[Place Name of Agency/Department Here]

GOVERNMENT OF JAMAICA

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**STRATEGIC PLAN**

**2023/2024 – 2026/2027**

MINIMUM STANDARDS AND GUIDELINES FOR THE DEVELOPMENT OF STRATEGIC PLANS

OF AGENCIES AND DEPARTMENTS



*[This Planning Template serves as the minimum standard for preparing Strategic/Corporate Plans for Departments and Agencies, in accordance with the Performance Monitoring and Evaluation System (PMES). The Template has been revised to ensure stronger alignment to the principles of results-based management and ensure conformity to the Medium Term Results Based Budgeting (MTRBB) requirements.]*

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

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

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

**DOCUMENT APPROVAL AND SIGN OFF**

*This document has been approved as the official Strategic/Corporate Plan and Budget of the [State Name of Agency/Department] for the four-year period 2023/2024 – 2026/2027****.*** *The Strategic Plan and Budget have been prepared in consideration of the various relevant policies, legislation and other mandates for which the Agency/Department is responsible.*

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

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

*[Insert Division]*

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

**TABLE OF CONTENTS**

*[Insert Table of Contents]*

**STRATEGIC PLAN OUTLINE**

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

1. *Introduction*

*o Messages*

* + *Accountability Statement*
  + *Overview*
  + *Organisational Chart*

1. *Strategic Framework* 
   * *Vision*
   * *Mission*
   * *Core Values*
   * *Priorities*
   * *Outcomes*
   * *Strategic Objectives*
   * *Strategies*
   * *Programmes and Subprogrammes*
   * *Vision of Success Statement*
2. *Environmental Scan*
   * *PESTLE Analysis, SWOT Analysis, Risk Analysis, Stakeholder Mapping*
   * *Strategic Issues and Response (Conclusion of the Scan)*
3. *Products and Services*
4. *Marketing/Communication Strategy*
5. *Programme Implementation*
   * *Objectives*
   * *Strategic Objectives*
   * *Performance Indicators*
   * *Targets and Cost*
6. *Human Resources Capacity Plan*
7. *Medium Term Financial Resource Implication*
   * *Medium Term Financial Resource Plan*
8. *Monitoring and Evaluation*
9. *Appendices*
   * *Risk Management*
   * *Stakeholder Matrix*
   * *Monitoring and Evaluation Plans*
   * *Procurement Plan*
10. **INTRODUCTION**

The Strategic Plan must have an introductory section. This section should include the following:

* + ***Messages***

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

* ***Accountability Statement***

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

*This Strategic Plan for the four-year period, commencing April 1, 2023, was prepared under my direction in accordance with the policy directives outlined by the Government of Jamaica, and the authority delegated to me under Section 16 of the Financial Administration and Audit (FAA) Act. The Plan outlines the Departments’/ Agency’s strategies that contribute to the achievement of the Government’s agenda, and specifically, the programmes for which appropriate monitoring and evaluation mechanisms are being deployed to ensure their timely and cost-effective implementation.*

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

*[Signature]*

*Head of Agency/Department*

*[Name of Agency/Department]*

* ***Overview***

*Provide an overview of the profile and purpose of the Agency/Department, its areas of responsibility, and the context in which the plan is being developed.*

* + ***Organizational Chart***

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

1. **STRATEGIC FRAMEWORK**
   * ***Vision***

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

* + ***Mission***

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

* **Mandate**

*The mandate describes what the organisation has to do based on the programmes and services it is formally contracted to offer. It constitutes the foundation of what an organization must accomplish as a means to remain connected with the fulfilment of the vision and mission statements.*

* **Core Values**

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

* ***Priorities***

*Priorities are the specific areas that an organisation has chosen to focus 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).*

* ***Outcomes***

***Outcomes*** *are the desired results that an organisation aim to accomplish and that stakeholders expect from the investments and government intervention. They represent the end results of a plan of action implemented to achieve the long-term effect of an intended project, programme or policy. They express the changes or benefits that will be achieved if the initiatives and approaches are implemented successfully. These changes can be* ***short-term*** *(usually changes in knowledge, skills, processes, capacity, access),* ***intermediate*** *(changes in practices, behaviour and performance) or* ***long-term*** *(changes in condition and status).*

* ***Strategic Objectives***

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

* **Strategies**

*Each strategic objective should be supported by an implementation strategy, which is a plan of action to achieve an objective or outcome. This strategy describes how the strategic objective will be achieved by outlining the approach to implementation. Strategies are about making decisions and deciding which initiatives (projects, policies, programmes) will move the Agency/Department towards its vision, while keeping a close watch on what could slow down implementation and derail the successful achievement of the objectives.*

***NOTE:*** *As a best practice, there should be between 3 to 5 Agency/Department strategic priorities.**Each programme should be supported by at least one priority at the impact level of the logic model. Each sub-programme should have at least one outcome, which should thereafter be supported by at least one strategic objective.*

**PRIORITY 1.0 *STATE THE PRIORITY [FOCUS AREA] OF THE DEPARTMENT/AGENCY***

***Description & Rationale:*** *[briefly state why this is considered a priority]*

|  |  |
| --- | --- |
| **OUTCOME #1** | *[Insert Outcome]* |
| **STRATEGIC OBJECTIVE 1.0:**  **STRATEGIES** | *[Insert the strategic objective(s) to support this outcome.]*  *The Agency/Department will achieve this objective through the following implementation strategies:*  *[Insert the strategies that will be pursued to achieve the strategic objectives (that is, briefly explain how the objectives will be realised). These strategies should be aligned to, and guide, the development of the initiatives (projects, activities, programs and policies) that will be developed and executed during the planning period.]* |

|  |  |
| --- | --- |
| *[Continue with Strategic Objectives, as deemed necessary]* | |
| **STRATEGIC OBJECTIVE 2.0:**  **STRATEGIES** | *[Insert the strategic objective(s) to support this outcome.]*  *The Ministry will achieve this objective through the following implementation strategy(ies):*  *[Insert the strategies that will be pursued to achieve the strategic objectives (that is, briefly explain how the objectives will be realised). These strategies should be aligned to, and guide, the development of the initiatives (projects, activities, programs and policies) that will be developed and executed during the planning period.]* |

**PRIORITY 2.0 *STATE THE PRIORITY [FOCUS AREA] OF THE DEPARTMENT/AGENCY***

***Description & Rationale:*** *[briefly state why this is considered a priority]*

|  |  |
| --- | --- |
| **OUTCOME #2** | *[Insert Outcome]* |
| **STRATEGIC OBJECTIVE 3.0:**  **STRATEGIES** | *[Insert the strategic objective(s) to support this outcome.]*  *The Ministry will achieve this objective through the following implementation strategies:*  *[Insert the strategies that will be pursued to achieve the strategic objectives (that is, briefly explain how the objectives will be realised). These strategies should be aligned to, and guide, the development of the initiatives (projects, activities, programs and policies) that will be developed and executed during the planning period.]* |

**SEE SAMPLE BELOW**

**PRIORITY 1.0 *OPTIMISATION OF AGRICULTURAL & AGRIBUSINESS PRODUCTION AND PRODUCTIVITY***

***Description & Rationale:*** *[Briefly state why this is considered a priority]*

*The ability to consistently achieve high and sustainable levels of agricultural production and productivity is critical to meet the agricultural needs of the populace and to ensure food security. Over the years, productivity has been adversely impacted by several factors, such as low investment in agriculture, challenges with meeting the production level targeted due to adverse weather conditions, poor farming practices, lack of adequate technological solutions, and lack of adequate irrigation services. To this end, agricultural production and productivity must be optimized if gains are to be made in having agriculture truly be a primary driver of economic growth.*

|  |  |
| --- | --- |
| **OUTCOME #1** | ***Competitive Agribusiness & Agriculture Industry Structures*** |
| **STRATEGIC OBJECTIVE 1.0:**  **STRATEGIES** | *To increase, by at least 15%, the output of the agricultural sector by 2026.*  *The Ministry will achieve this objective through the following implementation strategy(ies):*   * *Develop and implement action plans for four (4) new emerging produce/ livestock/ fisheries in the agriculture and agribusiness sectors and continue to build out agro-parks and agro-economic zones at strategic locations across the island.* |
| *[Continue with strategic objectives, as deemed necessary]* | |
| **STRATEGIC OBJECTIVE 2.0:**  **STRATEGIES** | *To increase the value-added production of five (5) select crops by 15% by March 2026.*  *The Ministry will achieve this objective through the following implementation strategy(ies):*   * *Analyse and develop value chain solutions for select agricultural crops that improve traceability, biosecurity and food security through digital transformation, and* * *Develop innovative systems and approaches to attract investment to support value chains and drive job creation.* |

* **Programmes and Sub-programme**

*[Skip this section if the Agency/Department does not have programmes and sub-programmes resulting from the rationalisation exercise with the Ministry of Finance and the Public Service.]*

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

*List the programmes and sub-programmes of the Agency/Department, as identified in the Rationalized Programme Budget Structure that was developed during the MTRBB consultation process]*

|  |  |
| --- | --- |
| **PROGRAMME #1:** | ***State Name of Programme*** |
| ***Sub-programme 1.1***  ***Outcome(s):*** | ***Insert Name of Sub-programme***  *Insert the outcomes as established above* |
| ***Sub-programme 1.2***  ***Outcome(s):*** | ***Insert Name of Sub-programme*** |
| **PROGRAMME #2:** | ***State Name of Programme*** |
| **Sub-programme 2.1**  **Outcome(s)** | ***Insert Name of Sub-programme*** |
| **Sub-programme 2.2**  **Outcome(s)** | ***Insert Name of Sub-programme*** |
| **PROGRAMME #3:** | ***State Name of Programme*** |
| ***Sub-programme 3.1***  ***Outcome(s):*** | *Insert Name of Sub-programme* |
| ***Sub-programme 3.2***  ***Outcome(s):*** | ***Insert Name of Sub-programme*** |

* **Vision of Success Statement**

*[In this section the Agency/Department is to describe its overall (or grand) strategy in the form of a narrative. This narrative should ideally be no more than one page in length. This vision of success statement is a clear and succinct guide to the implementation of the plan, and the creation of significant and lasting public value. The statement is meant to provide a future-orientated theory of what an organization should do and how they should do it to achieve success and help organizational members and key stakeholders understand the core requirements for success. It is typically written after acceptance of the overall strategy and the review and adoption of the plan by key stakeholders. The statement is an integral component of an organization’s overall strategic plan.*

*The statement should integrate the Agency’s mandate, vision, mission, outcomes and objectives into a coherent framework that stakeholders can use to inform major and minor organizational decisions and actions that are needed to implement the plan and deliver public value. The statement is descriptive rather than prescriptive to allow for flexibility and adaptability of the plan where this becomes necessary.]*

***Sample Vision of Success Statement (Agricultural Sector)***

*Agriculture remains at the very heart of Jamaica’s developmental agenda where people, the environment, and the economy must be managed in a sustainable manner. The Ministry of Agriculture and Fisheries will provide a strategic framework to ensure that the country achieves food and nutrition security by 2030 and will do so by promoting an agricultural sector that is knowledge-based, innovative, entrepreneurial, environmentally sustainable, resilient to weather and climate change, competitive, and profitable for those who work the land. Agriculture must be positioned as an equitable wealth generator producing food and related commodities to meet local and export demands while providing meaningful employment to a significant portion of the rural population.*

*The creation of a modern, resilient, sustainable, and competitive agricultural sector will require investments in a better trained and technologically savvy workforce, expanded and upgraded extension services, more extensive and climate resilient irrigation systems, improved rural roads, effective systems for pest surveillance and control, and more effective and efficient marketing and distribution channels. This upgraded agricultural sector will include both terrestrial and aquatic areas as a balanced and robust food sector needs to incorporate both the green and blue economies. This upgraded agricultural sector will also be integrated into other sectors of the economy such as tourism, renewable energy, biotechnology, pharmaceuticals, cosmeceuticals, and materials science to create linkages and deepen local value chains to increase local production. These improved outcomes will require new policies and regulations to provide incentives and guidance, and strong partnerships with education, research and the private sectors to attract investments, produce skilled farmers, and provide the latest scientific and management knowledge to upgrade the sector.*

1. **ENVIRONMENTAL SCAN**

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

*An environmental scan can help to match the organization’s goals, programmes and capabilities to the social, economic, industry, policy, technological, legal and environmental conditions in which it operates. It should capture information that explains the gaps between the current and expected performance. A combination of tools can be used to conduct the situational analysis. Some of the tools are the* [*SWOT*](https://www.marketing91.com/swot-analysis-brands/)*Analysis, Stakeholder Analysis,* [*PESTLE Analysis*](https://www.marketing91.com/pest-analysis/) *and 5C’s [company, competitors, customers, collaborators and climate] Analysis. The two main tools that should be used in completing the environmental scan are the SWOT Analysis and the Stakeholder Analysis*.

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

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

*[****Insert a narrative that summarises the situational analysis undertaken by the Agency/Department****. This section should take into account the findings and insights gained from conducting the environmental assessment using the analytical tools below as well as the assessments of past performance and from monitoring and evaluation activities.]*

* **Summary of Performance in the Previous Medium-term Period**

*[It is important to provide a summary of performance during the preceding medium-term period as part of accountability and transparency relating to previous planning efforts, and to provide information to support learning to help guide the current planning cycle.* *Performance reports provide useful insights for management that can be used to help develop forecasts, prepare communication plans, guide budget planning, and improve strategic decision-making. Tracking and analysing past performance help to determine success, identify performance gaps, and identify areas for improvement and opportunities to justify scaling up successful programmes and projects or terminating unsuccessful programmes and projects. Information on past performance will make the details of current strategic framework more coherent and understandable. Agencies/Departments can summarize past performance in a brief narrative but can support this narrative with graphs, charts, tables, and photographs, if these are available.]*

* **PESTLE Analysis**

*The PESTLE analysis is regarded as a complementary tool to a SWOT Analysis in that it expands on the analysis of the external environment by looking in detail at specific types of issues that frequently have an impact on the implementation of projects/initiatives. The PESTLE Analysis is a tool that identifies and analyses the key drivers of change in a strategic or business environment. The abbreviation stands for political, economic, socio-cultural, technological, legal, and environmental factors.*

* + ***SWOT Analysis***

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

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

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

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

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

* **Risk Analysis**

The risk analysis is a tool used to analyse the key risks facing the organisation, ranking them according to their likelihood to occur and impact on the realisation of the Entity’s outcomes and *objectives.*

*[Using the risk matrix below, outline the key risks facing the organisation, ranking them according to their likelihood to occur and impact on the realisation of the Entity’s outcomes and objectives.]*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **RISK CATEGORY/RATING**  **(WITH RISK SCORE)** | **LOW RISK** | **MEDIUM RISK** | **HIGH** | **VERY HIGH** |
| ***0 - 4*** | ***5 - 8*** | ***9 -15*** | **≥ 16** |

**LIKELIHHOD**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **5**  **VERY HIGH** |  | **10** |  | **5** |
| **4**  **HIGH**  **[POSSIBLE]** | **2** |  | **3** |  |
| **3**  **MEDIUM**  **[LIKELY]** |  | **9** | **8** | **4** |
| **2**  **LOW** | **7** |  | **6** | **1** |
| **1**  **VERY LOW** |  |  |  |  |
|  | **1**  **INSIGNIFICANT/ VERY LOW** | **2**  **LOW** | **3**  **MEDIUM** | **≥4**  **HIGH -**  **VERY HIGH** |

**IMPACT**

**LIST THE RISKS AND PLACE THEM (BY NUMBER) IN THE MATRIX ABOVE.**  Highlighted below is an example of key risks for the agricultural sector:

1. Earthquake/Tsunami 2. Increased input costs 3. Praedial Larceny 4. Pest & Diseases 5. Long periods of rainfall/ droughts 6. Limited access to funding 7. Loss of skilled workers/Lack of adequately trained and certified experts 8. Limited market access 9. Few women in farming 10. Inadequate irrigation services

* ***Stakeholder Mapping***

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

* **STAKEHOLDER MAPPING**

*[Provide a mapping of the Agency’s key stakeholders, ranking them according to their power/influence and interest in respect of the successful implementation of the Agency’s programmes, policies and projects and the achievement of the objectives. This analysis allows for an identification of who the organization’s internal and external stakeholders are, how they evaluate and influence the organization, its policies, programmes, and projects, what the organization needs from them, and how important they are.]*

*The dynamism of the agriculture and fisheries sector results in a wide range of stakeholders, some with the power and influence to impact the activities and pursuits of the sector as it seeks to further grow Jamaica’s competitiveness in the global industry. Against this background, a stakeholder mapping was conducted for the sector, to identify the key players and the relationships for the purpose of determining measures, metrics and benchmarks for managing operations, strategic alliances and growth. The result of the stakeholder mapping is shown below, and is supported by a Stakeholder Register in the Annex.*

**POWER/ INFLUENCE**

|  |  |  |  |
| --- | --- | --- | --- |
| **KEEP SATISFIED** |  | **MANAGE CLOSELY** |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |  |  |
| **MONITOR** |  | **KEEP INFORMED** |  |
|  |  |
|  |  |
|  |  |
|  |  |

**Low High**

**INTEREST**

* **Strategic Issues**

Using the analyses conducted by the organisation, including the review of prior years’ performance and the environmental assessment, outline the key strategic issues that have emerged from the analysis. Strategic Issues are the key areas of concern that are driving the development and implementation of the plan. These issues can be problems, opportunities, market shifts or anything else that requires a solution or decision in order to improve the state of being of the organisation.

* **Strategic Response**

Outline the strategic response to the key strategic issues facing the organisation. This provides the conclusion from the situational analysis. This section should lead the reader to identify specific strategies that will be communicated through the programmes of the Ministry.

1. **PRODUCTS AND SERVICES**

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

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

1. **MARKETING/COMMUNICATION STRATEGY (IF APPLICABLE)**

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

1. **PROGRAMME IMPLEMENTATION**

The realisation of the Government’s priorities and strategic outcomes of programmes, projects and policy initiatives require the Department/Agency to shift its current level of performance to the planned targets and outputs. The Department/Agency should set out in order of priority, all the planned high-level programmes, projects, policy initiatives for the Department/Agency to achieve its strategic outcomes. To prioritise, consideration must be given to the following conditions, as applicable:

* relation to priority national outcomes and timelines for which these outcomes are to be achieved;
* availability of funding;
* satisfaction of the requirements of the Public Sector Investment Programme (PSIP); and
* stated priority policies/programmes/major activities of the parent Ministry.

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

The Results Matrix should identify the outcomes, objectives, strategies, performance indicators and targets for the implementation of the programmes and sub-programmes identified in this section.

* + ***Baseline***

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

* + ***Performance Indicators***

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

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

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

o ***Targets and Costs***

Targets allow you to consider how you will monitor and assess the outcome of strategies that are implemented. They represent a measurable performance or success level that an organization, programme or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative and are appropriate for both outputs and outcomes. The targets should reflect the cost of producing the outputs in each year of the plan.

***Note:***

* *The outcomes, strategic objectives and strategies developed earlier in the plan should be translated to the implementation (results) matrix.*
* *Key Outputs are the first-level results that the Agency seeks to achieve through the implementation of the various initiatives associated with the respective sub-programmes. Outputs are the products and services produced from interventions (projects, programmes and policies etc.).*
* *Performance Indicators/Measures should be* ***outputs, process and/or efficiency indicators,*** *and can extend to outcome indicators (immediate) depending on what is being measured.*

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

***NOTE:*** *If the Agency/Department does not have programmes and sub-programmes then continue to the results matrix below.*

|  |  |
| --- | --- |
| **PROGRAMME OBJECTIVE:** | ***Description and Context:*** |
| ***Budget:*** |

|  |  |  |
| --- | --- | --- |
| **VISION 2030 NATIONAL GOAL:** *Jamaica’s Economy is Prosperous* | **National Outcome:** | **Sector Outcome (as applicable):** |

|  |  |
| --- | --- |
| **GOJ MEDIUM-TERM STRATEGIC PRIORITY:** *Inclusive Sustainable Economic Growth and Job Creation* | **Contribution to GOJ Medium-Term Strategic Priority:**  *[Provide a brief narrative on how the Agency/Department contributes to the realisation of the GOJ Medium-Term Strategic Priorities]* |
| **AGENCY STRATEGIC PRIORITIES** |  |

***Note:*** *There is no results matrix at the programme level. Each sub-programme is supported by a results matrix.*

**SUB-PROGRAMME 1.1: Insert Name**

|  |  |
| --- | --- |
| **SUB-PROGRAMME OBJECTIVE:** | ***Description and Context:*** |
| ***Sub-programme Budget:*** |

|  |  |  |
| --- | --- | --- |
| **AGENCY OUTCOMES:** | ***Outcome Indicators [Measure]:*** | ***Short to medium term Targets*** |

**RESULTS MATRIX – INSERT NAME OF SUB-PROGRAMME (If applicable)**

| **OUTCOME 1.0:** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic Objectives** | **Strategies** | **Key Outputs** | **Performance Measures/**  **Indicators** | **Baseline** | **Targets (Projections) & Costs ($’000)** | | | | **Responsible Dept** |
| **2023/24** | **2024/25** | **2025/26** | **2026/27** |
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***NOTE:*** *Baselines are the starting point from which progress toward expected results will be measured and are predominantly used for comparisons. For each output, identify the baseline (status/ performance standard/achievement) that will be used to determine whether desired changes or improvements are being realised over time as the implementation of initiatives gets underway. The baseline is considered a fixed reference point to measure and compare progress. Agencies/Departments should select the most appropriate baseline year related to the outputs (initiatives), which should remain for 3 to 5 years. For ongoing initiatives, it is recommended that the baseline year be the 2021/2022 FY (once data is available for that period). For new projects/initiatives, the Agency should select the best-fit starting point for measuring performance and note the year related to same. For example, the baseline year for a new project (void of past data) may be the year that implementation of the project begins.]*

**SUB-PROGRAMME 1.2: Insert Name**

|  |  |
| --- | --- |
| **SUB-PROGRAMME OBJECTIVE:** | ***Description and Context:*** |
| ***Sub-programme Budget:*** |

|  |  |  |
| --- | --- | --- |
| **AGENCY OUTCOMES:** | ***Outcome Indicators [Measure]:*** | ***Short to medium term Targets*** |

**RESULTS MATRIX – INSERT NAME OF SUB-PROGRAMME (If applicable)**

| **OUTCOME 1.0:** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic Objectives** | **Strategies** | **Key Outputs** | **Performance Measures/**  **Indicators** | **Baseline** | **Targets (Projections) & Costs ($’000)** | | | | **Responsible Dept** |
| **2023/24** | **2024/25** | **2025/26** | **2026/27** |
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**CONTINUE WITH NEXT SUB-PROGRAMME DESCRIPTION & RESULTS MATRIX**

1. **HUMAN RESOURCES CAPACITY PLAN**

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

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

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

***Note****: The Agency’s HR objectives and key initiatives that are linked to the Agency’s goals should be included in the Strategy Map and Agency Balanced Scorecard]*

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***Unit/Division*** | ***Staff Complement*** | ***Planned 2023/24*** | ***Planned 2024/25*** | ***Planned 2025/26*** | ***Planned 2026/27*** |
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**8 MEDIUM TERM FINANCIAL RESOURCE PLAN**

*The financial implications of implementing the programmes, subprogrammes and activities and achieving Agency performance targets over the period of this Strategic Plan are set out in the following table. It briefly outlines the estimates of expenditure for the current year and budgetary projections for the next four years, thereby facilitating a more detailed forecasting analysis for a four-year period.*

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

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

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

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

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

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

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Prog. #** | **Programme** | **Sub-Prog. #** | **Sub-Programme** | **2021/22** | **2022/23** | **2022/23** | **2023/24** | **2024/25** | **2025/26** | **2026/27** |
|  |  |  |  | **Actual Outturn** | **Approved** | **Revised** | **Estimates** | **Forecast** | **Forecast** | **Forecast** |
|  |  |  |  | **(J$ 000)** | **(J$ 000)** | **(J$ 000)** | **(J$ 000)** | **(J$ 000)** | **(J$ 000)** | **(J$ 000)** |
| 001 | Executive Direction & Administration | 01 | Central Administration | **60** |  | **57** | **170** | **305** | **348** | **370** |
|  |  | 02 | Policy, Planning and Development |  |  |  |  |  |  |  |
|  |  |  | **Sub-Total** | **60** |  | **57** | **170** | **305** | **348** | **370** |
| 002 |  | 01 |  | **20** |  | **25** | **42** | **55** | **65** | **70** |
|  |  | 02 |  |  |  |  |  |  |  |  |
|  |  |  |  | **20** |  | **25** | **42** | **55** | **65** | **70** |
|  | **Programme Summary** |  | **Total Funding** | **80** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
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1. **MONITORING AND EVALUATION**

*[Monitoring and Evaluation is an integral part of Strategic Management and any other Results-Based or Performance Management Framework. Good performance reporting will enable MDAs to communicate the value of their work and their impact to local stakeholders and international development partners. Good performance reporting will also allow MDAs to enhance future performance, collaboration, learning and adaptation within their MDA and throughout the Strategic Change Cycle.*

*This section is to contain a narrative description of the purpose of and approach to M&E of the Strategic Plan, the audience of the M&E data, and how the anticipated information is to be used to improve implementation or future strategy development.*

*This section will also briefly describe the methodologies that will be used to carry out M&E, based on the monitoring requirements and evaluation questions chosen, what data will be collected and analysed, and what methodologies and tools were used for the purpose, and the justification for them.*

*The detailed approach to both Monitoring and Evaluation, the expected deliverables, and the timelines will be provided in separate appendixes attached to the Corporate Plan.]*

**10. APPENDICES**

The appendices should include the following:

* ***Stakeholder Register***

*An assessment of the key stakeholders that can influence the achievement of the Agency’s objectives should be undertaken and outlined in the stakeholder matrix at Appendix A.*

* ***Risk Management***

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

* ***Logic Model***

A logic model should be developed for the organisation.  It displays a graphical depiction (road map) that presents the shared relationships among the resources, activities, outputs, outcomes, and impact for your programmes. It depicts the relationship between your programmes’ activities and the intended effects. An example of a logic model template is shown at Appendix C.

* ***Monitoring and Evaluation Plans***

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

* + ***Procurement Plan***

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

**STAKEHOLDER REGISTER**

***INSTRUCTIONS***

*[Conduct the Stakeholder Analysis, as follows. It should capture information pertaining to the stakeholders’ interests, influences, needs, wants and expectations of the Ministry in carrying out its mission and undertaking its mandate. It should also capture the Ministry’s needs, wants and expectations of its stakeholders in carrying out its mission.]*

***Interest*** *- The level of participation, investment and sponsorship a person, group or organization has in the operations of the Ministry, both directly and indirectly, as well as the degree to which they could benefit.*

*NB: Determine whether the interest of the stakeholder is* ***‘High’*** *or* ***‘Low’****.*

***Influence*** *- Influence can be either direct or indirect. Direct influence involves legal, leadership, control of strategic resources, possession of specialist knowledge, expertise and negotiation position. Indirect influence involves, social, economic or political status to control strategic resources and informal influence through linkages with other person, group or organization.*

*NB: Determine whether the influence of the stakeholder is* ***‘High’*** *or* ***‘Low’****.*

***Need*** *- A component that is vital for the stakeholder to maintain their status or purpose. Any deficiency or omission of this component in the proposed policy initiative, programme or project will result*

*in a negative outcome for the stakeholder.*

***Want*** *- A stakeholder’s desire or wish to improve, sustain or perpetuate his/her status quo. Any omission of this component to the proposed policy initiative, programme or project would* ***not*** *result in a negative outcome for the stakeholder.*

***Expectation*** *- The consideration of what is most likely to happen in the future regarding the behaviour and/or performance of the stakeholder.*

**APPENDIX A - STAKEHOLDER REGISTER**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Stakeholder’s Perspective**  **(What the stakeholder needs, wants and expects from the Agency in undertaking its mission/mandate)** | | | | | | **Agency Perspective**  **(What the Agency needs, wants and expects from the Stakeholder to effectively undertake its mission/mandate)** | | |
| **Stakeholder**  (Person, Group, Organization) | **Interests**  (High or Low) | **Influence**  (High or Low) | **Needs** | **Wants** | **Expectations** | **Needs** | **Wants** | **Expectations** |
|  |  |  |  |  |  |  |  |  |
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**APPENDIX B**

**RISK MANAGEMENT**

***Instructions***

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

.

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

**RISK MANAGEMENT MATRIX**

| **Associated**  **Objectives** | **Risk Name**  **Description/** (Consequence) | **Opportunity/ Threat** | **Risk Category** | **Current Controls** | **Likelihood (P)** | **Impact (I)** | **Risk Score** | **Response Category** | **Response** | **Risk Owner** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Sub-Programme**  *Agro-Industry Development*  **Objective:** To increase the contribution of local industries to GDP by 10% by 2024. | *[Include the cause of the risk, possible risk event and the potential impact of the risk]*  ***1.0: Drought***  If there is an extended period of drought, this may cause a decline in production, which would result in a reduced contribution to GDP. | *[Indicate if the risk is either an opportunity or a threat]*  Threat | *[Stating suitable group in which the risk is classified into]*  Strategic Risk | What has already been done to manage this risk and who is responsible for that control | 4 | 5 | *[P\*I]*  20 | *[Indicate the general action to be taken if the risk occurs, i.e. avoidance, reduction, sharing or acceptance]*  Reduction | *[Elaborate on the actions to be taken to either enhance opportunities or reduce threats]*  *Encourage MSMEs to partner with farmers and assist them in acquiring the necessary equipment to mitigate against the drought conditions such as: drip irrigation system; water tanks;* *and plastic mulch.* | *[Indicate which individual, i.e. the position of the individual, in the MDA that is responsible to take the necessary steps to mitigate against the identified risk]* |

**APPENDIX C**

**LOGIC MODEL**

***INSTRUCTIONS***

*[Develop a Logic Model for the Agency/Department aligned to the various programmes and sub-programmes. It should capture the results at each stage of the framework. A logic model is a visual representation of the organisation’s planned programming. It is a road map of how the organisation intends to achieve desired outcomes using defined resources and strategies. It is typically a one-page visualization that briefly describes the organization’s challenges, inputs, activities, outputs, and outcomes, and outlines the pathway to success. The logic model allows for the communication of performance measurements specifically and clearly*.]

* ***Identify the intermediate outcomes*** *– Determine the changes expected in the medium to long*

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

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

*must be outlined causally.*

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

*and intermediate outcomes.*

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

**LOGIC MODEL TEMPLATE**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **IMPACT**  **[LONG-TERM]** | *Long-term intended effects/changes.* ***Example****: Changes in status or life conditions (social, economic, civic or environmental)* | | |  |
|  | | | | |
| **PRIORITIES** | *Key focus areas/components that will guide planning* |  |  |  |
|  | | | | |
| **INTERMEDIATE OUTCOMES** | *Intended effects that occur over the mid-term (months-years).* ***Example****: Changes in behaviour; performance; practice; policies; supply & demand; relevance, effectiveness and efficiency of products and services; and decision-making* |  |  |  |
|  | | | | |
| **IMMEDIATE OUTCOMES** | *The immediate changes expected to be seen on completion of the programme.* ***Example****: Changes in skills, capacity, attitudes, knowledge, systems, strategies, processes and procedures.* |  |  |  |
|  | | | | |
| **OUTPUTS** | *The products or services produced from the activities of the programme* |  |  |  |
|  | | | | |
| **ACTIVITIES** | *The primary, intentional mechanisms by which program outcomes are achieved* |  |  |  |
| **INPUTS** | *Resources needed to operate programmes* | | | |

|  |  |
| --- | --- |
| **ASSUMPTIONS** | **EXTERNAL FACTORS** |
| *The beliefs about the programmes, the people involved, and how it will work* | *The environment in which the programme is being delivered (economic, political, cultural, historical, and social contexts etc.)* |

**MINISTRY OF AGRICULTURE AND FISHERIES [EXAMPLE]**

***Output***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **IMPACT**  **[LONG-TERM]** | ***Internationally Competitive & Resilient Agriculture & Fisheries Sector Increased Contribution of the Sector to Jamaica’s Economy*** | | | ***Improved Service Delivery and Organizational Efficiency*** |
|  | | | | |
| **PRIORITIES** | **AGRIBUSINESS & AGRICULTURAL OPTIMISATION** | **AQUACULTURE & FISHERIES DEVELOPMENT** | **AGRICULTURAL HEALTH & FOOD SAFETY** | **GOVERNANCE, ACCOUNTABILITY & PERFORMANCE MANAGEMENT** |
|  | | | | |
| **INTERMEDIATE OUTCOMES** | * *Increased production & value-added export of select crops* * *Reduction in select products on the food import bill* * *Increased production along targeted value chains* | * *Increased consumption of local aquaculture products and offshore pelagic* * *Increased production of more variety of fisheries products* * *Greater access to export markets for products* | * *Increased application of R&D, technology and environmental best practices in project designs* * *Increase in fresh food and livestock exports* * *Zero/minimal biological risks* * *Enhanced farming practices and crop yield* | * *High-performing results-oriented organisation that applies and adopts new learning, skills systems and processes to deliver results in line with service delivery standards* |
|  | | | | |
| **IMMEDIATE OUTCOMES** | * *Increased application of skills, techniques and environmental best practices in the sector* * *Increased capacity to harvest crops in line with production levels* * *Improved crop yield* | * *Improved skills and capability in select fisheries production & productivity* * *Increased awareness of income-generating opportunities in the Blue Economy* * *Greater awareness of local aquaculture products* | * *Better designed or renovated farming facilities* * *Improved skills and capacity of farmers to produce better quality and more output* * *Greater use of best-fit technology in farming* | * *Increased knowledge & capability of the Ministry to deliver results in line with expectations of the corporate/operational plan* * *Strengthened operational processes, systems & procedures across the organisation* |
|  | | | | |
| **OUTPUTS** | * *Agro-Parks & Agriculture Economic Zones* * *Irrigation facilities (Essex Valley, South Plains)* * *Harvested crops and animal products* * *Arable lands in production* * *Exportation of crops* * *Updated National Irrigation Development Plan* * *Irrigated farmlands* * *Value Chains for select crops* | * *Registered & licensed fishers and vessels* * *Capacity Building Sessions, Trained fishers* * *New or revised fisheries-related policies & legislation* * *Select Fisheries Management Plans* * *Fisheries facilities* * *Fish products produced* | * *New Rehabilitated Research Centre [Bodles]* * *Global GAP Certified Farmers & farming facilities* * *New and/or improved technologies, methods and/or documented best practices* * *Findings from Research and Studies* * *Inspection & Surveillance Reports* | * *Training Sessions/Workshops, Trained staff* * *Reports – Audits, Projects, Financial, Performance, Procurement* * *Plans -Corporate & Operational, Projects* * *Relevant Policies, Strategy Document, ISO Certification Update, Legislation, SOPs* |
|  | | | | |
| **ACTIVITIES** | * *Development/Operationalization of Agro-Parks & AEZs* * *Establish value chains for select products* * *Revision of the National Irrigation Development Plan* * *Irrigation of farmlands* | * *Registration & licensing of fisherfolks & vessels* * *Train fishers in port-harvest & other techniques* * *Development of fisheries policies & legislation* * *Development of new & underutilized fisheries* * *Construction of nurseries, ponds & sanctuaries* | * *Rehabilitate research centres and farm roads* * *Training and certification of farmers & farms* * *Conduct surveillance for pests & diseases* * *Undertake research on key issues and new technology & practices in the sector* | * *Capacity building & Staff development, R&D* * *Auditing, budgeting, project management* * *Preparation of corporate plans, Strategy Documents, policies, legislation, SOPs* |
| **INPUTS** | *Human Resources (staff, consultants, farmers etc.) Financial Resources (Budget, Project financing, Grants etc) Partnerships* *Infrastructure, Equipment, Facilities* | | | |

|  |  |
| --- | --- |
| **ASSUMPTIONS** | **EXTERNAL FACTORS** |
| * *Resources and capacity will be available for programme delivery* * *Availability of labour and technical capacity* * *Buy-in and support from all Divisions, Departments and Agencies* | * *Inflation Low levels of investment Heavy Rainfall/ Drought Shocks/ Inefficiencies* * *Loss of Skilled Workers Shrinking Talent Pool Natural Disasters Prevalence of Pests & Diseases* * *Ongoing disruption caused by the COVID-19 pandemic* |

**ANNEXES D & E**

**MONITORING AND EVALUATION PLANS**

***Instruction***

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

*The* ***Baseline Data*** *for a priority should be identified for the 2018/2019 financial year. This should be used later to provide a comparison and/or measurement for assessing the progress and impact of the programme/policy initiative.*

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

***Monitoring*** *is the regular/continuous tracking of the key elements of the sub-programmes overtime in order to assess progress - for example, quarterly or yearly****. Please be mindful of the relevant section(s) of the FAA Act.***

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

* + - *Initial (ex-ante) - This evaluation is undertaken prior to the commencement of the sub-programme initiative and it focuses on its relevance.*
    - *Mid-term – This is done for an ongoing initiative and is generally done at the midway point of the initiative’s stipulated timeframe. This evaluation will focus on the relevance, effectiveness and efficiency of the sub-programme initiative.*
    - *Terminal (complete) - This evaluation is undertaken at the completion of the sub-programme initiative’s implementation and it focuses on the effectiveness and sustainability of the initiative.*
    - *Impact (ex-post) - This evaluation is usually undertaken 3 – 5 years after the completion of the sub-programme initiative and it focuses on the impact and sustainability.*

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

**APPENDIX D**

**MONITORING PLAN**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Priority Policies, Programmes and Projects** | **Output Performance Indicator(s)** | **Baseline Data** | **Departmental- level major tasks to realise the objective of the priority policy, programme or project** | **Monitoring Frequency**  **(Toward the realisation of the objective of the priority policy, programme or project)** | | | | | |  |  | **Monitoring Method(s)** |
| **Year**  **(2023/2024)** | | **Year (2024/2025)** | | **Year**  **(2025/2026)** | | **Year**  **(2026/2027)** | |
| **Target** | **Monitoring Timeline** | **Target** | **Monitoring Timeline** | **Target** | **Monitoring Timeline** | **Target** | **Monitoring Timeline** |
| **Citizens Security and Justice Programme** | # of infrastructure projects implemented per year | 0 infrastructure projects | Development and implementation of 5 infrastructure projects | 2 Rapid Infrastructure Projects | Quarterly | 2 Rapid Infrastructure Projects | Quarterly | 1 Rapid Infrastructure Project | Quarterly |  |  | * Site visits (observation) * Project Manager’s   progress reports |
| # of violence prevention programmes and strategies implemented per year | 50% youths in each targeted community between ages 9 – 13 received training in conflict management in 2018/2019 | Implementation of violence prevention programmes and strategies | 12 Conflict resolution intervention sessions | Monthly | 4 Restorative Justice Centres operationalized and functional | Monthly | 3 Restorative Justice Centres operationalized and functional | Monthly |  |  | * Site visits (observation) * Manager’s progress   reports |
| Increase in the number skills training opportunities | 120 youths between ages 16 – 18 received skills training in 2018/2019 | Providing opportunities for vocational skills training | 50 youths trained in woodwork and joinery | Quarterly | 50 youths trained in welding | Quarterly | 100 persons trained in cosmetology | Quarterly |  |  | * Focus groups * Training facilitators’   reports   * Participants’ evaluation |
| *[Insert another programme/ project]* | *[Insert related performance indicator(s)]* | *[Insert baseline data]* | *[Insert major tasks]* | *[Insert related target]* | *[Insert monitoring timeline]* | *[Insert related target]* | *[Insert monitoring timeline]* | *[Insert related target]* | *[Insert monitoring timeline]* |  |  | *[Insert monitoring method(s) to be used]* |

**APPENDIX E**

**EVALUATION PLAN**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Priority Policies, Programmes and Projects** | **Objective** | **Expected Outcome(s)** | **Evaluation Type (Frequency)** | **Planned Evaluation Completion Date**  **(mm/yy)** | **Evaluation Method(s)** | **Entity Responsible for Evaluation** |
| Citizen Security and Justice Programme | * To reduce incidences of violent crimes by 10% in communities by 2025 * To reduce unemployment by 3% in targeted communities by 2024 | * Enhanced citizen security and justice in 50 targeted communities * Increased skill-based employment of youths | Mid-term | February 2025 | Document reviews, Focus groups, Survey | MNS |
| *[State another policy, programme, or project, if necessary]* | *[State related goal(s)]* | *[State related expected outcome(s)]* | *[State type/ frequency of evaluation]* | *[State month & year for the completion of the evaluation]* | *[State evaluation method(s)to be used]* | *[State the entity responsible for the evaluation]* |
| *[State another policy, programme, or project, if necessary]* | *[State related goal(s)]* | *[State related expected outcome(s)]* | *[State type/ frequency of evaluation]* | *[State month & year for the completion of the evaluation]* | *[State evaluation method(s)to be used]* | *[State the entity responsible for the evaluation]* |
| *[State another policy, programme, or project, if necessary]* | *[State related goal(s)]* | *[State related expected outcome(s)]* | *[State type/ frequency of evaluation]* | *[State month & year for the completion of the evaluation]* | *[State evaluation method(s)to be used]* | *[State the entity responsible for the evaluation]* |
| *[Continue as necessary]* | *[Continue as necessary]* | *[Continue as necessary]* | *[Continue as necessary]* | *[Continue as necessary]* | *[Continue as necessary]* | *[Continue as necessary]* |

**APPENDIX F**

**PROCUREMENT PLAN**

***Instructions***

*[Each Agency’s Strategic Plan must include a Procurement Plan. Set out the resources in the Procurement Plan table below, in terms of goods (material, equipment and supplies) and work (construction and repairs), which are needed to carry out the day-to-day operations of the Agency over the three-year period. Some instructions, as given by the Ministry of Finance and the Public Service are outlined below to help guide this process. Add rows for each year, if necessary. The most current change, if any, made to the Government’s Procurement Guidelines by the Financial Secretary, should be reflected.]*

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

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

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

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

* + *From where to buy? -*

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

* + *Procurement Method -*

***NB: The Procurement Plan is an extraction of the Procurement Form developed by the Ministry of Finance which has been adjusted to reflect planned procurement for years 2 and 3. Completion of the procurement for year 1 must be done. Agencies should make every effort to include the projected procurement activities for years 2 and 3.***

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

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Item description (What to buy?)** | **Month when needed (When to buy?)** | **Quantity (How many to buy?)** | **From where to buy?** | **Estimated cost** | **Procurement Method** | **Procurement Schedule** | | | | | | | | |
| **Advertise (Insert dates)** | **Submission of Bids**  **(insert dates)** | | **Bid Evaluation & recommendation approval**  **(insert dates)** | | **Contract award (insert dates)** | | **Delivery (insert dates)** | |
| **YEAR 1 (2023/2024)** | | | | | | | | | | | | | | |
|  |  |  |  |  |  |  |  | |  | |  | |  | |
| **Item description (What to buy?)** | **Month when needed (When to buy?)** | **Quantity (How many to buy?)** | **From where to buy?** | **Estimated cost** | **Procurement Method** | **Procurement Schedule** | | | | | | | | |
| **Advertise (Insert dates)** | **Submission of Bids**  **(insert dates)** | | **Bid Evaluation & recommendation approval**  **(insert dates)** | | **Contract award (insert dates)** | | **Delivery (insert dates)** | |
| **YEAR 2 (2024/2025)** | | | | | | | | | | | | | | |
|  |  |  |  |  |  |  | |  | |  | |  | |  |
| **Item description (What to buy?)** | **Month when needed (When to buy?)** | **Quantity (How many to buy?)** | **From where to buy?** | **Estimated cost** | **Procurement Method** | **Procurement Schedule** | | | | | | | | |
| **Advertise (Insert dates)** | **Submission of Bids**  **(insert dates)** | | **Bid Evaluation & recommendation approval**  **(insert dates)** | | **Contract award (insert dates)** | | **Delivery (insert dates)** | |
| **YEAR 3 (2025/2026)** | | | | | | | | | | | | | | |
|  |  |  |  |  |  |  |  | |  | |  | |  | |
| **Item description (What to buy?)** | **Month when needed (When to buy?)** | **Quantity (How many to buy?)** | **From where to buy?** | **Estimated cost** | **Procurement Method** | **Procurement Schedule** | | | | | | | | |
| **Advertise (Insert dates)** | **Submission of Bids**  **(insert dates)** | | **Bid Evaluation & recommendation approval**  **(insert dates)** | | **Contract award (insert dates)** | | **Delivery (insert dates)** | |
| **YEAR 3 (2026/2027)** | | | | | | | | | | | | | | |
|  |  |  |  |  |  |  |  | |  | |  | |  | |