

# Commonwealth Advance Training Programme in Government Performance Management

(Trinidad & Tobago Edition)

26 August - 6 September 2024

Public Sector Governance Unit (PSGU)  
Governance and Peace Division  
Commonwealth Secretariat



The Commonwealth

**Commonwealth Advanced Training Programme in  
Government Performance Management  
(Trinidad & Tobago Edition)**

**August 26 -September 6, 2024**



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## **1. Background**

There is generally a widespread consensus that government performance is critical to the service delivery and achievement of national development goals, including the 2030 Agenda for Sustainable Development Goals. The competitive and comparative advantage of nations depend primarily on the performance and effectiveness of government, implementation of sound policies, and optimal utilization of limited resources. An ‘effective’ performance management system is therefore a critical requirement for the public service.

## **2. Advanced Training Programme in Government Performance Management**

The proposed Advanced Training Programme in Government Performance Management covers all key aspects of performance management and is inspired by our understanding of the important social and economic developmental gains to be made by improving government effectiveness. Enhanced delivery of public services and effective implementation of public policies, programmes and projects affects the welfare of all citizens.

Our collective concern in the Commonwealth is that the benefits offered by governments should primarily benefit the most vulnerable and marginalized communities. Attention therefore needs to be paid to both equity and efficiency as both go hand in hand. The guiding principle should be to do the right thing and to do things right. This means operating and delivering in ways which are responsive and accountable, as well as more efficient and effective. The focus therefore needs to be on ensuring that public systems are streamlined and managed to work better, faster and cheaper in order to deliver what is promised and what is needed.

This training programme is based on the design and implementation of performance management systems, which contribute to more effective government. The training material is presented in non-technical language and is primarily aimed at senior leaders and decision-makers in Commonwealth countries.

International experience suggests that 80% of the performance of any organisation is determined by the quality of its systems. Hence, the course will offer practical tools and techniques for improving systems of performance management in government. Specifically, the course will focus on developing a results-based performance management system and equip participants with knowledge and expertise in using the SMART software, a proprietary software developed by the Commonwealth Secretariat. SMART in this context stands for Strategic Management and Accountability for Results.

### 3. Training Programme Objectives

The purpose of this Advanced Training Programme in Government Performance Management is to enhance participants' skills and knowledge in performance improvement and management, based on theory and international experience, and cutting-edge tools and techniques. Participants will be provided with an overview of the necessary knowledge and skills required to design and implement systems for improving performance of government departments and the necessary training resources. The primary focus of this Training Programme is to train participants on how to develop and monitor Commitment for Results (CFR)/Performance Agreements as a component of effective performance accountability and management across the public sector. This course has also been designed for furthering the development of a community of practice in the Commonwealth countries and a network of professionals who can subsequently continue to enrich each other with their experience in improving Government performance.

### 4. Learning Goals

#### *Primary Goals:*

- *To enhance participants' ability to identify and prioritize organizational performance goals.*
- *To encourage an increased focus on performance measurement and management at various organizational levels.*
- *To develop competence in the use of the SMART software to design effective CFR documents and support organisational performance tracking and reporting.*

#### *Secondary Goals*

- *Effective Oral Communication*  
*Ability to communicate verbally in an organized, clear, and persuasive manner, and importance of responsive listening.*
- *Critical and Integrative Thinking*  
*Identification of key issues in a business setting, development of a perspective that is supported with relevant information and integrative thinking, and to draw and assess conclusions.*
- *Awareness and Working in Teams*  
*Ability to work effectively in a team, exhibiting behaviour that reflects an understanding of the importance of individual roles and tasks, and the ability to manage conflict and compromise, so that team goals are achieved.*

At the end of the Training Programme, it is expected that each Ministry,

Department and Agency will have at least one Level 1 and one Level 2 Commitment for Results (CFR)/Performance Agreement that can be tracked and monitored during the upcoming fiscal year.

## 5. Programme Content

This is a very comprehensive Course and is tailored to be useful to senior leaders and decision-makers across the public sector of Trinidad and Tobago who may have varying backgrounds in designing and implementing performance management systems in government. Following is an illustrative list of topics that will be covered during the training workshop:

▪	Explanations about Government Performance
▪	Meaning of Government Performance
▪	How to improve Government Performance
▪	How to measure Government Performance
▪	International best practice and options for policy makers
▪	Use of Performance Agreements in the public sector
▪	How to design Performance-Related Incentives
▪	How to design and implement a Public Grievance Redress system
▪	How to design and implement Citizens' / Clients' Charters
▪	How to design and implement a system to measure and promote innovation in public administration
▪	Frontiers of E-Governance
▪	Role of Effective Communications in Government
▪	How to develop a Strategic Plan in Government Departments
▪	How to implement ISO 9001:2008 in Government Departments
▪	Designing effective performance information management systems in Government
▪	Creating Knowledge Management Systems in Government
▪	Creating and managing Communities of Practice in Government
▪	Institutional mechanism for managing Performance in Government

## 6. Who should attend?

This Course is intended for senior Government Officials and Senior Public Enterprise Managers from the Government of Trinidad & Tobago who are concerned with, and are responsible for, improving the delivery and performance of their ministries, departments and agencies. It is expected that this training will contribute to an effective and efficient public sector in Trinidad & Tobago.

## 7. About the Commonwealth Secretariat

The Commonwealth is a voluntary association of 54 independent and equal countries. It is home to 2.4 billion people and includes both advanced economies and developing countries. 32 of our members are small states, including many island nations.

The Commonwealth Secretariat is an Inter-Governmental Organization and provides technical and financial support to member governments, who have agreed to shared goals like development, democracy and peace. Our values and principles are expressed in the Commonwealth Charter. The Commonwealth's roots go back to the British Empire. But today any country can join the modern Commonwealth. The last country to join the Commonwealth was Rwanda in 2009.

## 8. Proposed Training Methodology

The Commonwealth Secretariat is sensitive to the needs of policy makers and has developed a very practical and an extraordinarily successful approach to training in this area.

Participants will be provided with the latest information on developments in the field of Government Performance Management by means of lectures, panel discussions, group discussions and management films. Participant discussion of case studies and self-study assignments as well as preparation and presentation of Commitment for Results (CFR) to provide the participants with intensive first-hand experience in essential skills for government performance management.

## 9. Evaluation Components for the Training Programme

	Grading Component	Description	Weight
1	Attendance and Class Participation	This is a professional course, and participants are expected to hold high standards of professionalism during the course. Attendance is mandatory and class participation is encouraged. Class participation should be helpful to the class discussion and move the discussion forward.	10%
2	Problem Set (PS)	Many sessions / classes will have a multiple-choice problem set due before the class. It will cover main points to be discussed in the class. The rationale for this is to ensure that course participants read the material before coming to the class.	20%
3	Questions for Class Discussions	There will be several questions that participants are expected to either work individually or in groups	30%
4	Preparation of CFR (Level 1) on SMART	Participants will be required to prepare a Commitment for Results (CFR) Document for their Ministry and/or Department . This CFR has to be prepared using the software called Strategic Management and Accountability for Results Toolkit (SMART)	10%

5	Preparation of Group CFR (Level 2) on SMART	This is a “group” exercise in which each group is expected to draft a Commitment for Result (CFR) for an Agency, Statutory Authority and/or State Enterprise with which at least one member of the group is quite familiar. All participants are supposed to fully participate in this group exercise and be jointly accountable for the final submission. In the class, any member of the group may be asked to explain the group submission. All participants will be expected to provide feedback on the exercise.	20%
6	Peer Review of Group Work (CFR on SMART)	Each member of the Training Programme is supposed to evaluate the quality of the CFRs produced by various groups. This is to be done using the CFR Evaluation Methodology (CEM)	10%
Total			100

*Participants scoring above 60 points will be awarded a certificate signed by The Rt Hon Patricia Scotland KC, The Secretary-General of The Commonwealth.*

## 10. Required Readings for the Training Programme

*PDF copies of these books will be made available to participants:*

- a. **Performance Management in Government - A Primer for Leaders**, 2018, Commonwealth Secretariat, London, United Kingdom
- b. **Generally Accepted Performance Principles (GAPP)**, 2022, Commonwealth Secretariat, London, United Kingdom

## 11. Recommended (Optional) Textbooks for the Training Programme

*Selected pages from the following books will be made available as needed:*

1. Trivedi, Prajapati. **Proceedings of the Global Roundtable on Government Performance Management**, December 11-12, 2013, UNDP/World Bank.
2. Miller, Ken. **We Don't Make Widgets: Overcoming the Myths That Keep Government from Radically Improving**, Governing Books, Washington, DC, 2006,
3. Osborne, D. and Gaebler, T. **“Reinventing Government: How the Entrepreneurial Spirit Transforming the public sector”** Addison-Wesley Publishers, Reading, Mass., 1992,
4. David Osborne and Peter Plastrik. **“The Re-inventor's Fieldbook: Tools for Transforming Your Government,”** Jossey Brass, San Francisco, 2000

5. Trivedi, Prajapati (ed), **Memorandum of Understanding: An Approach to Improving Public Enterprise Performance**, International Management Publishers, New Delhi, 1990.
6. Trivedi, Prajapati, **A Critique of Public Enterprise Policy**, IMP, New Delhi, 1992
7. Proceedings of the Global Roundtable on Government Performance Management, December 11-12, 2013, UNDP/World Bank.



## 12. Proposed Agenda for the Training Programme (Trinidad & Tobago Edition)

*Please note:*

*a) all times are in the local Trinidad & Tobago time*

*b) Morning Coffee Station Available from 8:30am to 10:30am on each training day*

Date	Time	Title
DAY 1	09:00 AM - 09:40 AM	<b>OPENING SESSION</b> <ul style="list-style-type: none"> <li>• The Rt Hon Patricia Scotland KC The Secretary-General of The Commonwealth (virtual)</li> <li>• Mr. Claudelle Mc Kellar Permanent Secretary, Ministry of Public Administration</li> <li>• Mr. Maurice Suite Permanent Secretary to the Prime Minister Office of the Prime Minister</li> <li>• Prof. Prajapati Trivedi Commonwealth Secretary-General's Special Envoy for SDG Implementation</li> </ul>
	09:40 AM - 10:00 AM	<b>TEA/COFFEE BREAK</b>
	10:00 AM - 10:45 AM	<b>Session 1</b> <b>The Problem:</b> What are the main reasons for poor performance in government Q&A / Discussion
	10:45 AM - 11:45 AM	<b>Session 2</b> <b>The Solution:</b> Sixteen Habits of Highly Effective Governments Q&A / Discussion
	11:45 AM - 12:30 PM	<b>Breakout session (Group Introductions) / LUNCH BREAK</b>
	12:30 PM - 13:30 PM	<b>Session 3</b> <b>What Gets measured gets Done*</b> Q&A / Discussion
	13:30 PM - 14:30 PM	<b>Session 4</b> <b>How to Measure Performance in Government</b> Q&A / Discussion
	14:30 PM - 14:45 PM	<b>Break</b>
	14:45 PM - 15:00 PM	<b>Session 5</b> <b>CANVAS DEMO - How to use Canvas software as a Learning Management System for the course</b>
	15:00 PM - 16:15 PM	<b>Session 6</b> <b>Training Video on Using SMART Software</b>
	16:15 PM - 17:30 PM	<b>Session 7</b> <b>Breakout session (Group CFR exercise)</b>

Date	Time	Title
DAY 2	09:00 AM - 09:20 AM	Overview of day's programme
	09:20 AM - 10:30 AM	Session 8 In Search of Accountability What, Why, How, When, Where and Who Q&A / Discussion
	10:30 AM - 12:00 PM	Session 9 Case Study of Bhutan <i>An Interview with Former Prime Minister of Bhutan</i> Q&A / Discussion
	12:00 PM - 12:45 PM	Break for Paravia exercise / LUNCH BREAK
	12:45 PM - 14:30 PM	Session 10 Meta Evaluation Evaluating the Quality of Government Performance Management System Q&A / Discussion
	14:30 PM - 14:45 PM	Session 11 CFR Evaluation Methodology (CEM)
	14:45 PM - 16:30 PM	Session 12 Breakout session (Group CFR exercise)

Date	Time	Title
DAY 3	09:00 AM - 09:20 AM	Overview of day's programme
	09:20 AM - 11:30 AM	Session 13 Case Study of USA <i>Government Performance and Results Act (GPRA) &amp; National Performance Review (NPR)</i> Q&A / Discussion
	11:30 AM - 12:45 PM	Session 14 Case Study of Kenya (Performance Contracting System) <i>Winner of United Nations Public Service Award</i> Q&A / Discussion
	12:45 PM - 13:45 PM	Lunch Break
	13:45 PM - 14:45 PM	Session 15 Case Study of India RESULTS-FRAMEWORK DOCUMENT (RFD) - Government Performance Management System
	14:45 PM - 15:45 PM	Class discussion on CFR of Barbados Fire Department CFR
	15:45 PM - 17:45 PM	Breakout session (Group CFR exercise)

Date	Time	Title
DAY 4	09:00 AM - 09:30 AM	Overview of day's programme & Q & A on assignment
	09:30 AM - 10:50 AM	Session 16 Case Study of Bangladesh <i>Annual Performance Agreement</i>
	10:50 AM - 11:00 AM	Break
	11:00 AM - 12:00 PM	Session 17 Discussion on Generally Accepted Performance Principles (GAPP) & GAPP Poll for Trinidad & Tobago
	12:00 PM - 13:00 PM	Session 18 Discussion on possible options for a Performance Management Policy for Trinidad & Tobago
	13:00 PM - 14:00 PM	Lunch Break
	14:00 PM - 14:15 PM	CANVAS DEMO - Peer Evaluation of CFRs prepared by Groups
	14:15 PM - 17:30 PM	Breakout session (Group CFR exercise)

Date	Time	Title
DAY 5	09:00 AM - 09:20 AM	Overview of day's programme GPMS in Jamaica
	09:20 AM - 09:45 AM	Session 19 Performance Audit vs Financial Audit
	09:45 AM - 10:30 AM	Session 20 Performance-Related Incentive Scheme for Government Departments
	10:30 AM - 12:00 PM	Session 21 Performance Management of Public Enterprises Case Study of India's MOU system
	12:00 PM - 12:15 PM	Break
	12:15 PM - 13:00 PM	<i>Question for Class Discussion:</i> Exercises on Performance Evaluation of State-Owned Public Enterprise (SOE)
	13:00 PM - 14:00 PM	Lunch Break
	14:00 PM - 14:20 PM	Discussion on Generally Accepted Performance Principles (GAPP)
	14:20 PM - 15:00 PM	Peer Review on CANVAS
	15:00 PM - 15:15 PM	Course Evaluation
	15:15 PM - 16:15 PM	VALEDICTORY SESSION ( <b>To be confirmed</b> ) <ul style="list-style-type: none"> <li>The Rt Hon Patricia Scotland KC <i>The Secretary-General of The Commonwealth</i></li> <li>Ms. Abigail Bynoe <i>Deputy Permanent Secretary, Ministry of Public Administration</i></li> </ul>

### 13. Course Director: Prof. Prajapati Trivedi

Prof. Prajapati Trivedi is currently the Commonwealth Secretary-General's Special Envoy for SDG Implementation. He is also a Distinguished Professor at the Management Development Institute (MDI), India, and a Visiting Faculty at Harvard Kennedy School of Government, Harvard University, USA. Till recently he was a Senior Director heading the Economic, Youth, and Sustainable Development Directorate of the Commonwealth Secretariat in London, UK.

From 2009-2014, he served as a Permanent Secretary to the Government of India in the Cabinet Secretariat, Prime Minister's Office, where he was responsible for designing a highly regarded whole-of-government performance monitoring and evaluation system for government departments and reporting the results to the Prime Minister of India. He served concurrently as the Chairman, National Authority Chemical Weapons Convention (NACWC). He also served as Economic Adviser to the Government of India from 1992-94, where he was responsible for setting up a performance management system for public enterprises. He served as a Senior Economist with the World Bank from 1995-2009; STC Chair Professor of Public Sector Management at the Indian Institute of Management Calcutta (1987-1992).

He received M.Sc. (Economics) from London School of Economics in 1972 and Ph.D. (Economics) from Boston University in 1985. Author of seven books and several academic papers, he has worked in more than 50 countries around the world. In 2017 he became the first Indian to receive the International Public Administration Award by the American Society for Public Administration (ASPA) in recognition of his significant contributions to the field of public administration as a scholar and practitioner.

He is also a Fellow of the National Academy of Public Administration (NAPA). Prof. Trivedi started teaching Economics in 1974 and has taught Economics in various programs at Harvard University since 1979. He continues to teach at the Harvard Kennedy School of Government, where he finished teaching a course in Economics in August 2024.

### 14. Further Contacts:

#### Teaching / Research Coordinator

##### **Mr. Rajiv Nair**

Governance Adviser  
Public Sector Governance Unit  
Governance and Peace Directorate  
Commonwealth Secretariat  
London, UK  
Mobile: +44-7448178566  
Email: [r.nair@commonwealth.int](mailto:r.nair@commonwealth.int)

#### Programme Coordinator / Manager

##### **Ms. Colleen Gallazzi**

Executive Director  
Modernization and Service Improvement Division  
Ministry of Public Administration  
Level #5, National Library Building  
23 Abercromby Streets, Port of Spain 100509  
Republic of Trinidad and Tobago  
Tel: 868-6234724 extension 31830  
Mobile: 868-6867693  
Email: [colleen.gallazzi@gov.tt](mailto:colleen.gallazzi@gov.tt)



Commonwealth Secretariat  
Marlborough House, Pall Mall  
London SW1Y 5HX  
United Kingdom

[thecommonwealth.org](http://thecommonwealth.org)