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REPUBLIQUE DE VANUATU

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GOVERNMENT OF THE REPUBLIC  
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# **PUBLIC SERVICE COMMISSION OF VANUATU**

## **GUIDELINES FOR PREPARING DEPARTMENT BUSINESS PLANS IN THE VANUATU PUBLIC SERVICE**

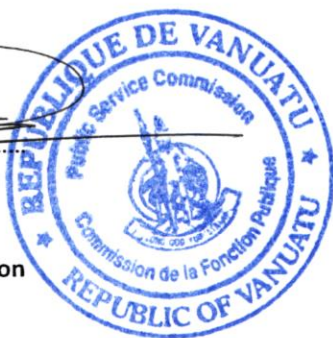
**2021**

## Foreword

The *Guidelines for Preparing Ministry Business Plans in the Vanuatu Public Service* have been prepared by the Public Service Commission with the assistance of the Workplace Innovation Team (WIT) to support Public Sector Reform – particularly in the areas of institutional improvements and innovation in the Vanuatu Public Service. Consultations have also been held with the Department of Strategic Policy, Planning and Aid Coordination (DSPPAC) and the Ministry of Finance and Economic Management (MFEM).

The Business Plan plays a critical role in demonstrating how each Ministry will deliver the services as stated to Parliament under the Budget Narrative as well as showing how this service delivery will result in progress towards the outcomes and outputs stated in the Ministry's Corporate Plan. As such this is the key operational document that not only demonstrates how the Ministry will deliver on its operations such that it meets the targets in the Budget Narrative, Corporate Plan and higher order plans such as the NSDP.

These revised Guidelines have been developed to assist Director Generals and the Departments and agencies of each Ministry to meet these responsibilities proscribed by the Public Service Act and the recent review of the Public Finance and Economic Management (PFEM) Act. This is why this Guideline also includes templates for cash flow and procurement as required by MFEM as these documents should reflect the activities and actions in the Business Plan.

  
**Simil Johnson**  
**Chairman,**  
**Public Service Commission**  
**2021**

## GLOSSARY OF TERMS USED IN GUIDELINES

Term	Definition
Activities	Activities are aligned within the Programs (specified in Budget Narratives) of the Ministry to deliver the objectives of Ministry Programs. Activities should be developed, bearing in mind the challenges identified to ensure delivery strategies can be implemented. Furthermore, the activities in the Corporate Plans should not only be informed by the NSDP goals and objectives but also by any other strategic policy documents that are relevant to those areas being planned, including any Sector Plans or Recovery Strategies that may be in place.
Objectives	Objectives in the Corporate Plan are the over-arching organisational goals to be reached within the main program areas of activity of the Ministry. They should derive more or less directly from the NSDP, as expressed in the Budget Narratives. They express the expected outcomes (changes in the life of the target population) of the Ministry's endeavour. These objectives will be the same objectives as appear in the Budget Narrative.
Outcome	An Outcome can be expressed as a change in skills, attitudes, knowledge, behaviours, status, or condition, including life condition. An outcome is a long term Impact Indicator. In the Vanuatu Government, outcomes are linked to the NSDP and objectives and are mapped against the Programs.
Output	Outputs (Service Targets/Indicators) are mapped against each Activity included in the Budget Narratives. In aligning targets to outcomes, Ministry planners will start with the baseline target level and project the desired level of improvement (taking into consideration available resources over a specific time period).
Program	A Program establishes the structure for internal responsibilities while providing clear line of sight regarding Ministry objectives. Programs have a broad focus, with most ministries developing at least two and most likely, no more than six strategic programs for the Corporate Plan. The identified Programs form the basis of the Budget Narratives against which the Appropriations Budget is allocated.
Risks	A risk is a factor that may make it difficult to achieve delivery of a planned activity. Options should be considered to lessen or mitigate against an identified risk
Service Targets	Service Targets or outputs are mapped against each Budget Narrative Activity. In aligning targets to outcomes, Ministry planners start with the baseline target level, and project the desired level of improvement (taking into consideration available resources over a specific time period). The Service Target indicates what the program will produce, with the resources provided to meet the identified need which the objectives are intended to address. Specific targets are expressed to measure results.
Strategic Direction	The Strategic Direction (often referred to as a Strategic Objective) of the Ministry includes the central forces that move the Ministry towards intended objectives, in particular the NSDP. This aligns the vision, mission, and core values so that strategies can be designed to reach the desired goal outcomes.
Strategy	A strategy is a plan or tactic to be followed to achieve objectives and related activities, considering resources needed and the potential risks.
SMART Indicators	<p>A SMART indicator or target is:</p> <p><b>Specific</b> – clearly defined to anyone that has a basic knowledge of the project, program or policy.</p> <p><b>Measurable</b> – to be counted, observed, analysed, tested or challenged.</p> <p><b>Achievable</b> – is practical and can be done in time &amp; with available resources – not too ambitious</p> <p><b>Relevant</b> – contributes to the value of the activity</p> <p><b>Time-Bound</b> – has clear dates for implementation/completion</p>

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## Introduction

The Business Plan should show how the budget will be operationalised in order to achieve the objectives of the Corporate Plan. Therefore, the Business Plan should show how the Ministry intends to deliver on the service targets outlined in the Budget Narrative and also how these link to the outputs and outcomes in the Corporate Plan.

The Programs and Activities in the Budget Narrative should be identical to those in the Corporate Plan, however, this is not currently the case and so for 2021 (which is a transitional year) there will be some challenges in terms of aligning the Business Plan with both the Corporate Plan and the Budget Narratives. Nevertheless, since the Budget Narratives are presented to Parliament, they must form the basis of the Business Plan, hence for 2022 it is expected that all plans will be fully aligned.

The Ministry should present a consolidated Business Plan which incorporates all of the Departments using this template.

There are five key components to the Ministry Business Plan

1. Executive Summary
2. The Program-Activity M&E Framework
3. The Human Resource Operational Plan
4. The Cash Flow Projection
5. The Procurement Plan

The Business Plan should be shared with the PSC, DSPPAC and MFEM before the end of December each year after the budget for the following year has been approved by Parliament. Ideally a draft Business Plan should be submitted as part of the Budget Submission, but this is not always possible.

## Contents of the Business Plan

### 1. Executive Summary

This is a high-level summary of the key outcomes the Ministry wants to achieve this year in relation to the Corporate Plan and a short description of the key programs and activities that will deliver these outcomes.

### 2. Program / Activity M&E Framework

This is a high-level summary of the key programs and activities across the whole of the Ministry, presented by Department. The programs and activities contained here should match those in the Budget Narrative and Business Plan. This is the key matrix that the Ministry will report against on a quarterly, half yearly and annual basis.

Department	47					
Program	Activity	Output or Service Target	Target	Action	Action completion date	Comment & Risks
Increase market and commodity production	47BA	No of nursery nurseries established/upgraded	6	1. Establish criteria for nurseries 2. Identify nurseries 3. Identify needs for upgrade 4. Procure equipment and distribute 5. Check work completed	1. January 2. February 3. April 4. July 5. September	
	47BB	No of noble kava seedlings and cuttings	300,000	1. Start procurement process 2. Complete procurement	1. January 2. March	

	47BC	No of seedlings distributed	300,000	1. Establish criteria for distribution 2. Identify beneficiaries 3. Distribute seedlings 4. Check work completed	1. January 2. February 3. June 4. September	
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### 3. Human Resource Operational Plan

Below is a summary of the key actions required during the year in terms of human resource management.

All of the indicators below should correspond to data contained (in more detail) to the overall Ministry Human Resource Development Plan.

<b>Staffing</b>	<b>Total</b>
Total staff in PSC approved structure	
<i>Permanent</i>	
<i>Probation</i>	
<i>Contract</i>	
<i>Daily Rated</i>	
<i>Vacant</i>	
<i>Total staff in Acting Positions</i>	

<b>Retirement</b>	<b>Total</b>
Severance to be paid during the year	
Accrued leave estimate for retiring staff	

<b>Priority Vacant Posts in OPSC Approved Structure to be advertised</b>	<b>Position #</b>	<b>Scale</b>	<b>Salary</b>	<b>Allowances</b>

<b>Key training to be delivered</b>	<b>Cost</b>	<b>Duration</b>

<b>Officers on scholarship</b>	<b>Name</b>	<b>Salary</b>	<b>Allowances</b>	<b>Area of scholarship</b>

### 4. Cash Flow Forecast

This should be submitted to MFEM at the end of the year. These tables are available from PSC, DSPPAC and MFEM in Microsoft XL if that is an easier format to enter the data and then transfer it to the business plan.

The vatu amounts below should be expressed in vatu for all payroll by activity i.e. no need to list individual COA.

Dept XX	PAYR	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Program 1	Activity A												
	Activity B												
Program 2	Activity A												
	Activity B												

Dept YY	PAYR	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Program 1	Activity A												
	Activity B												
Program 2	Activity A												
	Activity B												

The vatu amounts below should be expressed in vatu for all overheads by activity i.e. no need to list individual COA.

Dept XX	OVER	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Program 1	Activity A												
	Activity B												
Program 2	Activity A												
	Activity B												

Dept YY	OVER	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Program 1	Activity A												
	Activity B												
Program 2	Activity A												
	Activity B												

## 5. Procurement Plan

All of the data below should correspond to data submitted to MFEM as part of the annual Procurement Plan submission to the Central Tender Board and relate to the activity plan template shown above as part of the M&E framework.

The PSC, DSPPAC and MFEM have these table on Microsoft XL format which will make it easier to complete. The XL template also includes additional tracking sheets to allow Ministries to follow up on procurement should they wish.

Ministry	MALFFB - Simple Procurement 2021																		
Planning										Preparation							Execution		
Fund	Dept	Progr	Activity	Cost Centre	Description of Purchase	Contract Type	Procurement Type	Procurement Value	Cash Flow Endorsed By DG	Specifications Approved By CSU	Tender Documents Approved By CSU	Draft Contract Approved By CSU	Advertise Opening	Advertise Closing	Proposals Evaluation	Recommendation to DG	DG Approval	Notification of Award / Signing of	End Date of Contract

Ministry	MALFFB - Complex Procurement 2021																						
Planning									Preparation														
Fund	Dept	Progr	Activity	Cost Centre	Description of Purchase	Contract Type	Procurement Type	Procurement Value	Cash Flow Endorsed (DG F&EM)	TEPP Approved (CTB)	TEC Appointed	Tender Specifications Approved (CTB)	Tender Documents Approved (CTB)	Draft Contract Approved (Attorney General /	Advertise	Open Tenders	Evaluate Tenders / Proposals	Recommendation to COM	Ministers Submission	Tabled in COM by MoF	COM Approval	Notification of Award	

## Assistance

For questions and suggestions regarding these Guidelines contact the Manager, Corporate Services Unit (CSU)  
OR Manager, Performance Improvement Unit (PIU) within the Public Service Commission.