PLANNING, MONITORING, AND EVALUATION COMMUNITY OF PRACTICE (PME-CoP)

INTERVENTION LOGIC
PME-CoP ANNUAL KNOWLEDGE FAIR

"Communities of Practice are the heart of knowledge management—they transform individual expertise into collective intelligence and create a living system of learning, innovation, and collaboration."

— Adapted from Wenger, McDermott & Snyder (2002)

PLANNING, MONITORING, AND EVALUATION – **COMMUNITY OF PRACTICE** (PME-CoP)

The Planning, Monitoring and Evaluation Community of Practice (PME-CoP), led by the Performance Management and Evaluation Branch (PMEB) of the Office of the Cabinet, is a professional network of public sector practitioners committed to strengthening the use of evidence, data, and results-based approaches in government. The PME-CoP fosters knowledge sharing, peer learning, and capacity development in planning, monitoring, and evaluation across ministries, departments, and agencies. It supports improved policy implementation, performance reporting, and accountability through workshops, tools, and collaborative initiatives. Ultimately, the CoP seeks to institutionalize a culture of continuous improvement and results-oriented public service in Jamaica.

INTRODUCTION

The Knowledge Fair is a strategic initiative designed to foster collaboration, learning, and knowledge exchange among government ministries, evaluation professionals, development partners, and academia. Grounded in the theories of Communities of Practice (CoP) and Diffusion of Innovations, the fair will offer a platform for thematic panels, expert-led workshops, case studies, and digital resources to enhance the technical capacity of planning, monitoring, and evaluation (PM&E) practitioners. The fair's objectives include strengthening collaboration across government agencies, fostering peer-to-peer learning, promoting the adoption of evidence-based best practices, and institutionalizing mechanisms for ongoing knowledge exchange. This initiative is a key component of the broader strategy to institutionalize PM&E across government institutions, ensuring that evidence-based decision-making is embedded in policy formulation. By promoting a culture of continuous learning, the Knowledge Fair will contribute to more effective public sector performance, improved policy and programme outcomes, and greater transparency, ultimately advancing Jamaica's national development goals.

WHAT IS THE PROBLEM?

The Jamaican public sector continues to face significant challenges related to technical capacity, institutional knowledge retention, learning, and the consistent application of evidence-based decision-making. These challenges have impeded the pace and quality of public sector transformation and have highlighted the urgent need for systematic professional development and knowledge exchange mechanisms.

Despite ongoing reform efforts, many ministries, departments, and agencies (MDAs) still struggle with fragmented access to technical knowledge in Planning, Monitoring and Evaluation (PM&E), resulting in inconsistent standards of practice. Decision-makers are often unable to access or apply timely, relevant, and high-quality data to guide policy and program design. This limits the ability of the state to improve service delivery and respond effectively to development challenges.

One of the underlying problems is the insufficient integration of knowledge management systems across government. There is limited institutional memory due to high staff turnover, inadequate documentation of good practices, and weak mechanisms for peer learning and professional exchange. These gaps are compounded by the lack of structured and sustained learning opportunities for PM&E professionals and decision-makers. As a result, technical officers and executives are often isolated in their roles and must rely heavily on individual initiative to build expertise.

The Public Sector Learning and Development Policy (2022) identifies these systemic weaknesses and proposes Communities of Practice (CoPs) as a critical solution. The Policy mandates the creation of 17 CoPs across priority areas to promote continuous learning, peer-to-peer exchange, and professional development. The Planning, Monitoring and Evaluation Community of Practice (PME-CoP) is one such mandated group. Re-established in 2024 following a disruption during the COVID-19 pandemic, the PME-CoP now convenes quarterly, bringing together professionals from across the public service to share knowledge and strengthen collective capacity.

However, to deepen impact and ensure sustained engagement, the traditional CoP meetings must be complemented by more dynamic, structured, and diverse learning opportunities. The Knowledge Fair has been designed precisely for this purpose. It introduces an innovative and participatory platform for showcasing best practices, sharing knowledge products, and fostering collaboration across government and with partners. The Fair offers an avenue for capacity building, professional recognition, and the dissemination of evidence-based tools and methods. It enriches the CoP by integrating formal and informal learning approaches and expanding its reach to a broader group of stakeholders.

In summary, the Knowledge Fair and PME-CoP directly respond to key challenges in the Jamaican public sector:

- Weak technical capacity in PM&E and inconsistent use of evidence for policy-making.
- Limited systems for knowledge sharing and retention, worsened by staff attrition.
- A need for professional development pathways to support public service excellence.
- Inadequate collaboration mechanisms across MDAs and insufficient peer learning opportunities.

Together, the PME-CoP and Knowledge Fair represent a strategic response to these gaps, aligned with national policy directives and grounded in international best practices for public sector reform.

WHAT IS A KNOWLEDGE FAIR?

A Knowledge Fair is a structured event designed to showcase, exchange, and promote learning from innovations, best practices, and lessons learned across institutions or sectors. It provides a platform for practitioners to present their work, engage in dialogue, and build networks around shared interests. Within a Community of Practice (CoP), a Knowledge Fair serves as a key mechanism for strengthening collaboration, facilitating peer learning, and deepening collective expertise. It helps surface tacit knowledge, spark new ideas, and reinforce a culture of continuous learning and improvement—core values that underpin and sustain an effective and vibrant CoP.

HOW DO WE UNDERSTAND CHANGE?

THEORY OF CHANGE

The Knowledge Fair, designed for the PM&E Community of Practice, is grounded in Communities of Practice Theory and Diffusion of Innovations Theory. It creates an interactive platform where practitioners share knowledge, collaborate, and reinforce a shared professional identity. By showcasing innovations, toolkits, and real-world applications, the Fair accelerates the diffusion of PM&E best practices. It strategically breaks silos and fosters peer learning, institutionalizing continuous improvement and evidence-based decision-making. This collaborative, practice-driven learning model enables consistent capacity building and cultural transformation across the public sector, embedding results-based approaches that improve governance, planning, and evaluation outcomes at all levels.

THEORY OF ACTION

Through expert facilitation, curated resources, and active stakeholder participation, the Knowledge Fair delivers themed sessions, peer learning workshops, and showcases of successful PM&E practices. Outputs include proceedings, toolkits, and strengthened peer networks. These lead to improved practitioner skills, cross-agency collaboration, and integration of data-informed methods into policy and planning. The initiative institutionalizes ongoing knowledge exchange and reinforces the use of evidence for decision-making. Ultimately, the Fair supports a more efficient, responsive, and accountable public sector. Its long-term impact includes better development outcomes, a culture of learning and innovation in government, and enhanced trust and engagement from citizens.

RISKS

- **Limited Stakeholder Engagement** – Low participation from key government agencies and PM&E practitioners may reduce the impact of the fair.
- **Resource Constraints** – Inadequate funding and logistical support may affect the quality of the event.
- **Resistance to Knowledge Sharing** – Some practitioners may be unwilling to share insights due to organizational silos or lack of trust.
- **Technological Barriers** – Poor digital infrastructure may hinder virtual participation and knowledge dissemination.
- **Competing Priorities** – Government officials and agencies may deprioritize participation due to pressing operational demands

ASSUMPTIONS

- **Stakeholders See Value in Participation –** Government agencies and practitioners recognize the importance of PM&E knowledge exchange.
- **Institutional Support is Secured –** Senior leadership and policymakers endorse and promote the initiative.
- **Resources are Adequate –** Funding, venues, and technical support are available to facilitate smooth execution.
- **Innovative Practices Are Documented and Shareable –** Relevant case studies, lessons learned, and best practices exist for dissemination.
- **Technology Supports Engagement –** Digital platforms enable broad participation, including remote access and post-event knowledge sharing.

CONSTRAINTS

- **Bureaucratic Processes –** Lengthy approval and coordination procedures may slow planning and implementation of Fair
- **Limited Timeframe –** Short planning cycles may restrict in-depth engagement and content development. Required for the Fair.
- **Knowledge Management Culture** – Existing gaps in documentation and knowledge-sharing practices may limit available content.
- **Capacity Gaps –** Some participants may lack the technical skills to engage fully with PM&E concepts required for the Fair.
- **Dependence on External Expertise –** Over-reliance on international partners or consultants to prepare the Intervention logic of plans.

ENABLERS

- **High-Level Government Commitment –** Support from key ministries and the Office of the Cabinet reinforces the importance of the initiative.
- **Existing PM&E Networks –** Leveraging established communities of practice and knowledge-sharing platforms can enhance participation.
- **Strategic Partnerships –** Collaboration with development partners (e.g., World Bank, GEI, ILO, CLEAR-LAC) can provide technical and financial resources.
- **Digital Knowledge Management Tools –** Online repositories and learning platforms can extend the reach and longevity of shared knowledge.
- **Precedent of Similar Events –** Previous knowledge fairs or government learning initiatives provide a framework for planning and implementation.

KNOWLEDGE TRANSFER

The Knowledge Fair will use diverse knowledge-sharing methods to enhance learning and collaboration. Thematic panels, expert-led workshops, and interactive case studies will provide structured insights. Peer networking sessions, roundtable discussions, and community forums will foster dialogue and best practice exchange. Digital platforms will host recorded sessions, resource toolkits, and discussion spaces for continuous access. Hands-on demonstrations of PM&E tools will promote practical application. A post-event report, newsletters, and follow-up webinars will ensure ongoing engagement, reinforcing institutional learning and strengthening PM&E capacity across government agencies and stakeholders.

STAKEHOLDER MANAGEMENT

Stakeholders include ministries, evaluators, development partners, and academia. PM&E practitioners and policymakers benefit from capacity building and improved data use. To address resistance or low technical skills, the Fair provides tailored training, mentorship, and follow-up resources. Inclusive consultations and targeted engagement foster buy-in, while reward and recognition encourage continued participation. These strategies ensure diverse voices are heard and support sustainable, system-wide improvements in planning, monitoring, and evaluation across the public sector.

IMPLEMENTATION

Year 1 (2025): Pilot Phase
Engage stakeholders through consultations and design the Knowledge Fair with expert panels, workshops, and PM&E case studies. Launch a digital platform for resources and networking. Promote widely and offer interactive sessions.

Post-Event
Share insights via a report and provide follow-up training and mentorship.

Years 2–5: Scale-Up
Expand participation and digital reach. Institutionalize PM&E best practices across agencies with continuous feedback and support.

THEORY OF CHANGE

PROBLEM

❶ **Limited Knowledge Sharing** – Insights and best practices remain siloed, causing inefficiencies and duplication.

❷ **Inconsistent Technical Capacity -** Varying expertise levels lead to inconsistent PM&E appli-cation, weakening performance management.

❸ **Weak Learning Culture** – Lack of structured learning & peer engagement opportunities.

❹ **Slow Innovation Adoption** – Resistance to change delays the institutionalization of new tools and methods.

❺ **Underused Data in Decision Making** – Despite data collection, its impact on policy and service improvement remains minimal.
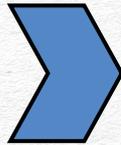
STRATEGIES

The Knowledge Fair strategy leverages Communities of Practice (CoP) Theory to foster peer learning, collaboration and institutional knowledge sharing, breaking down ministry silos and strengthening technical capacity

Diffusion of Innovations Theory guides the structured dissemination of PM&E best practices, accelerating the adoption of innovative tools and data-driven decision making

Through thematic sessions, resource toolkits, and peer networks, the Fair institutionalizes continuous learning enhancing PM&E effective-ness and embedding a culture of evidence based governance across government agencies

OUTPUTS

❶ **Conference Proceedings & Resource Toolkits** – Documentation of key presentations, case studies, and best practices shared.

❷ **Thematic Knowledge Sharing Sessions -** Workshops, panel discussions, and presentations on PM&E topics.

❸ **Networking and Peer Learning Platforms** – Formal and informal spaces for practitioners to exchange ideas.

❹ **Showcasing of Best Practices** – Demonstration of successful PM&E initiatives across govenment agencies.

❺ **Commitments to Action** – Pledges from agencies to adopt or scale specific PM&E approaches.
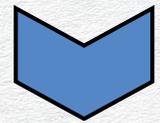
IMPACTS

❶ **More Effective and Data-Driven Public Sector** – Strengthened government performance & accountability.

❷ **Better Policy and Programme Outcomes -** Improved efficiency and effectiveness in public service delivery.

❸ **Culture of Continuous Learning in Government** – Institutionalized knowledge-sharing practices leading to sustained improvements.

❹ **Greater Public Trust in Government Initiatives** – Increased transparency and evidence based decision-making.

❺ **National Development Gains** – Contribution to sustainable development goals through improved governance.

OUTCOMES

❶ **Improved Technical Capacity** – Enhanced skills and knowledge among PM&E practitioners.

❷ **Strengthened Collaboration -** Increased cross agency partnerships and peer-to-peer leaning

❸ **Adoption of Best Practices** – Integration of evidence-based approaches into government planning and evaluation processes

❹ **Institutionalization of Knowledge Exchange** – Regularized mechanisms for ongoing learning and collaboration

❺ **Enhanced Use of Data for Decision-Making** – Increased application of PM&E insights in policy formulation.

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