



The Commonwealth

Commonwealth Advanced Online Training Programme in GOVERNMENT PERFORMANCE MANAGEMENT

Guidelines for Group Work on SMART

(Strategic Management and Accountability for Results Toolkit)

1. Goal of the Exercise:

Prepare a Commitment for Results (CFR) for a government department in Barbados.

This is a “group” exercise in which each group is expected to draft a Commitment for Result (CFR) for a government department in Barbados with which at least one member of the group is quite familiar.

A Commitment for Result (CFR) provides a summary of the most important results that a department/ministry expects to achieve during the financial year. This document has two main purposes: (a) move the focus of the department from process-orientation to result-orientation, and (b) provide an objective and fair basis to evaluate department’s overall performance at the end of the year. These documents are known variously as Performance Agreements, Performance Contracts, Contratos de Rendimientos, Contrat di Plan, and so on. (For more details on the concept and structure of CFR, please see the accompanying Guidelines for drafting CFR)

Each group is expected will have to prepare an “ideal” Commitment for Results document. This exercise has the following broad objectives:

- a. Get a feel for what is involved in designing and drafting a real-world CFR (Commitment for Results).
- b. Employ the principles of public sector performance evaluation discussed and developed in this Course in the context of real-world government departments / agencies.
- c. Bring together (or integrate) all insights gained in the Workshop.
- d. Master the toolkit (SMART) for government performance management and explore the possibility of using it in your country or department.

2. Modus Operandi of Group Work

2.1 Before the Course

- a. Please meet with your colleagues that have been nominated to this Course¹ from your Ministry/Department/Agency/SOE. We will be sending the credential for working on SMART to you.²
- b. You have to decide on one person from your organizational team who will be responsible for coordinating and entering data. That person shall also be responsible for the password. You could also decide to have one person as the chair and coordinator for the country group (team) and another person responsible for data entry.
- c. The same password can be used by every member of the organizational team to view and enter data. However, to avoid confusion, it is best to let only one person make changes that have been approved by the team.
- d. It Is not important to have absolutely accurate data at this stage of the exercise as our focus is not at all on data but the structure and design of CFR. You should be able to specify, vision, mission, objectives and KPIs for the organization. We can improve the accuracy of data later. At this stage, you may enter reasonably good quality data which can be improved later.
- e. For preparing the CFR for the chosen department, you will need the help of the following:
 - i. **Video on SMART**
(<https://drive.google.com/file/d/1bVboAHbjwIinkZjR4GZi1ZQPuw3q9D7U/view?usp=sharing>)

¹ We shall use terms such as ‘Course’, ‘Programme’, ‘Workshop’ as synonymous and interchangeable terms for this online training.

² For MDAs (Ministry/Department/Agency) that have nominated more than four participants, we can create another set of SMART credentials for them, if requested.

ii. Guidelines for SMART

(<https://drive.google.com/file/d/1uL8xcSx95QS32HfDm7aCVL9RGrQzs9h6/view?usp=sharing>)

iii. SMART User Manual

iv. CFR Evaluation Methodology (CEM)

f. DEADLINE for completing this exercise is April 12, 2021

- g. Please submit only after your team is satisfied. Once you hit the submit button, you cannot make changes.
- h. After submitting CFR in the SMART software, please (1) print a copy of the CFR and upload it on Canvas; (2) send a copy of the CFR to the following emails:
 - i. (Ms. Toshit Godara) t.godara@commonwealth.int
 - ii. (Ms. Sanjana Zaman) sanjana.zaman@gmail.com

2.2 During the Course (April 12 - 16, 2021)

A. Preparing / Improving the CFR

- a. During the course, we will create new groups for group work. These will be diversified groups with representatives from several different organizations (ministries, departments, and SOEs).
- b. Please meet with your group member in break-out rooms (virtually on Zoom) and develop a draft CFR for a government department / agency that has been selected by consensus in the group. If a member of your group already has a CFR for a government department, he or she prepared with their organizational team, your group may use that as a starting point for this exercise. Each group is expected to prepare a “model” draft CFR for the department chosen by the group. As mentioned earlier, groups may decide to draft a new CFR from scratch. Sometimes it is easier to do so. We leave this decision to respective groups.
- c. We should use all the knowledge acquired in the workshop to prepare these model CFRs. The focus of this exercise is again on the “structure” of the CFR and not on the “numbers.” Each Group is expected to prepare this CFR using SMART software. Our

Teaching Assistants (Ms. Toshit Godara and Ms. Sanjana Zaman) will be available for help with SMART. They can be contacted via email or phone.

- d. Each group should use the CFR Evaluation Methodology (CEM) to ensure that their CFR has the highest possible composite score for the quality of the draft.
- e. Each group should hand in the revised CFR/ performance contract by 6:30 PM on Thursday, April 15, 2021. Once you have submitted your group's CFR, we will print them and circulate among all other groups.

B. Evaluate the Quality of CFR Prepared by Other Groups

- a. Next day, Friday, April 16, 2021, we would like you to meet with your group and evaluate the quality of CFR prepared by other groups. This is also an exercise for groups in virtual breakout rooms. When you meet with your diversified group on Friday, April 16, 2021, each group should "critique" the draft CFRs / Performance Agreements / Performance Contracts prepared by other groups. That is, each group should discuss and evaluate the "quality" of CFR (prepared by other groups) using CEM (CFR Evaluation Methodology). Each group will have to come up with critical points. We do not want to focus on the strengths of the drafts, rather, the emphasis will be on pointing out those aspects of the respective PAs / Performance Contracts that can be improved further.
- b. Each group should calculate the CEM score for all other PAs and prepare a PowerPoint on their own group's CFR.

C. Critique of CFR prepared by Other Groups:

(Group discussion in the plenary session to determine which group prepared the best CFR)

- a. We will meet in the plenary session on April 16, 2021 and undertake a peer evaluation of CFRs produced by various groups.
- b. The Peer Evaluation will be done on CANVAS. We will give you instructions on how to do Peer Evaluation on Canvas in the class just before you do it
- c. We will also give you time to ask questions from other groups.
- d. Then each member of the group will be asked to give a CEM score. This individual score can differ from the group view.
- e. The group performance will be judged on two counts. First, the average of CEM Composite Score for the CFR as evaluated by all participants. Second, we will have a set of criteria that will include how well the respective groups are able to defend their work.

D. Award for Excellence

The members of the group that gets the best evaluation by their peers, shall be awarded a Trophy with their name inscribed on this trophy. These trophies will be given to the High Commissioners of the respective members of the group, with a request to get it delivered to you personally.

