Commonwealth Advance Online Training Programme in Government Performance Management (Africa and Europe Edition)

25 - 29 January 2021

Public Sector Governance Unit, Governance and Peace Division, Commonwealth Secretariat

The Commonwealth
‘Commonwealth Advanced Online Training Programme in Government Performance Management’
1. **Background**

   There is generally a widespread consensus that government performance is critical to 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 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 design and implementation of performance management systems, which contribute to more effective government. It 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 SMART software, a proprietary software developed by the Commonwealth Secretariat. SMART 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 Government Performance and the necessary training resources. This course has been designed for the purpose of furthering the development of a community of practice in 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

**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.*

5. Programme Content

This is a very comprehensive Course and is tailored to be useful to participants with varying degrees of previous background in designing and implementing performance management systems in government. Both experienced professionals and newcomers will find it useful and enjoyable. 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 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
6. Who should attend?
This Course is intended for senior Government Officials, Senior Public Enterprise Managers, and Politicians from Commonwealth countries who are concerned with improving performance of their governments in their respective countries. It is expected that all participants will be university graduates, but candidates with other qualifications and/or relevant work experience will be considered. Since all work is done in English, prospective participants must be fully fluent in speaking, reading and understanding English.

Each member country will be requested to nominate a team of four senior government officials. Two of the four nominees are expected to be at the level of permanent secretary or above. To facilitate more relevant discussion and convenience in attending the programme, it is being offered for each region as follows:

<table>
<thead>
<tr>
<th>Region</th>
<th>Programme Date</th>
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<tbody>
<tr>
<td>1. Africa and Europe</td>
<td>25 - 29 January, 2021</td>
</tr>
<tr>
<td>2. Asia</td>
<td>8 - 12 February, 2021</td>
</tr>
<tr>
<td>3. Caribbean and North America</td>
<td>22 - 26 February, 2021</td>
</tr>
<tr>
<td>4. Pacific</td>
<td>8 - 12 March, 2021</td>
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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.

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
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 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 hypothetical Commitment for Results (CFR) provide the participants with intensive first-hand experience in essential skills for government performance management.

9. Evaluation Components for the Online Course

<table>
<thead>
<tr>
<th>Grading Component</th>
<th>Description</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Problem Set (PS)</td>
<td>Almost all 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.</td>
<td>50</td>
</tr>
<tr>
<td>2 Individual Assignments</td>
<td>Participants will be required to prepare a Commitment for Results Document for a Government Department in their country.</td>
<td>20</td>
</tr>
<tr>
<td>3 Group Assignment</td>
<td>There will be a group exercise and 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 exercises.</td>
<td>15</td>
</tr>
<tr>
<td>4 Class Participation</td>
<td>Class participation should be helpful to the class discussion and move the discussion forward. It should not be taken as an opportunity to show off or put down fellow participants.</td>
<td>15</td>
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<td></td>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
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</table>

Everyone scoring above 60 points will be awarded a certificate signed by the Commonwealth Secretary-General Rt Hon Baroness Patricia Scotland QC.
10. **Required Textbooks for the Online Training Programme**
*PDF copies of these books will be made available to participants:*


11. **Recommended (Optional) Textbooks for the Online Training Programme**
*Selected pages from the following books will be made available as needed:*


## Typical Agenda for the Online Training Programme

<table>
<thead>
<tr>
<th>Date</th>
<th>Time (GMT)</th>
<th>Title</th>
</tr>
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<tbody>
<tr>
<td><strong>DAY 1 (Mon 25th January 2021)</strong></td>
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</tbody>
</table>
| | 08:30 AM - 09:15 AM | **INAUGURAL SESSION**  
- Rt Hon. Baroness Patricia Scotland QC  
  *Commonwealth Secretary-General*  
- Prof. Luis Franceschi, *Senior Director GPD*  
- Dr. Roger Koranteng, *Head of Governance*  
- Mr. Kantapudi Padmanabhaiah, *Chairman, ASCI*  
- Prof. Prajapati Trivedi, *Special Envoy for SDG Implementation*  
- Mr. Dunstan Maina, *Public Administration Adviser* |
| | 09:15 AM - 09:30 AM | BREAK |
| Session 1: | 09:30 AM - 11:30 AM | **The Problem:**  
What are the main reasons for poor performance in government?  
**The Solution:**  
Nine Habits of Highly Effective Governments  
*What Gets measured gets Done*  
**Q&A / Discussion** |
| | 11:30 AM - 12:00 PM | LUNCH BREAK |
| Session 2: | 12:00 PM - 02:00 PM | **How to Measure Performance in Government**  
*In Search of Accountability* -  
*What, Why, How, When, Where and Who*  
**BREAK** |
| | 02:00 PM - 02:15 PM | |
| Session 3: | 02:15 PM - 04:15 PM | **Meta Evaluation** -  
Evaluating the Quality of Government Performance Management System  
**Case Study of Bhutan** -  
*An Interview with Former Prime Minister of Bhutan*  
**Q&A / Discussion** |
## DAY 2 (Tuesday 26th January 2021)

<table>
<thead>
<tr>
<th>Time (GMT)</th>
<th>Title</th>
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</table>
| 08:30 AM - 10:00 AM | Case Study of India  
The Rise and Fall of India’s Government Performance Management System |
| 10:00 AM - 10:15 AM | BREAK                                                                 |
| 10:15 AM - 11:30 AM | Case Study of USA  
Government Performance and Results Act (GPRA) & National Performance Review (NPR) |
| 11:30 AM - 12:00 PM | LUNCH BREAK                                                           |
| 12:00 PM - 01:30 PM | Case Study of Kenya  
Winner of United Nations Public Service Award                           |
| 01:30 PM - 01:45 PM | BREAK                                                                 |
| 01:45 PM - 03:00 PM | Overview of SMART  
Strategic Management and Accountability for Results Toolkit              |
| 03:00 PM - 04:15 PM | GROUP DISCUSSION  
Drafting of Commitment for Results (CFR) by Participants / Groups        |

## DAY 3 (Wednesday 27th January 2021)

<table>
<thead>
<tr>
<th>Time (GMT)</th>
<th>Title</th>
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</table>
| 08:30 AM - 10:00 AM | CFR Evaluation Methodology  
How to Evaluate the Quality of CFR                                       |
| 10:00 AM - 10:15 AM | BREAK                                                                 |
| 10:15 AM - 11:30 AM |  
- Role of Communications in Government Performance Management  
- Design and Implementation of:  
  - Citizen/Client Charters  
  - Grievance Redress Mechanism |
| 11:30 AM - 12:00 PM | LUNCH BREAK                                                           |
| 12:00 PM - 02:00 PM | Group discussion of CFRs                                              |
| 02:00 PM - 02:15 PM | BREAK                                                                 |
| 02:15 PM - 03:15 PM |  
- Managing Performance Management of Public Enterprises:  
  If not for Profit, then for what |
| 03:15 PM - 05:15 PM | Select Country Presentations                                         |
### DAY 4 (Thursday 28th January 2021)

<table>
<thead>
<tr>
<th>Time (GMT)</th>
<th>Title</th>
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</table>
| 08:30 AM - 10:00 AM | Performance Incentive System  
  ▪ Connecting Departmental Performance to Individual Performance  
  ▪ Designing and Implementing a Performance Related Incentive Scheme |
| 10:00 AM - 10:15 AM | BREAK                                                                 |
| 10:15 AM - 11:30 AM | ISO 9001 in Government  
  ▪ Role of Quality Management in Government Performance              |
| 11:30 AM - 12:00 PM | LUNCH BREAK                                                            |
| 12:00 PM - 02:00 PM | Using Performance Management as an instrument for Implementing Administrative Reforms  
  ▪ Innovation in Government  
  ▪ Corruption Mitigation in Government                                 |
| 02:00 PM - 02:15 PM | BREAK                                                                 |
| 02:15 PM - 04:15 PM | Using Performance Management as an instrument for Implementing Administrative Reforms (Continued...)  
  ▪ Innovation in Government  
  ▪ Corruption Mitigation in Government                                 |

### DAY 5 (Friday 29th January 2021)

<table>
<thead>
<tr>
<th>Time (GMT)</th>
<th>Title</th>
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<tbody>
<tr>
<td>08:30 AM - 09:30 AM</td>
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</tbody>
</table>
  ▪ Citizen / Client Charter (CCC)  
  ▪ Grievance Redress Mechanism (GRM)                                            |
| 09:30 AM - 09:45 AM | BREAK                                                                 |
| 09:45 AM - 11:30 PM | Group Discussion - Preparation of Critiques of Commitment for Results (CFR) prepared by Groups (part 1) |
| 11:30 AM - 12:00 PM | LUNCH BREAK                                                            |
| 12:00 PM - 01:30 PM | Group Discussion - Preparation of Critiques of Commitment for Results (CFR) prepared by Groups (part 2) |
| 01:30 PM - 01:45 PM | BREAK                                                                 |
| 01:45 PM - 04:15 PM | Discussion and Evaluation of CFRs prepared by Groups                 |
| 04:15 PM - 05:00 PM | VALEDICTORY SESSION  
  ▪ Rt Hon Baroness Patricia Scotland QC  
    Commonwealth Secretary-General  
  ▪ Prof. Luis Franceschi, Senior Director GPD  
  ▪ Dr. Roger Koranteng, Head of Governance  
  ▪ Mr. Kantapudi Padmanabhaiah, Chairman, ASCI  
  ▪ Prof. Prajapati Trivedi, Special Envoy for SDG Implementation  
  ▪ Mr. Dunstan Maina, Public Administration Adviser |
13. **Course Director: Prof. Prajapati Trivedi**

Prof. Prajapati Trivedi is the Commonwealth Secretary-General’s Special Envoy for SDG Implementation. 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; 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 five 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). Praja started teaching Economics in 1974 and has taught in Economics in various programs at Harvard University since 1979.

14. **Course Coordinator**

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