



Commonwealth Advanced Online Training Programme in Government Performance Management

SMART Submissions by Mixed Groups for Class Discussion and Peer Review

Please submit the CFR prepared by your group for the ministry/department/agency/public enterprise/ statutory body in Trinidad and Tobago. In making this choice, please make sure that one of the members of the group has the required knowledge and information about the organization chosen.

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 / statutory body in Trinidad and Tobago.

This is a “group” exercise in which each group is expected to draft a Commitment for Result (CFR) for a government department / statutory body in Trinidad and Tobago 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:

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



Commonwealth Advanced Online Training Programme in Government Performance Management

2. Modus Operandi of Group Work

1. Video on SMART

(<https://drive.google.com/file/d/1bVboAHbjwLinkZjR4GZi1ZQPuw3q9D7U/view?usp=sharing>Links to an external site. w?usp=sharingLinks to an external site.)

2. Guidelines for SMART

(<https://drive.google.com/file/d/1uL8xcSx95QS32HfDm7aCVL9RGrQzs9h6/view?usp=sharing>Links to an external site. w?usp=sharingLinks to an external site.)

3. During the Course

A. Preparing / Improving the CFR

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).

- Please meet with your group members 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
- 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
- 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.
- Each group should hand in the revised CFR as follows:
- Group 1 should submit their revised CFR by Thursday, September 5, 2024 (6 PM). Once you have submitted your group’s CFR, we will download them and circulate among all other groups via email.

B. Evaluate the Quality of CFR Prepared by Other Groups

1. 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 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



Commonwealth Advanced Online Training Programme in Government Performance Management

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

2. Each group should calculate the CEM score for all other PAs and prepare a PowerPoint on their own group's

C. Critique of CFR prepared by Other Groups:

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

1. 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.
2. We will also give you time to ask questions from other groups.
3. Then each member of the group will be asked to give a CEM score. This individual score can differ from the group
4. The group performance will be judged on the average of CEM Composite Score for the CFR as evaluated by all participants.

D. Award for Excellence

The members of the group that gets the best evaluation by their peers, shall be awarded a Trophy as Award for Excellence 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.

Trophies will also be given to groups that got the second and third highest scores.