



PMEB



CAPACITY-BUILDING ANNUAL REPORT

2024

KNOWLEDGE

INNOVATIONS



PREPARED BY:
**PERFORMANCE MANAGEMENT
AND EVALUATION BRANCH,
OFFICE OF THE CABINET**

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Overview

Capacity-Building Initiatives



For the financial year 2024/2025, the Office of the Cabinet, through the Performance Management and Evaluation Branch (PMEB), facilitated a series of capacity-building interventions to address capacity gaps in planning, performance management, and evaluation, which have hindered the consistent application of results-based approaches across the public sector.

These interventions were delivered through professional development certificate training, peer learning opportunities, practical exercises, onboarding of new/ revised planning and reporting templates, and incentivization strategies. Collectively, these approaches supported knowledge sharing, skills enhancement, and institutional alignment with IRBM principles.

Key delivery platforms included:

- The Planning, Monitoring and Evaluation Community of Practice (PMECoP)
- Corporate Planners' Network (CorpNet)
- Integrated Results-Based Management Awards Ceremony
- Short Courses in IRBM
- Focused Learning Workshops & Seminars

Planning, Monitoring and Evaluation Community of Practice (PMECoP)



The Planning, Monitoring, and Evaluation Community of Practice (PMECoP), established by the PMEB in 2016, enhances public sector practitioners' skills in Integrated Results-Based Management (IRBM). Relunched in April 2024 after a decline in activity due to the COVID-19 pandemic, it aligns with the Public Sector Learning Framework's requirement for professional bodies to have a community of practice. The PMECoP focuses on modern planning, monitoring, and evaluation tools, offers networking opportunities, and shares knowledge which supports the upcoming IRBM policy. The CoP meets quarterly, targeting Corporate Planners, M&E practitioners, and programme/ project managers while allowing other professionals to join as Associate Members.

For 2024-2025 FY, the following sessions were held:

Quarter 1: Innovation & Entrepreneurship

Books Reviewed:

Diffusion of Innovation by Everett Rogers
Start-Up Nation by Dan Senor & Saul Singer

Management Tool Explored: Business Model Canvas



Quarter 2: Risk Management

Books Reviewed:

Against the Gods: The Remarkable Story of Risk by Peter Bernstein
The Logic of Failure: Recognizing and Avoiding Error in Complex Situations by Dietrich Dörner

Management Tool Explored: Root-Cause Analysis



Quarter 3: Stakeholder Engagement

Books Reviewed:

The Ugly American by Eugene Burdick & William Lederer
Seeing Like a State by James Scott

Management Tool Explored: Stakeholder Map



Quarter 4: Knowledge Management

Books Reviewed:

Nineteen Eighty-Four by George Orwell
The Fifth Discipline: The Art & Practice of the Learning Organization by Peter Senge





Members' Feedback

Total Reach :

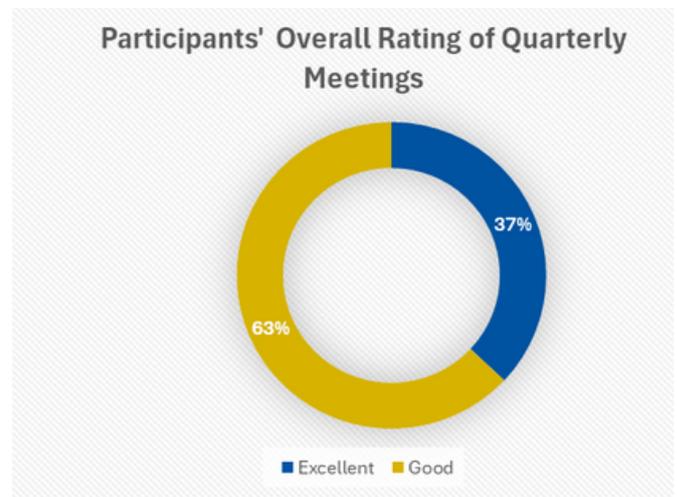
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Registered Members:

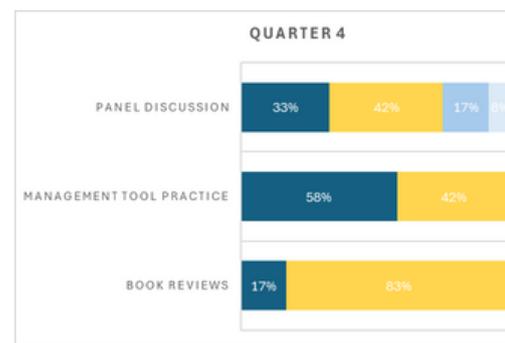
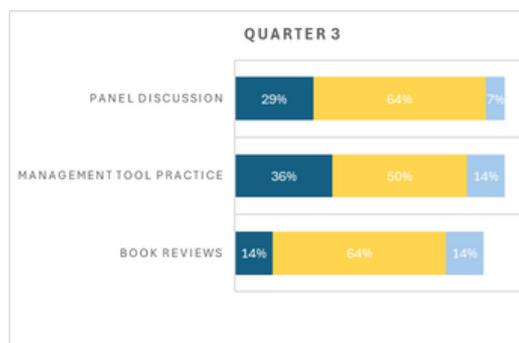
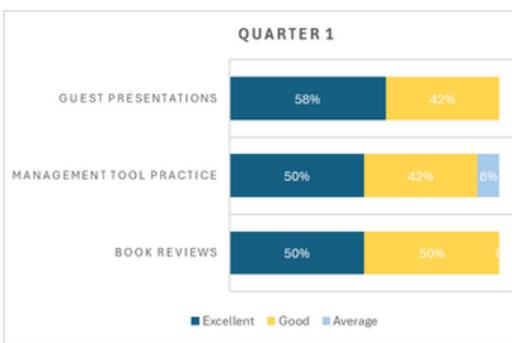
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Guest Speakers:

11



Participants' Rating of Activities:



Participants' Perspectives on Most Liked Feature of Sessions:



Corporate Planners' Network

The Corporate Planners' Network (CPN), established in 2010, plays a key role in supporting the implementation of the GoJ's Performance Monitoring and Evaluation System (PMES). Comprising public officers involved in Corporate Planning and Monitoring and Evaluation (M&E), the Network contributes to strengthening planning processes across government by building capacity in the use of planning and reporting tools and providing input into Whole-of-Government planning processes.

During the 2024/25 Financial Year, CPN facilitated a series of capacity-building sessions focused on enhancing the strategic planning and reporting capabilities of Ministries. These sessions included:

Whole-of-Government Planning & Reporting

- Capturing Strategic Risks of Ministries
- Review of the Whole-of-Government Reporting Template (conducted through a series of workshops from November 2023 to March 2024)

Ministry-Level Strategic Planning and Reporting

- Review of Planning Templates
- Review of the Quarterly Performance Reporting Template

The primary objectives of these sessions were to familiarize planners with recent updates to the various planning and reporting templates and to solicit feedback on their usability and areas for improvement. These engagements supported continuous improvement in the planning processes by ensuring that tools remain user-friendly and aligned with evolving strategic priorities.

Whole of Government Report
on Strategic Planning & Performance Reporting
 An Annual Report into the Institutionalization of IRBM in the Government of Jamaica

INTEGRATED RESULTS-BASED MANAGEMENT (IRBM) AWARDS CEREMONY



The First Annual Awards Ceremony to recognize Excellence in Integrated Results-Based Management (IRBM) was held in Q3 of FY 2024/25 under the sponsorship of the Office of the Cabinet. The GoJ has been championing IRBM to transform the way we plan, implement, and evaluate initiatives across all sectors. By grounding planning in evidence, enhancing implementation through performance monitoring, fostering learning via rigorous evaluation, and promoting accountability and transparency through comprehensive reporting, IRBM is becoming a cornerstone of good governance and public sector management. Institutionalizing RBM is crucial to our success, and the Annual Awards Ceremony sought to honour those who have excelled in this area, demonstrate the power of data-driven decision-making, and the impact of a structured management approach on national development. This ceremony not only celebrated outstanding achievements but also reinforced a commitment to embedding IRBM into the fabric of government operations, ensuring that public efforts are consistently aligned with the needs and aspirations of the people of Jamaica and create maximum value for the public resources expended.



IRBM SHORT COURSES



Surveys conducted by the PMEB continually report that key professional groups in government lack access to sufficient advanced specialist training and overseas offerings are expensive, limiting the number of persons who can be trained and certified. To address this gap, the PMEB between 2022 and 2023 developed seven 12-week online courses to train specialists in strategic, programme, project management, and monitoring and evaluation. Nine courses were run and 153 persons were trained and certified. This allowed the curriculum to be tested and adjusted where necessary. All the courses were situated within the Integrated Results-Based Management (IRBM) framework to provide a common management framework and language. In 2024, the courses were transferred to the Management Institute for National Development (MIND) where they will be institutionalized and accredited under the MIND brand.

The seven online courses were meant to be part of a comprehensive suite of 16 courses to support the training and development of planning, policy, programme, project, performance monitoring and evaluation specialists. These IRBM-based courses were developed by drawing on a large body of literature relevant to development management, public policy, and public administration. They were also informed by the theories and tools taught in leading schools of business and government and the training arms of our international development partners. All the courses utilize problem-based and experiential learning to prepare graduates to function in their jobs straight out of training. The courses were grouped into clusters which taken together would create specialisms and thus support the professional development of key technocrats in accordance with the requirements of the Public Sector Learning and Development Policy and the forthcoming Integrated Results-Based Management Policy.



LIST OF COURSES

1. Results-Based Project Appraisal and Selection (delivered twice)
2. Results-Based Risk, Crisis and Business Continuity Management
3. Results-Based Strategic Intelligence and Performance Analysis
4. Integrated Results- Based Strategic Management
5. Monitoring, Evaluation, Accountability, and Learning for Policy and IRBM (delivered twice)
6. Stakeholder Engagement and Management
7. Results-Based Programme and Project Management



Focused Learning Workshops & Seminars

The PMEB provides targeted capacity-building support to Ministries, Departments, and Agencies (MDAs) through Focused Learning Workshops and Seminars, which range from one-hour briefings to two-day sessions. These sessions cover topics such as:

- Integrated Results-Based Management
- Strategic Planning
- Monitoring and Evaluation
- Stakeholder Engagement
- Risk Management

Delivered online and in-person, the training blends theory with practical tools and emphasizes real-world applications relevant to the specific agency's context.

The sessions include lecture-style presentations, case studies, and interactive formats to enhance understanding and hands-on learning.



In 2024, the PMEB supported 12 entities across 20 days of training, a clear indication of the high demand and the value placed on this type of support. These workshops and seminars play a critical role in reducing reliance on costly external consultants by utilizing internal capacity within the public service. More importantly, they ensure that knowledge and skills transferred are directly aligned to government priorities and the operational realities of MDAs. This approach fosters ownership, improves implementation, and strengthens performance across the public sector—making it an essential part of institutional development.



Future Outlook

Building on the momentum of the 2024/2025 capacity-building initiatives, the Office of the Cabinet, through the PMEB, remains committed to deepening the institutionalization of Integrated Results-Based Management across the public sector.

Going forward, greater emphasis will be placed on sustaining and expanding the reach of these interventions by enhancing collaboration across key stakeholder networks, refining training offerings based on participant feedback, and leveraging digital platforms to improve accessibility and engagement. These efforts will also support the implementation of the upcoming IRBM policy.

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