the need to, and efforts made to strengthen security forces and institutions (including anti-corruption agencies), as well as the supporting legislations that are entrusted to protect and secure the nation, its borders and citizenry. These security forces and institutions, as well as the strategies to fight crime, are seen as part and parcel of the foundation that creates resilient societies based on the Rule of Law and the supporting legislative framework in which they operate, as there is a demand for, and expected demonstration of respect for human rights, and promotion of peace, discipline and order in society.
- iii. Therefore, the government's continuous efforts, through the employment of its crime reduction and justice reform strategies, are undertaken collaboratively among the nation's security forces, justice-related institutions, public and private entities with social intervention programmes for communities and the vulnerable, and civil society. This is evidence of a deep-rooted partnership among national security and legislative institutional strengthening, as well as a firm representation of the principled fabric of the *Rule of Law* which speaks to peace-seeking in communities and respect for human rights.
- iv. The Government aims to improve public order and public safety while reducing crime and violence. With this intent, one of the Government's main objectives towards improving the *Rule of Law* is to detain violence producers and dismantle and degrade criminal gangs, as they present a clear and present danger to the citizenry and communities.⁴² Juxtaposed with this are the efforts that are being made to improve the timely outcomes of justice, as the desire is for a first-class justice system that facilitates effective access to justice and deliver quality justice services to all.⁴³ As such, the Government have been making strides though the development of policies, strengthening of related

⁴⁰ Jassen, Woolrick, *Towards Good Governance* (referencing UNDP's definition and Characteristics of Governance), http://reform.gov.bb/page/GOOD_GVERNANCE.pdf

⁴¹ The United Nations, *Rule of Law Indicators: Implementation Guide and Project Tools* (1st Ed), 2011, p v.

⁴² MNS Strategic Business Plan (2022/2023 FY): Hon Minister's Message, p5.

⁴³ MoJ Strategic Business Plan (2022/2023 FY): Hon Minister and Permanent Secretary's Messages, p3-4.

legislations; building human resources capacity and capabilities; improving infrastructural and technological development; and strengthening community interventions.

- v. As such, A whole-of-government approach has been adopted under *Plan Secure Jamaica*, in a bid to cauterise Jamaica's increasing murder rate. *Plan Secure Jamaica* is a strategic roadmap, which seeks to improve the security apparatus of the country whilst promoting social inclusion and behavioural transformation. It is intended to facilitate: the expansion of community-driven social investment programmes as executed across Ministry's Departments and Agencies; increased economic opportunities boosting employment; and implementation of a series of improved technology-aided crime-fighting mechanisms.⁴⁴
- vi. Also, based on the *Citizen Security Plan (CSP)* the MNS and its related portfolio entities, along with other government entities have been partnering to develop and implement strategies aimed at improving communities, empowering residents/youths and re-establishing good relations and peace with adjoining communities. Also, the JDF and JCF have cranked up their recruitment drive to improve the quality of personnel selected for employment; and is making efforts to reduce recidivism.
- vii. Overall, with the *Rule of Law* in mind, the government's crime reduction strategies seek to achieve:-
1) modernised and strengthened law enforcement machinery with improved investigative capacity, which is expected to result in enhanced effective policing, with the expectation of improved relationship between the police and the general public; 2) swift and sure justice processes, of which a tighter collaboration is expected to be formed between the judicial system and the security forces so that the delivery of justice for all can be swift, sure and fair; 3) crime prevention through social development, supported by related initiatives such as youth engagement and other risk reduction strategies, is expected to result in multiple partnerships based on the risks posed by the contributing factors to crime and violence; 4) enhanced public order and community safety, reinforced by situational crime prevention intelligence, resulting in the application of appropriate spatial interventions and environmental design methodology, is expected to achieve reduced opportunities for problems resulting in crime and violence, as well as urban renewal; and 5) More robust offender management programme, which is expected to result in improved rehabilitation and reintegration of offenders into society; and 6) improved border and territorial protection for Jamaica, is expected to result in the reduction, and eventual elimination of illegal movements of weapons, drugs, contraband and people, while promoting lawful entry and exit.
- viii. The promotion of the *Rule of Law* will see legal principles, which embody widely supported social values and receive broad-based public support, effectively governing Jamaica and its people. This is currently being done through actions to protecting the rights and freedom of all citizens, and modernising laws, regulations and codes of conduct that are fair and enforced impartially. Tighter coordination will be encouraged among institutions within the broader governance environment in consideration of the scope within which the society operates. The availability of and public access to information, particularly relating to judicial and administrative redress (access to justice), as well as the promotion of substantive laws that govern civil and criminal procedures (procedural rights), will provide an enabling framework where enhanced institutional changes, accountability and improved service delivery will enrich the justice system.

⁴⁴ MNS Strategic Business Plan (2022/2023 FY): Environmental Scan, p16.

- ix. In addition to the Government's efforts at strengthening strategies to reform the Justice System and reinforcing the legislative framework to support justice, it is also focused on the transformation of the Jamaican society into one which conforms to the Rule of Law, respects the rights of all, and coalesces around a set of agreed values.⁴⁵ Therefore, the transformation is highly predicated on the peace-keeping/building and human rights tenets of the *Rule of Law*, which has seen continued efforts being made toward improving access to justice and human rights by the strengthening of the social justice service mechanisms, as well as the building of human resource capacities – all aimed at effectively delivering alternate justice services, restorative justice, child diversion and victim support services. Efforts are also being made towards improving the utilisation of technology to effectively manage case scheduling and records and reduce case backlog in courts.
- x. The success of improved justice will be measured through indicators that relate to improvement in the rule of law and human rights and freedom indexes; confidence in the rules of society; adherence to the rules of society; access to and confidence in the justice system; and reduced corruption, as well as indicators that directly relate to court excellence, such as reduction in the backlog of cases; disposal rate of new cases; conviction rate; judicial performance; and an increase in the number of judges, prosecutors and courtrooms.
- xi. The Government aims to continue its focus on the reduction of crime and violence in communities; renewal of communities; protection of children and youth; reduction in organised crime (gangs, drugs, weapons/contrabands and trafficking of persons); and the securing of Jamaica's borders; improving the capacity and professionalism of the security forces; strengthening the relationship between the security forces and communities; and reforming the correctional system. In this regard, the government is focused on suitable policy approaches that will respond to the threat environment of the country. As such, the implementation of the Citizen Security Plan is a multi-sectoral approach to improving safety and security, with a systematic focus on a more robust framework on efforts to crime prevention and community safety, particularly in vulnerable communities.⁴⁶
- xii. The success of improved security and safety will be measured through indicators that relate to reduced crime, violence and anti-social behaviour; public satisfaction with the performance of the police; and perception of safety.

⁴⁵ Vision 2030 Jamaica: National Development Plan (2009), p. 99.

⁴⁶ GoJ, Ministry Paper 50 – 2020: Cabinet Agenda Issue – 4 May 2020 (Signed by the Hon Andrew Holness, PM – 23 July 2020). <https://japarliament.gov.jm/attachments/article/2304/2020%20Ministry%20Paper%2050.pdf> (Retrieved 30 August 2021).

7.

HUMAN CAPITAL DEVELOPMENT

Human Capital Development is aligned to Vision 2030 National Goal No. 1 (*Jamaicans are empowered to achieve their fullest potential*) and Sustainable Development Goals No. 2, 4, and 6 which respectively are *Zero Hunger; Good Health and Well-being; Quality Education; and Clean Water and Sanitation*

- i. Human capital development is strategically linked to economic growth⁴⁷ and poverty reduction – both of which are relevant to improving the well-being of the citizens. The Government, in partnership with the private sector and non-government organisations, is focusing its efforts on improving the pillars that are critical to advancing human capital development. These pillars include health and wellness; education; labour market reform; and institutional infrastructure and arrangements⁴⁸. To effectively invest in human capital, the Government will employ strategies that are geared toward transforming the education system, strengthening human resources for health, and improving productivity, creativity and innovation in the workplace. These strategies are supported by a policy development mechanism which focuses on the elimination of discrimination and the facilitation of gender equality and equity in the workplace.
- ii. The Covid-19 pandemic and the measures to limit the spread of the virus has resulted in the closure of educational institutions with on-line classes being the new normal until the spread is curtailed or appropriately controlled. To ensure access to education is maintained the Government will continue to invest in improving education outcomes by maximizing distance learning objectives (broadband connectivity); expanding investments in digital technologies (tablets in schools); providing students the opportunity to own their own device; prioritising early-childhood education and parenting support; and empowering teachers (expansion of the Emergency Education Plan).⁴⁹
- iii. Additionally, in addressing the gaps in education and the labour force, the Government aims to invest in initiatives that are geared toward the strengthening of early childhood development and improving student outcomes at the primary, secondary, skills-based (vocational) and tertiary levels. Overall, the strategies will be buttressed by a policy development mechanism that mandates greater access to education by all, and improvement in the ICT infrastructure. The strategies will be supported by specific strategic value-added actions that promote full employment through improvement in education facilities and infrastructure, expansion of knowledge-based and vocational learning opportunities that result in a well-trained and certified labour force that drives innovation and takes advantage of entrepreneurial prospects.
- iv. Specifically, concerted efforts are being made by the Government to employ an integrated approach that brings all policies, standards, and regulations relating to early childhood care, education, and development under one umbrella.
- v. The success of human capital development strategies will be assessed based on access to education; certification and accreditation; literacy and numeracy; improved teaching skills; pass/failure rate; expanded school facilities and infrastructure; the level of skilled employment; and improved efficiency in the public sector.

⁴⁷ According to modern growth theory, the accumulation of human capital is an important contributor to economic growth.

⁴⁸ World Economic Forum, *The Human Capital Report*, 2013.




⁴⁹ JLP Manifesto 2020, Stronger future, p.20.
















Alignment of the GoJ's Strategic Priorities and MDAs' Focus Areas for 2022/2023 - 2025/2026 to the Sustainable Development Goals, National Goals, Medium Term Themes and Priority National Outcomes

NATIONAL GOALS	MEDIUM TERM THEMES	PRIORITY NATIONAL OUTCOMES		GOVERNMENT STRATEGIC PRIORITIES	FOCUS AREAS OF MINISTRIES, DEPRATMENTS AND AGENCIES
National Goal #1: Jamaicans are empowered to achieve their fullest potential	Development and Protection of Human Capital	A Healthy and Stable Population		Healthcare and Wellness	Response to Pandemics and Re-emerging/New Diseases Prevention and Control of Communicable & Non-Communicable Diseases Maternal and Child Care
		World Class Education and Training		Human Capital Development	Quality Early Childhood Education (access) Student Support Differentiated Instruction for Effective Teaching and Learning Youth Development and Career Advancement
		Effective Social Protection		Social Protection	Social Inclusion & Development: - Social Welfare, Social Security (targeted Social Protection and delivery) and Poverty Reduction - Rights Protection (Children, Elderly, Disabled, Gender-based) - Land Titling
		Authentic and Transformational Culture	Culture is viewed as a cross-cutting theme		Culture, Gender, Sport & Entertainment - Creative Industries Development - Values and Attitudes - Heritage/Sport/Entertainment Inscription, Protection and Management

NATIONAL GOALS	MEDIUM TERM THEMES	PRIORITY NATIONAL OUTCOMES		GOVERNMENT STRATEGIC PRIORITIES	FOCUS AREAS OF MINISTRIES, DEPARTMENTS AND AGENCIES
National Goal #2: The Jamaican Society is Secure, Cohesive and Just	National Security and Justice	Security and Safety	 	Rule of Law and Timely Justice Outcomes	Security:- Plan Secure Jamaica National Citizen Security Plan (CSP) - Crime Reduction Strategies (Modernise and strengthen law enforcement and investigative capacity; effective policing; swift and sure justice processes; reduction in violent and organised crimes; social development – youth engagement and risk reduction; public order and community safety; situational crime prevention; offender management, rehabilitation and reintegration) - Border and Territorial Protection
		Effective Governance	  		Justice:- - Anti-corruption Strategies - Justice System Reform, Alternative Justice Services & Restorative Justice - Access to Justice Local Governance National Identification System (NIDS)
National Goal #3: Jamaica's Economy is Prosperous	Economic Stability, Competitiveness and Employment	A Stable Macroeconomy	 	Macro-economic Stability and Fiscal Sustainability	Economic Reform - Implementation of Business Reform Agenda Tax Administration Reform Financial Management Reform Enforcement, Regulation & Compliance

NATIONAL GOALS	MEDIUM TERM THEMES	PRIORITY NATIONAL OUTCOMES		GOVERNMENT STRATEGIC PRIORITIES	FOCUS AREAS OF MINISTRIES, DEPARTMENTS AND AGENCIES
National Goal #3: Jamaica's Economy is Prosperous (Cont'd)	Economic Stability, Competitiveness and Employment (Cont'd)				Fiscal and Debt Management
		A Technology-Enabled Society		Inclusive Sustainable Economic Growth & Job Creation	Results Based Management Public Sector Transformation & Modernisation - Technology & Innovation (E-Portal)
		An Enabling Business Environment	 		- Shared Services & Strategic Human Resources Management - Rationalisation and Categorisation of Public Bodies - Service Delivery - Public Sector Investment Programme Internationally Competitive Business Environment - Business Regulation and Procedural Issues - SMEs & Entrepreneurship Support and Financing - Tourism Markets, Investments, Products and Partnerships & Linkages Network - Business and Trade Facilitation, Foreign Investment, Technical Cooperation and Official Development Assistance & Expanded Consular Services - Mining Sector Diversification - Leveraging Sport, Entertainment, Culture & Heritage - Diaspora Participation and Investment

NATIONAL GOALS	MEDIUM TERM THEMES	PRIORITY NATIONAL OUTCOMES		GOVERNMENT STRATEGIC PRIORITIES	FOCUS AREAS OF MINISTRIES, DEPARTMENTS AND AGENCIES
National Goal #3: Jamaica's Economy is Prosperous (Cont'd)	Economic Stability, Competitiveness and Employment (Cont'd)			Inclusive Sustainable Economic Growth & Job Creation (Cont'd)	<ul style="list-style-type: none"> - Local and Overseas Employment - Business Process Outsourcing - Public Private Partnership - Divestment
		Strong Economic Infrastructure	 		<p>Labour Market Reform & Productivity</p> <p>PRIORITY ECONOMIC PROJECTS:</p> <p><i>Major Investment Projects:</i></p> <ul style="list-style-type: none"> - Road Infrastructure Development - Port Expansion - Vernamfield Development - Agro Parks & Agro Economic Zones - Special Economic Zones (SEZs) - Transport & Road Safety <p>Irrigation Development Programme</p> <p><i>All Agricultural Development Projects:</i></p> <ul style="list-style-type: none"> - South Plains Agricultural Development Project - Essex Valley Agricultural Development Project <p>Major Water Treatment Projects</p> <p>Farm Roads Rehabilitation Project</p> <p>Major Housing Projects</p> <p>Port Freezone</p> <p>Waste Management</p> <ul style="list-style-type: none"> - Sewerage Treatment Projects

NATIONAL GOALS	MEDIUM TERM THEMES	PRIORITY NATIONAL OUTCOMES		GOVERNMENT STRATEGIC PRIORITIES	FOCUS AREAS OF MINISTRIES, DEPARTMENTS AND AGENCIES
National Goal #3: Jamaica's Economy is Prosperous (Cont'd)	Economic Stability, Competitiveness and Employment (Cont'd)	Energy Security & Efficiency	  	Inclusive Sustainable Economic Growth & Job Creation (Cont'd)	Energy Efficiency & Conservation - Alternative Energy Solutions
		Internationally Competitive Industry Structures	    		Business and Trade Facilitation Modernisation of the Agricultural Sector Programme Import Substitution (Competitive Products Development Programme) National Export Strategy Agricultural Health and Food Safety Programme and National Quality Infrastructure Programme Manufacturing Industrial Growth
National Goal #4: Jamaica has a Healthy Natural Environment	Environmental Resilience and Climate Change Response	Sustainable Management and Use of Environmental and Natural Resources	   		Land Administration and Development Planning
		Hazard Risk Reduction and Adaptation to Climate Change	 		Environmental Management & Climate Change Mitigation Hazard Risk Reduction Promoting Community-Based Climate Resilience in the Fisheries Sector Project

NATIONAL GOALS	MEDIUM TERM THEMES	PRIORITY NATIONAL OUTCOMES		GOVERNMENT STRATEGIC PRIORITIES	FOCUS AREAS OF MINISTRIES, DEPRATMENTS AND AGENCIES	
National Goal #4: Jamaica has a Healthy Natural Environment (Cont'd)	Environmental Resilience and Climate Change Response (Cont'd)	Hazard Risk Reduction and Adaptation to Climate Change (Cont'd)		Inclusive Sustainable Economic Growth & Job Creation (Cont'd)	<i>Integrated Pest Management Control:</i> - Frosty Pod Rot and Beet Army Worm Management	
		Sustainable Urban and Rural Development	  		Environmental Resilience and Sustainable Planning	Climate Change Adaptation & Mitigation

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 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.

GOVERNMENT OF JAMAICA WHOLE-OF-GOVERNMENT STRATEGY MAP

VISION: A Public Sector that manages for results and delivers products and services economically, efficiently and effectively

Government's Medium-term Strategic Priorities



Stakeholder Perspective

Improved Healthcare & Wellness and Social Inclusion, Development & Protection

- Physical, Mental and Social Well-being
- Social Welfare & Security
- Gender Equality & Equity
- Rights Protection and care for children, elderly and disabled
- Sports, Entertainment & Culture preservation protection and promotion
- Intellectual Property rights
- National identification
- Poverty reduction
- SDGs Outcomes
- Multilaterals & CARICOM Results

Developed Human Capital Assets

- Comprehensive labour market reform
- Access to skilled labour and certification

Improved Security and Justice

- Justice Reform
- Criminal Justice System
- Crime Management
- Law and Order
- Rehabilitation and reintegration of offenders

Enabling/Competitive Business Environment

- SME development/inter-sectoral linkages
- Export /Trade strategy and reduce red-tape
- Attractiveness for High-value Domestic & FDI
- Access to financing
- Competitive energy costs
- Diaspora participation
- PPPs

Built Environment & Sustainable Development

- Hazard/Disaster risk reduction
- Climate change mitigation/adaptation/ resilience
- Waste management
- Ecosystem management
- Water accessibility and reliability

Public Financial Perspective

Improved Budget Management

- Improved Expenditure Management
- Improved value for money
- Improved contribution to GDP

Improved Aggregate Financial Management & Governance

- Strengthened treasury management of public funds
- Strengthened transparency and accountability
- Fiscal Sustainability
- Improved resource mobilisation and allocation
- Tax Reform

Improved Fiscal Responsibility

- Maintained sustainable public finances
- Maintained appropriate levels of public investment
- Strengthened fiscal policy
- Debt management

Internal Business Process Perspective (Products & Services of Government)

Improved Public Service Delivery

- Health Care (including disease surveillance prevention and mitigation)
- Education and Training
- National Statistics System
- Social Welfare Services
- Rule of Law & Legal Services
- Regulatory and Legislative capacity
- Tourism Product Development & Linkages Hub
- Food Security, Safety & Value Creation
- Transportation, Housing/ & Shelter
- Tax Administration/Fees Collection
- Local Government Planning and Development Services
- Border Security & Crime Management

Effective Policy, Programme & Project Management & Implementation

- Coordination and harmonisation of priority legislation, policy, programmes and major investment projects (water, housing, road infrastructure, energy...)
- Effective response to Government obligations under international treaties and agreements
- Implementation of strategies toward the Sustainable Development Goals (SDGs) & CARICOM

Operational Excellence

- M&E Systems in MDAs
- Strategic Planning & Budgeting
- Financial Risk Management, Controls, Compliance & Audit
- Resource Management (Procurement)
- Privatisation, Merger, Redevelopment & Reform
- Simplified and Friendly Bureaucracy
- National Spatial Planning
- Open Data / Digitised Records
- Cyber Security

Learning and Growth Perspective (Effectiveness and Capabilities of Government)

Improving Human, Organisation and Institutional Capacities

- Integrated human resources with Government's initiatives/strategies
- Capacity development

Science, Integrated Technology & Innovation

- Expanded access, efficient, cost-effective, secure products, services and on-line solutions.
- Facilitate the transfer, adaption and creation of new technologies and innovations

Reshaping the Public Sector

- Improved performance culture and mechanisms of accountability and anticorruption
- Good governance, prioritisation and results-based management.
- Rationalised, transformed and modernised Public Sector

CORE VALUES: *Accountability, Citizen-focus, Integrity, Transparency, Equity, Excellence*

PERFORMANCE MONITORING AND EVALUATION SYSTEM GLOSSARY OF TERMS

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

Activities: A series of transactions that translates inputs into outputs using resources in response to a business requirement; sequences of activities in logical combinations form processes.

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 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.

Assumption: Hypothesis, or supposition about factors that are made relevant to the success of an intervention or risks which could affect the progress or success of an intervention. The hypothesis is stated and accepted to be true, or as certain to happen without the provision of proof; it is a supposition that is believed to be true or is probably true, but not known to be true.

Attribution: A result that has been caused by another factor or source (person or thing).

Audit: An examination or review that assesses and reports on the extent to which a condition, process or performance conforms to the predetermined standards or criteria.

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

Balanced Scorecard: A management instrument that translates an organization's mission and strategy into a comprehensive set of performance measures to provide a framework for strategic management. Organizational performance is measured across several perspectives: financial, customers, internal business processes, and learning and growth.

Baseline: Data that serve as the starting point for measuring the performance of a project or programme and that establish a basis for comparison.

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: A measured, 'best-in-class' achievement; a reference or measurement standard for comparison; this performance level is recognised as the standard of excellence for specific organizational processes.

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.

Benchmarking: The process of identifying, learning and adapting outstanding practices and processes from any organization, anywhere in the world, to help an organization improve its performance.

Beneficiaries: These are the institutions and/or individuals who are the direct recipients of technical cooperation aimed at strengthening capacity to undertake developmental tasks.

Best practice: Practices that have been shown to produce superior results; selected by a systematic process; and judged as exemplary, good or successfully demonstrated. Best practices are then adapted to fit an organization's needs

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 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 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.

Capacity development: The process by which individuals, organizations and institutions develop their abilities individually and collectively to perform functions, solve problems and set and achieve goals.

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 in significant cost savings and improved customer service.

Contribution: The individual action taken in bringing about a result.

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 programmes, sub-programmes, and major activities that are aligned to the government's medium term strategic priority(ies), and are to be/being implemented across organisational 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 to discover facts about a phenomenon.

Data Collection Method: The technique or procedure used to gather qualitative and quantitative empirical evidence about a policy, programme or project and its outcomes.

Note: Data collection methods often used in monitoring and evaluation include interviews (structured, semi-structured and unstructured); observations; case studies; focus group discussions; questionnaires; literature reviews; document, content and conversation analyses; videos and written or spoken narratives; statistical and comparative analyses; logic/cognitive mapping etc.

Data Collection Technique: Strategic application of the relevant data collection tools for gathering empirical data/information. The application of the data collection tools selected highly depends on whether the evaluation is intended to produce quantitative findings or produce qualitative descriptive or both (mixed method).

Note: Data collection techniques include face-to-face, telephonic, electronic and panel interviews; two-way and duel-moderator focus groups; written and oral questioning; direct and participant observations; expert judgement; etc.

Data Collection Tool: an instrument, device or mechanism that is guided by a specific related method and methodology and is used to identify information sources and collect information during an evaluation.

Note: Some data collection tools are paper and online questionnaires (surveys); online-assisted interviewing systems; checklists; interview guide and schedule; observation schedule; measurement/assessment scales; focus group discussions; video and audio recordings; cases studied and literatures, 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.

Development Intervention: An instrument for partner (donor and non-donor) support aimed to promote development. It is also seen as a strategic support provided by a development partner (donor or non-donor, local or international) towards the successful development and/or implementation of a policy, programme or project to promote development. This support may be technical advice/assistance, financial assistance, initiatives (programme/project), etc.

Development objective: Intended impact contributing to physical, financial, institutional, social, environmental, or other benefits to society, community, or group of people *via* one or more development interventions.

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 achieving its immediate objectives and/or produces its expected results/desired outcomes.

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 costs are increasing.

Environment: Circumstances and conditions that interact with an affect an organisation, e.g. economic, political, cultural, and physical conditions inside or outside of the organisation.

Evaluation: The systematic collection and analysis of evidence on the outcomes of ongoing or completed 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 monitoring and evaluation process to parties for whom it is relevant and useful, to facilitate learning and informed decision making. 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: Results, changes or effects of a programme, project or initiative that are assessed with reference to the development objectives or long-term goals. Impact can be positive or negative, primary or secondary, direct or indirect, 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 or process.

Inputs: A means mobilised for the conduct of programme or project activities, ie. financial, human and material resources.

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; measurable factor of extreme importance to the organisation in achieving its strategic goals, objectives, vision and values. These represent a set of measures focusing on those aspects of the organisational performance that are of most importance for the current and future success of the organisation.

Lessons Learned: Generalizations based on evaluation experiences with projects, programmes, or policies that are 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.

Logical Framework (Log-frame): A management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure. It thus facilitates planning, execution, and evaluation of a development intervention. Related term: results-based management.

Logic Model: A planning tool and graphical depiction of the cause-and-effect or logical “*if-then*” relationships between the resources (inputs), activities, outputs and the various levels of outcomes of a given policy, programme or initiative.

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.

Measures: One of several measurable values that contribute to the understanding and quantification of a key performance indicator.

Medium Term Expenditure 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 with 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 helps managers make decisions on how best to strategically allocate financial resources in line with government policy.

Metadata: The information/data that describe other data. It is the underlying definition or detail description about related data which facilitate a common understanding about the data. It is simply ‘*data about data*’. Depending on the type of metadata to be developed (eg descriptive, structural, administrative, reference, statistical) and its purpose, it can include when the data was created and modified, category or classification in the which the data is placed, methodological calculation of the data, owner and source of the data, etc.

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

Ministry Strategic Plans (MSPs): The MSPs provide information on plans and expected performance over a four-year period. 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 Strategic Plans (MSPs) 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 strategic planning.

Monitoring: An on-going activity that uses the systematic collection of data/information on specified indicators to provide management with timely indication of the extent to which, physical and financial progress have been made towards the achievement of a planned programme or sub-programme (ie 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 organisation aims to achieve in making a vision into reality.

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.

Organisational Strategic Outcome: The end results of a plan of action implemented 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 variable that allows the verification of changes in the development intervention or shows results relative to what was planned; a performance indicator or performance measure is a specific value or characteristic used to measure output, outcome or efficiency of a programme.

Performance Management: The ongoing monitoring and reporting of program accomplishments, particularly progress toward pro-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).

Also, Performance management is the 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 Management and Evaluation System (PMES): The Government of Jamaica's (GoJ) comprehensive monitoring and evaluation framework that includes an inventory of activities, resources, results, performance measurement and governance information. The primary objective of PMES is to strengthen results-based management in the public sector.

Note: *ePMES:* This is the electronic PMES which is one of the results-based management tools that is being utilised by the GoJ to implement the Results Based Management (RBM) approaches in the public sector to better plan, manage and track programmes, sub-programmes, strategies and performance results of Ministries. It is developed by CASCADE Strategy (software developers) in consultation with the Office of the Cabinet and select Ministries, and is built on the principles of transparency, accountability, performance management and performance information sharing.

Performance Measure: A quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organisation, programme, policy or initiative to determine what improvements are needed. 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 of how much). For example, *15% of written complaints resolved*, where 15 (number) and % (unit); and the qualitative variable of what is being measured is "*written complaints*".

Note: **Qualitative variables are not performance measures.** They are details that are useful to help in analysing the measures, as they are not assessing the amount/quantity, but instead putting things into classification. Examples of qualitative variables are gender, market segment, product groups, geographical regions, etc. For example, *Customer Service Rating* can be split into product groups to determine which product(s) are to be prioritised for improvement. Likewise, *Employee Engagement Ratio* can be diced by profession and location to assess where staff morale might need boosting.

Performance Measurement: The process of developing performance indicators which can be tracked against actual results to determine whether progress has been made towards desired goals and objectives.

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.

Performance Reviews: A series of regular, periodic meetings during which the [executive leaders] use data to discuss, examine and analyse, with the individual [unit director], past performance, future performance objectives and overall performance strategies.

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 coherent grouping of the core functions and services of the organisation that is designed to fulfil the common goals of the organisation's objectives or contribute to the attainment of a common set of outcomes and priority objectives. It is also a group of related activities that are designed and managed to meet a specific public need and is often treated as a budgetary unit for planning that will remain stable in the long term. A programme can be devolved into more discrete units called sub-programmes.

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

Purpose: The publicly/formally stated objectives of a policy, programme or initiative.

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. It is a budget process in which the:

- (a) budget formulation revolves around a set of predefined objectives and expected results;
- (b) expected results justify the resource requirements which are derived from and linked to outputs required to achieve such results; and
- (c) actual performance in achieving results is measured by objective performance indicators.

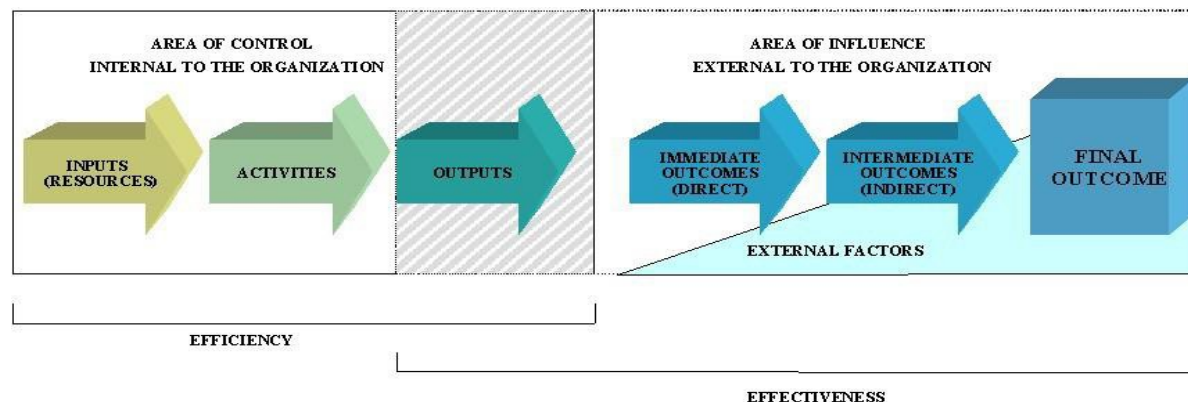
Results-based Management (RBM): A comprehensive, lifecycle, approach to management that integrates strategy, people, resources, processes and measurements to improve decision-making and drive change. The RBM approach focuses on getting the right design early in a process towards desired outcome(s) and impact, then implementing planned strategies, assessing performance measures, reporting performance and learning and changing.

Also, RBM is a philosophical management approach to performance improvement through an ongoing systematic process of establishing strategic performance objectives; measuring performance; collecting, analyzing and reviewing performance data; reporting performance results; and using that data to drive performance improvement and learning through a theory of change and use of other powerful set of tools (eg risk management analysis, stakeholder analysis, environmental analysis, etc).

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

Results Chain/Results Chain Logic Model: A diagram that clearly identifies the linkages from inputs to activities through associated outputs to the sequence of expected outcomes of an intervention policy, programme or initiative. It outlines the necessary sequence to achieve the desired objectives, beginning with inputs, moving through activities and outputs, and culminating in immediate and intermediate outcomes and impacts. Some

organisations consider reach in the development of a results chain, as it is the target that an initiative or organisation is intended to influence, including individuals, organisations, clients and other stakeholders.



Results Framework: The programme logic that explains how the objective of a policy, programme or initiative is to be achieved. It includes the causal relationships and underlying assumptions.

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

Strategic Plan (SP): The SP 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 specific 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.

Sub-programme: Is a constituent part of a programme that defines the services or operations which contribute to the achievement of the objectives of the programme of which it forms a part. It is used for the delivery of subordinate services and activities within a programme.

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, programme management and service delivery.

Whole-of-Government Strategic 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.