

CARICOM Results-Based
Management Collaboration

Jamaica's Monitoring and
Evaluation System
Analysis

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Acronyms and abbreviations

CARICOM -The Caribbean Community

CLEAR LAC - Center for Learning on Evaluation and Results for Latin America and Caribbean

EPMS - Employee Performance Management System

EPMP - Employee Performance Management Policy

FAAA - Financial Administration and Audit Act

GEI - Global Evaluation Initiative

GoJ - Government of Jamaica

MDAs - Ministries, Departments and Agencies

MIND - Management Institute for National Development

MOFPS -Ministry of Finance and the Public Service

MTF -Mid- Term Socio-Economic Policy Framework



MTRBB – Medium-Term Results Based Budgeting

OC-Office of the Cabinet

OPM - Office of the Prime Minister

PIMS – Public Investment Management System

PIOJ -Planning Institute of Jamaica

PMAS – Performance Management and Appraisal System

PMEB – Performance Management and Evaluation Branch

PMEF-Performance Management Evaluation Framework

PMES -Performance Monitoring and Evaluation System

RBM – Results-Based Management

Vision 2030 – Jamaica’s National Development Plan to Year 2030

List of tables and figures

Figure 1. Theory of Change

Figure 2. Dimensions of an ideal RBM system

Figure 3. Working Process defined for the CARICOM Collaboration

Figure 4. Stages of the Monitoring and Evaluation Systems Analysis

Figure 5. Rate of progress of the Ideal RBM System

Figure 6. From an ideal RBM system to the roadmaps

Figure 7. Learning loop

Figure 8. How to identify the current level of the RBM system maturity

Table 1. Jamaica’s Monitoring and Evaluation Systems Analysis Numbers

Table 2. General Statistics of Jamaica

Table 3. Stakeholders Analysis

Table 4: Elements and sub-elements of the Ideal RBM System

Table 5. Detailed results of the Monitoring and Evaluation Systems Analysis for Jamaica



Table 6. List of participants in the Monitoring and Evaluation Systems Analysis

Relevant definitions and concepts

Evaluation - The systematic and objective assessment of an ongoing or completed project, programme, or policy, including its design, implementation, and results.

Monitoring - The continuous and systematic collection of data on specified indicators, to provide information on the extent to which resources have been used and what outputs have been achieved or produced.

Result - Clearly defined and demonstrable output, outcome, or impact (intended or unintended, positive and/or negative) of an intervention.

Results-Based Management System (RBM System)¹ - It is a global and systemic approach to management that orients all strategies, actions, and resources (both human and material) towards improving decision-making and the achievement and measurement of clearly defined and demonstrable results expected by governments and institutions, whether national, regional, or global. This systemic approach can be analysed at three levels (considering all the relationships that may exist between them) for CARICOM: the national level, the regional institutions level, and the whole-regional / CARICOM level. These levels are individual and do not have a defined hierarchy, as they have their own institutional, human, financial and multidimensional contextual characteristics that make them independent of each other. Nevertheless, the articulation/integration between them is relevant to understanding how RBM operates in the region.

The RBM system can, in turn, be composed of different sub-systems (that are systems by themselves). Some of the most important, but not the only ones, are: the monitoring and evaluation (M&E) sub-system (with the formal document that institutionalises it: the M&E Policy or Framework, if it exists); the data and information sub-system, which generates, processes, systematises and publishes relevant information to know and scale the multidimensional situation of the country or institution and thus identify

¹This concept was developed following internationally recognised standards and approaches and contextualised to the particular case of CARICOM:

*Food and Agriculture Organization of the United Nations. <https://www.fao.org/investment-learning-platform/themes-and-tasks/results-based-management/en/#c309481>

*United Nations Development Group. *Results-Based Management Handbook*. <https://unsdg.un.org/download/160/246#:~:text=RBM%20is%20a%20management%20strategy,higher%20level%20goals%20or%20impact>.

* United Nations Development Programme. *Results Based Management. Concepts and Methodology*. <http://web.undp.org/evaluation/documents/RBMConceptsMethodgyjuly2002.pdf>



problems to be addressed and guide decision-making; the human resources management sub-system, which builds and constantly strengthens the necessary capacities to have the staff with the capabilities to carry out the M&E and RBM activities necessary to achieve and measure the expected results, etc.

RBM policies, on the other hand, are key elements of a sustainable RBM system but are not, by themselves, the system. RBM policies are the normative framework that: defines how the RBM system will be structured; establishes the guiding principles for the results-oriented approach; communicates what RBM entails for the country, institution or region; identifies stakeholders to be involved and their responsibilities; and identifies the needs to execute the necessary activities, among other elements. National, institutional, and regional RBM systems linkages may be established in RBM policies, which may have shared elements.

In accordance with the CARICOM Model Results-Based Management Policy for Member States (CARICOM RBM Policy), the CARICOM RBM System was established to foster a results-oriented culture across the region by addressing the need for improved implementation rates, accountability, transparency and governance of the Community and it is based on the Community Strategic Plan 2015-2019. It is expected that its implementation will enhance the capacity of the Secretariat, Member States and the Regional Institutions to meet the reporting and accountability standards of its stakeholders. So, the overarching purpose of the Model National RBM Policy is therefore to help promote consistency in how Member States prepare and present their National RBM Policies, which, in turn will facilitate clear and well-defined linkages to the CARICOM Strategic Plan 2015-2019 (and successive strategic plans) and the CARICOM RBM System.

To promote consistency among Member States, the CARICOM RBM Policy states that it should serve as an example of what a national RBM policy could look like for a CARICOM Member State. However, each country must therefore individually select the appropriate strategic, ethical, and practical foundation for their unique policy. Also, it states that, to be effective, it is imperative that any national RBM policy be tailored to the country context.

In this sense, the Monitoring and Evaluation Systems Analysis (MESA) developed by the GEI is considered a starting point to recognise and incorporate this contextualisation of RBM policies and systems within countries, considering the guiding principles of the CARICOM RBM Policy as a headlight. Once the contexts of all countries are incorporated in the process of elaborating their RBM policies, it is important to institutionalise the RBM systems taking as a guide the RBM policies and articulating/integrating it with all the elements considered in the RBM system needed



to make it sustainable and fully operational (institutional, technical, operational, and oriented to results by using the evidence coming from the M&E system).

In this way, we should not confuse the RBM system with technological applications, platforms, software, or digital repositories with data or information contained and systematised, with the other sub-systems (described above) that conforms it, or with the RBM policies; but we should assume that to have a fully operational RBM system, it is necessary to seek a good articulation/integration between all the sub-systems and levels, so we can achieve and measure the expected results, both at the national and regional levels.



Content

Acknowledgements.....	2
Acronyms and abbreviations	2
List of tables and figures.....	3
Relevant definitions and concepts	4
1. Introduction	1
2. Jamaica’s statement on the Monitoring and Evaluation Systems Analysis	3
3. Methodology.....	4
4. Jamaica profile.....	12
5. Main findings	17
6. Next steps to build the roadmap.....	26
7. References & Sources.....	34
8. Appendix.....	36



1. Introduction

In July 2014, the Conference of Heads of Government of the Caribbean Community (CARICOM), approved the CARICOM Strategic Plan 2015-2019 which articulated the need for a more results-focused approach to programme and project management, and committed the Caribbean Community Secretariat to establish a planning, monitoring and evaluation (M&E), and reporting system based on the principles of Results-Based Management (RBM). In executing the tenets of the Community Strategic Plan, all implementing partners have expressed concern about an *implementation deficit*. This has resulted in poor implementation of public policy and Regional Public Goods in many Member States, culminating in low rates of successful program and project implementation across the Community.

Efforts to address the implementation deficit, to promote a more results-focused approach to programme and project management, and to strengthen B in the Community commenced in 2016 with the engagement of the consulting firm Baastel, to develop the CARICOM RBM System and support its institutionalisation at the CARICOM Secretariat. In October 2019, the CARICOM Secretariat requested technical assistance² from the World Bank's Independent Evaluation Group (IEG) to continue these efforts by supporting CARICOM in strengthening a result-oriented culture across the Community, which includes three implementing partners, the Member States, Regional Institutions, and the CARICOM Secretariat.

As part of the collaboration, the IEG and CLEAR LAC under the Global Evaluation Initiative (GEI) agreed to provide technical assistance in the establishment and institutionalisation of RBM policies, in addition to the Secretariat, to three pilot Member States (Dominica, Jamaica, and Saint Lucia) and three pilot Regional Institutions (the Caribbean Development Fund, the Caribbean Examinations Council, and the CARICOM Implementation Agency for Crime and Security). These pilots will serve as champions to support capacity strengthening in remaining Member States and Regional Institutions, in collaboration with IEG and the CARICOM Secretariat.

To establish a customized roadmap to strengthen the pilot's RBM Systems, a Monitoring and Evaluation Systems Analysis (MESA)³ was identified as the first step to

²With non-lending Technical Assistance (TA) the Bank helps clients to implement reform and/or strengthen institutions. Qualified TA activity must meet the following criteria: have a primary intent of enabling an external client to implement reform and/or strengthen institutions; be linked to a Bank unit with clear accountability for the service provided.

³ As this diagnosis was carried out before the publication of the GEI's MESA, the term Preparedness Diagnostic can be found throughout the document as a substitute of the MESA. Both concepts stand for the same thing and translate into an in-depth, use-oriented analysis, as this report is.



assess the level of maturity of the system and identify specific contextual and organizational features and milestones to be achieved over a five-year period.

This report presents the findings from the MESA, for Jamaica. The Report provides information on the existing strengths and opportunities to operationalise RBM in the Member State.

The report consists of eight sections which include an introduction presented in Section 1. Section 2 presents the statement on the Monitoring and Evaluation Systems Analysis (MESA), made by the Executive Coordinator of the country for the RBM Collaboration. Section 3 presents the methodology (including the Theory of Change of this activity); the MESA stages; and the “Ideal RBM System,” which consists of a four-dimension benchmark for this assessment). Section 4 contains general and contextual information about Jamaica, named Jamaica profile. This section also addresses the interest, expectations and challenges that may arise through the implementation of an RBM system using a whole of government approach. Additionally progress on the development of their RBM system based on the four dimensions is presented under this section. Section 5 presents the main findings of this MESA in a synthetic manner. Based on section 5 main findings, Section 6 presents the next steps to build the RBM roadmap to strength the RBM system in Jamaica, considering the key stakeholders that need to be involved, their contribution and incentives. Section 7 contains all the references and sources presented during the entire document, while Section 8, the Appendix, presents several items, such as the conceptual frameworks of the MESA, the ideal elements of an ideal RBM system and what is the current situation of Jamaica, a process to see how to identify the current level of the level of the RBM system maturity, the detailed findings of this Diagnostic and the list of participants in it, and documents shared with the GEI team.

After reading this report, the reader will obtain a clear idea of the existing practices and elements to strengthen and advance a sustainable RBM system based on key elements. The report may also be used to guide discussions among relevant stakeholders to support sensitisation of key stakeholders in the area of RBM practices; to share best practices with other Member States; as well as to promote existing promising practices that are being implemented. Specifically, within the framework of this collaboration, the report represents the main input for the development of the contextualized medium-term roadmaps which will be facilitated through participatory workshops and engagements.



2. Jamaica's statement on the Monitoring and Evaluation Systems Analysis

This position was developed by Mrs. Jennifer MacLeavy, Executive Coordinator of the Collaboration with collaboration of Dr. Craig Barham, Chief Technical Director of the Performance Management and Evaluation Branch, Office of the Cabinet.

The CARICOM RBM Pilot Project, with technical support provided by the World Bank's Independent Evaluation Group (IEG) and Global Evaluation Initiative (GEI), was well-timed. This project aimed to strengthen Results-Based Management (RBM) in the Member States, and Jamaica was selected as one of the pilot countries for its implementation. At the time of our selection, not only had Jamaica implemented components of the Performance Monitoring and Evaluation System (PMES), Jamaica's RBM framework, but work on the development of the Integrated Results-Based Management Policy (IRBM) was well advanced. It was therefore an opportune time for the GEI team to assist us in strengthening Jamaica's RBM system.

As a first step in this regard, this Monitoring and Evaluation System Analysis (MESA) was conducted primarily through the RBM focal points that were established in Ministries, and several key national agencies and departments. The findings from the study revealed that Jamaica's level of RBM maturity was ranked at the committed stage of development. This ranking was due to among other things, the lack of integration/articulation and regulation of RBM activities within the context of a whole-of-government approach, RBM activities not incorporated in the planning and budgeting processes, and the absence of an approved RBM policy that would address the major deficiencies identified.

From Jamaica's perspective, the study was accepted by the RBM Steering Committee (whose creation is one of the results of this collaboration) as first, consistent with the working knowledge of our RBM system and secondly, as an overall good assessment of our current RBM system. Based on these findings the GEI team has made recommendations for strengthening the draft IRBM Policy and these have been incorporated into the draft policy document. The drafting of the RBM Roadmap for Jamaica to address some of the gaps identified in the MESA was a major achievement from the collaboration and we look forward to working with the GEI team towards its implementation (See Appendix F for more information).

Overall, the collaboration was, and continues to be, productive and has been integrated with the work of the Performance Management and Evaluation Branch (PMEB), Office of the Cabinet. The main strengths of the collaboration included constant engagement to ensure that deliverables were achieved and the level of guidance/interaction and support that was provided to ensure targets were met. Aspects of the collaboration that can be



strengthened include the format for the face-to-face workshops and the interaction with the RBM focal points which could be strengthened.

In going forward, it is hoped that assistance can be provided in the following:

- *Development of national performance indicators;*
- *Development of guidelines to address the use of M&E/use of evidence;*
- *Development of operative guidelines/handbooks for monitoring;*
- *Development of operative guidelines/handbooks for evaluation; and*
- *Capacity development/training for MDAs.*

3. Methodology

This section presents the methodology and approach of the MESA used under this collaboration to strengthen RBM in the Community. It also presents the strengths and limitations of the methodology, that should be considered when analysing the results or for future replication exercises.

3.1 Theory of Change of a sustainable RBM System

The collaboration addresses an implementation deficit of public policies of CARICOM Member States that results in poor resolution of socio-economic problems which affects the well-being of the citizens.

The diagram below shows a summarized theory of change of the collaborations' activity. As described in previous sections, this report is intended to communicate the findings of a thorough RBM preparedness diagnostic which was conducted with Jamaica. The four stages of the preparedness diagnostic provided relevant information that served as inputs for this report. In addition, it provided a contextual framework, to identify a network of champions to support the process. These additional gains will inform the next steps required to develop the Jamaican RBM roadmap. This final report is the main input for the participatory workshops, for which specific processes have been defined and are presented in section 5. The workshops will lead to the development of a contextualized roadmap with activities and responsibilities to advance the implementation of a sustainable RBM system, aligned to the four dimensions: Institutionalisation, Operational Framework, Technical Capacity, and the Use of Evidence. These dimensions are further described in the following subsection and in the Appendix A. The fulfilment and continuity of the activities integrating the roadmap, together with the continuous promotion and support of an enabling environment and a system of incentives with a whole of government/institution approach; are expected to lead to the institutionalisation of the RBM system (understood as the existence,

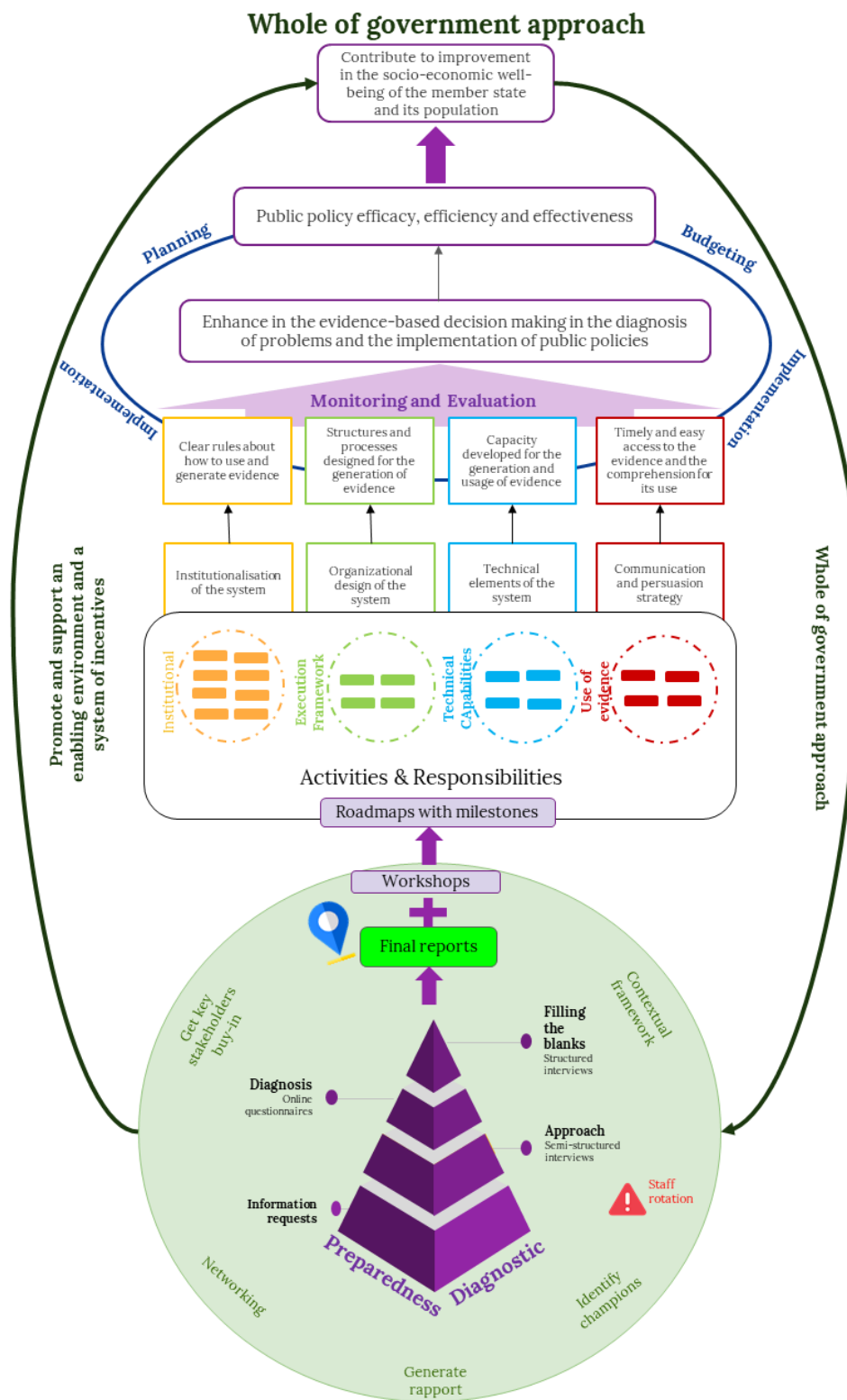


acknowledgement, and communication of clear rules); to the development of technical elements to support the system (understood as having developed capacity for generating and using the evidence that feeds the system); to having an organizational design and actual roll-out of the system (understood as having structures and processes designed and implemented for generating evidence and enabling the fulfilment of the normative framework); and finally, to a communication and persuasion strategy (understood as having timely access to evidence and knowing the paths to promote and measure its use).

As these four dimensions advance and become solid practices, beyond compliance, the system moves towards an increase in evidence-based decision making across government/the institution and across planning, budgeting, and implementation that makes it possible to increase public policies' efficiency, efficacy, and effectiveness.

As the system stays in place and becomes mature, all the dimensions will be strengthened, the enabling environment will advance towards an RBM culture, and all of these will end up contributing to improve the socio-economic well-being of the member state and its population.

Figure 1. Theory of Change



Source: Developed by the GEI technical team in charge of the collaboration



3.2 Ideal RBM system and working process

The development of an RBM System is a complex and nonlinear process that must be contextualized to the specific Member State. To establish a roadmap to strengthen or build an RBM system, the following three elements were considered:

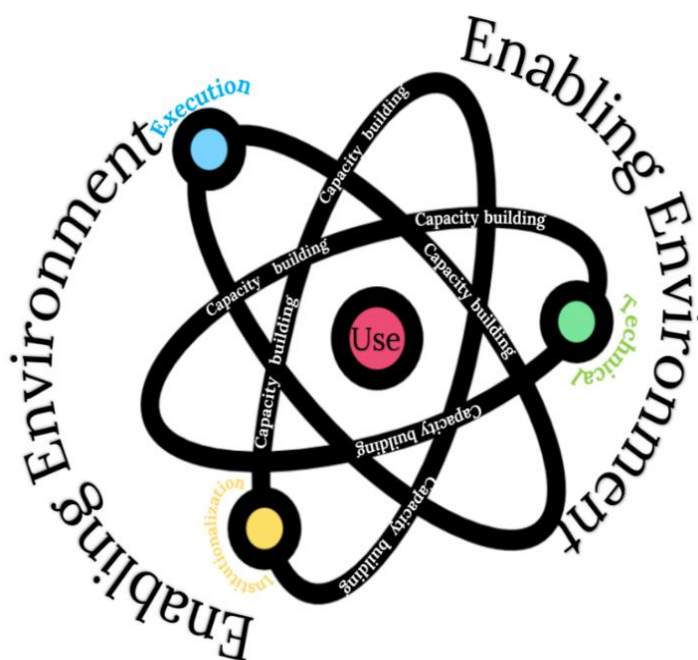
1. A benchmark against which to assess the level of maturity dubbed as “Ideal RBM System”
2. A methodology to obtain general and specific recommendations and,
3. A process and approach to generate ownership

To establish the Ideal RBM system, multiple efforts done over time allow us to learn from experiences in different settings and identify good practices. These good practices represented useful inputs to determine ideal features of an RBM System. The GEI team engaged in this collaboration defined four dimensions of an ideal sustainable RBM system (see Figure 2):

Institutionalisation: this dimension focuses on the formal rules that outline the RBM policy in the countries or regional institutions.

- **Execution framework:** this dimension focuses on the systems, resources, processes, methodologies, and tools necessary for the implementation of an RBM system, as well as on the enabling environment.
- **Technical capabilities:** this dimension focuses on the necessary capacities and abilities to implement an RBM System.
- **Use of evidence:** this dimension focuses on the dissemination strategies and incentives aimed at stakeholders with the purpose that they use the evidence generated by the RBM System.

Figure 2. Dimensions of an ideal RBM system



Source: Developed by the GEI technical team in charge of the collaboration

Each dimension is integrated by key elements that constitute specific documents, normative frameworks, activities, incentives, among others. These different elements



facilitate the operationalisation of the dimension as part of an RBM System. In a third level (beneath dimensions and elements), each element has sub-elements that list their ideal characteristics. Once all the required information is gathered and analysed (based on the dimension-element-sub element structure) the dimensions will be assessed using a 3-level scale for each sub-element (no, yes, need of improvement)⁴. For this last step, the progress rate in each sub-element within the element is added and a cumulative value will be generated to rate the element. Subsequently, all the element values within each dimension are added to determine the progress rate of each dimension. Finally, the average from the progress of the four dimensions will place each Member State at a specific level of progress (Early initiatives; Committed development; Growing RBM system; Consolidated practices, or Mature state) in the development and implementation of an RBM System (see Appendix C for more details).

The working process, defined for this collaboration, identifies Monitoring and Evaluation (M&E) activities as central elements to be developed and applied in order to affect planning, budgeting, and implementation. Figure 3 presents the working process and highlights the importance of evidence-based decision making (guided and made feasible by M&E activities and supported, strengthened, and made sustainable through learning and accountability).

⁴ For more details on the 3-levelscale see Appendix C

Figure 3. Working Process defined for the CARICOM Collaboration



Source: Developed by the GEI technical team in charge of the collaboration

One significant component to strengthen RBM in the Community is to build, in a participatory process, specific roadmaps to continue the development of RBM Systems for each pilot member state and regional institution. The member states and regional institutions participating in the pilot have relevant but heterogeneous advances achieving this goal. To identify these advances, guide the analysis of the Monitoring and Evaluation Systems Analysis stages, and develop ownership, the roadmap will be defined in workshops with key stakeholders involved in different levels (management, coordination, and operation).

3.3 Stages of the Monitoring and Evaluation Systems Analysis

The Monitoring and Evaluation Systems Analysis (MESA) is a four-stage methodology designed to gain a deep understanding of the characteristics of the Member State to inform the development of an RBM System. One main assumption underpinning the methodological design of the MESA, is that building a sustainable RBM System requires the active involvement of multiple stakeholders. The MESA uses different data collection methods to identify and engage these stakeholders at different stages as well as to obtain information to understand the current policy environment; stakeholder's interests, their roles, motivations, relationship dynamics; map existing institutional structures, practices, and mechanisms; and define capacity building needs.

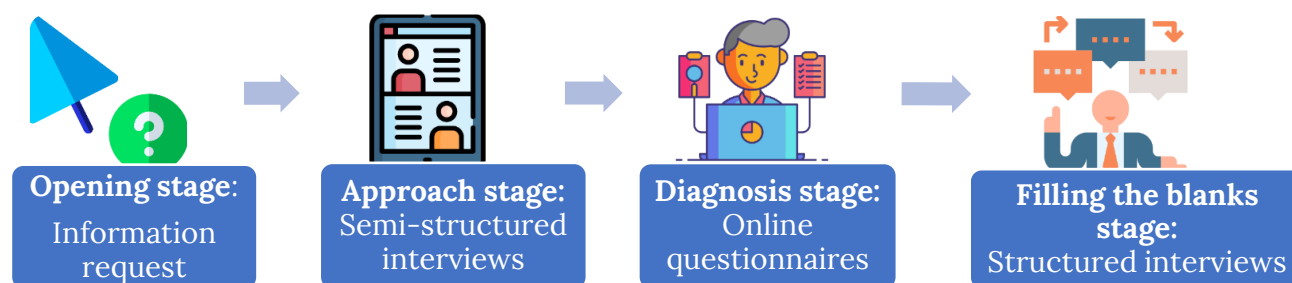
To successfully execute the MESA, the GEI team, in collaboration with the CARICOM Secretariat, selected Executive Coordinators who are representatives for the

collaboration from the three Member States (Dominica, Jamaica and Saint Lucia) and the three Regional Institutions (the CARICOM Development Fund, the Caribbean Examinations Council and the CARICOM Implementation Agency for Crime and Security). The role of the Executive Coordinators was key to execute the MESA as they have an overall knowledge of their Member State or Regional Institution and have experience in RBM. As Executive Coordinators and key informants, they acted as focal points and contributed to identifying and engaging relevant stakeholders at the different stages of the MESA.

Stages of the MESA

The four stages of the MESA (presented in Figure 4) are implemented according to a specific sequence and were customized based on the findings of the previous stage. They also involve the participation of different stakeholders to obtain a broad perspective of the pilot Member States and Regional Institutions. The figure below provides a brief description of the approach for implementing the stages.

Figure 4. Stages of the Monitoring and Evaluation Systems Analysis



Source: Developed by the GEI technical team in charge of the collaboration

The **Opening stage** consisted of a request for different documents from the Executive Coordinators, regarding the pilots' planning, budgeting, and M&E practices. The desk review and analysis of these documents, in addition to other publicly available information, allowed the design of targeted customized questions for each pilot in the next stage.

The **Approach stage** involved the identification of various key stakeholders with the support of the Executive Coordinators and the CARICOM Secretariat. The semi-structured interviews addressed general themes that allowed the team to develop rapport with relevant actors within the pilots, as well as obtain additional information about the pilots' current policy environment.



The **Diagnosis stage** consisted of a series of online questionnaires for the Ministries, Agencies, and Departments of Member States, and Units of Regional Institutions. This stage aimed to gather more in-depth information which would complement information gathered in previous stages and to strengthen the whole of government approach for RBM. The participants were able to respond to questions and upload documents in a timeframe of approximately four weeks, as well as consult with other stakeholders for any additional information within their pilot Member States or Regional Institutions.

Finally, the **Filling-the-blanks stage** was aimed at addressing information gaps from the previous stages through a series of structured interviews. This stage targeted other stakeholders such as members of Parliament, representatives of multilateral international organizations, development partners, etc.

Table 1: Jamaica’s Monitoring and Evaluation Systems Analysis Numbers

	<p>Stage 1 – Opening</p>	<p>Information request to Executive Coordinator + document analysis (+50 documents) + research on official websites.</p>
	<p>Stage 2 – Approach</p>	<p>6 semi-structured interviews were conducted by the GEI team with relevant stakeholders from the Cabinet, PIOJ, Auditor General’s Department, among others.</p>
	<p>Stage 3 – Diagnosis</p>	<p>+100 online questionnaires were sent to MDAs and were answered with both the whole-of-government and MDA approaches.</p>
	<p>Stage 4 – Filling the blanks</p>	<p>7 structured interviews were conducted by the GEI team with relevant stakeholders from the Cabinet, PIOJ, Parliament and the Ministry of Finance and the Public Service, among others.</p>

Source: Developed by the GEI technical team in charge of the collaboration

All the information gathered in the four stages was systematized and analysed to present the findings in this document.

Strengths of the MESA

- Different stages designed to identify specific stakeholders and to generate rapport with them.



- As the stages are implemented and analysed sequentially, different layers of information are gathered.
- Participatory process that leads to the Member States or RI's ownership of the collaboration.
- Qualitative and quantitative mixed methods used.
- All stages adapted to consider the context of each Member State or RI.

Limitations of the MESA

- The scope of this diagnostic is limited by the number and perceptions of the people involved in the process.
- Specific results for one pilot cannot be generalized to others given the customization of the instruments and contextual differences among them.
- There are time limitations due to tight agendas of stakeholders that complicates reaching all the desired informants.
- All stages were implemented remotely, and it is preferred to have some face-to-face contact with the stakeholders in at least one of the stages to generate rapport.
- The duration of the MESA is approximately six effective months; however, this was extended due to the whole of government/institution approach and the stakeholders' agendas.

4. Jamaica profile⁵

Jamaica is the third largest island of the Caribbean islands, and the largest English-speaking Island in the Caribbean Sea, as well as one of the most populated ones with 2.961 million people. The country was a Spanish settlement from 1494 to 1655, when it was occupied by the English and was a British colony from 1707 to 1962. Under the English domain, the island became the primary exporter of sugar. In 1962, Jamaica

⁵ BBC News. (January 10, 2018). Jamaica country profile. <https://www.bbc.com/news/world-latin-america-18784061>

Black, C. V., Ferguson, J. A., & Bryan, P. (n. d.). Jamaica - Government and society. Encyclopaedia Britannica. <https://www.britannica.com/place/Jamaica/Government-and-society>

Centro de Estudios Internacionales Gilberto Bosques. (April, 2020). Jamaica Ficha Técnica. https://centrogilbertobosques.senado.gob.mx/docs/F_Jamaica.pdf

Jamaica General Election Results 2016. (February 17, 2022). Knowledge Walk Institute. http://www.caribbeanelections.com/jm/elections/jm_results_2016.asp

Ministerio de Asuntos Exteriores de España. (October, 2021). Ficha País Jamaica. Overview. (April 13, 2020). World Bank. <https://www.worldbank.org/en/country/jamaica/overview#1>



declared its independence, however it remained a member of the Commonwealth, making the country a constitutional monarchy with a parliamentary system of government.

As a constitutional monarchy, the Executive power is vested in three figures: the head of State, a governor-general and a prime minister. The head of State is represented by the British monarch, currently exercised by Queen Elizabeth II. The governor-general is appointed by the monarch and has mostly ceremonial power and acts as a representative; Sir Patrick L. Allen has occupied this position since 2006. And finally, the head of the government is the prime minister, who is appointed by the leading political party from its parliamentary members- The constitution stipulates a five year-term for the Senate and the House of Representatives, this term applies to the selection of the prime minister. The prime minister position has been occupied by Andrew Holness, leader of the Jamaica Labour Party (JLP), since 2016.

The legislative branch is divided in two chambers: the House of Representatives, composed of 63 members, elected through universal vote for a five-year term; and the Senate, which has a total of 21 members appointed by the governor general, 13 on the advice of the prime minister, and 8 on the advice of the opposition leader. Two-thirds of both chambers is needed for major constitutional amendments.

Since its independence, Jamaica has alternated between the two major political parties, the social-democratic People's National Party (PNP) and the Jamaica Labour Party (JLP), however, each instance of change has been followed by a minimum of two successive periods in which the majority party stays in office. This has signified somewhat political stability for Jamaica since most cabinet ministers and other government officials stay in office for longer periods of time than their counterparts in other Latin-American countries.

In 2020, the Prime Minister called for early elections with the purpose of ensuring a united response to the COVID-19 pandemic. Besides the obvious economic and health challenges derived from the COVID-19 pandemic, some of the biggest challenges the government has faced in late years have been the high rate of youth unemployment, poverty and crime and violence levels.






Regarding the foreign policy of the country, Jamaica is active in multilateral forums, such as the United Nations and the Organization of American States (OAS), as well as being member of the Caribbean Community (CARICOM) and the Association of Caribbean States; both memberships have allowed the country to strengthen its ties with other Caribbean countries as well as facilitated economic and diplomatic cooperation.

Jamaica is also an important promoter at the international level for status' review of small countries whose condition as middle-income countries prevents their access to



funds under preferential conditions and aims for international institutions to take into consideration the characteristics and vulnerabilities that insular countries face and are exposed to.

Table 2: General Statistics of Jamaica⁶

	Gross Product	Domestic	14,660M USD (nominal, 2023) Position 135/216
	Main activities	economic	1. Services (71.2%) 2. Industries (21.3%) 3. Agriculture (7.5%)
	Inflation rate		5.78% (Consumer Price Index, April 2023) ⁷
	Population		2,961,161 (2020)
	Poverty		23.3% (headcount ratio at national poverty lines, 2012) ⁸

Source: Developed by the GEI technical team in charge of the collaboration

4.1 Jamaica RBM profile

Jamaica is considered the RBM Champion in the Caribbean region. The country has made many efforts that have served as a guide for the rest of the countries, and it is considered a leader in this matter. According to the MESA results, Jamaica seeks to have a fully functional RBM system in place to strengthen the Government of Jamaica (GoJ) accountability, to incorporate better and more recurrent evidence in the processes of decision making regarding planning, budgeting and implementation in order to 1) improve performance; 2) measure the results and impacts of policies and programmes; 3) each MDA to become the leader in their respective sector of action (e.g. health, telecommunications, energy, etc.) and work vis-à-vis the private sector; and 4) reduce duplication of actions and waste of resources (financial and human).

There have been great steps in creating and strengthening Jamaica's RBM system. For example, from the institutional side, branches/units and other institutions were created within the government to formalize the planning and execution of the RBM system, as is the case of the Performance Management and Evaluation Branch. From

⁶ All data was consulted on the World Bank data website: <https://data.worldbank.org/indicator>

⁷ Consulted in: <https://boj.org.jm/core-functions/monetary-policy/what-is-inflation/>

⁸ Consulted in: <https://blogs.worldbank.org/latinamerica/return-paradise-poverty-perspective-jamaicas-covid-19-recovery-response> with data from the Statistical Institute of Jamaica



the regulatory side, since 2005, frameworks and regulatory documents have been developed, modified and strengthened to improve the planning and budgeting of MDAs, such as the case of the Results Framework which is included in the budget document and that seeks to align budget to the planning and results (both intended and achieved), the Public Investment Management System (PIMS), intended to strengthen Public Investment Management through the development of a unified set of procedures, guidelines and requirements established to govern all public investments, the Strategic Business Plans that seek guide the actions of the MDAs towards the achievement of the goals established in the National Development Plan (Vision 2030), while incorporating the budgets of the MDAs, the Employee Performance Management System and Policy (EPMS & EPMP), the Performance Management and Appraisal System (PMAS), the Performance Management Evaluation Framework (PMEF) and the Performance Monitoring and Evaluation System (PMES, the main tool for RBM within MDAs), among many other. The GoJ has also reached out to international organisations, as well as to other countries, to seek support and to exchange best practices regarding M&E and RBM.

Despite the GoJ's efforts mentioned above regarding planning, budgeting, and performance management, there seem to be significant deficiencies in articulating/integrating them to better implement, evaluate, and improve GoJ's policies, programmes, and projects. Regarding implementation, the GoJ Jamaica, as well as CARICOM, are associated with a deficit in terms of policies, programs, projects, and processes (planning, budgeting, adjustments, etc.). This deficit can be seen through the progress rates of the implementation of programs, which are usually around 60%⁹, and whose terms of reference, plans and timeframes are often postponed, generating losses of resources and a lack of confidence of investors and donors in government. In addition, the deficit translates into a sharp decrease in the government's capacity to meet the demands of citizens, as well as the public problems that most afflict the country. In turn, the government's accountability and effectiveness undermine its position vis-a-vis the private, external sectors, and international aid.

For these reasons, the GoJ has prioritized the development and strengthening of its RBM system, to use the evidence generated from the system to improve decision-making and at the same time improve planning, budgeting, and the achievement of the results. In this sense, the Office of the Cabinet has been working on an RBM Policy that integrates all the efforts previously made and thus consolidates a comprehensive system that leverages the resources generated, now and in the future. According to this diagnosis, this RBM Policy will be comprehensive, coherent, exhaustive, and useful for

⁹ According to information shared during the interviews of this PD and with the situational analysis carried out by the CARICOM Secretariat.



the GoJ for identifying the main actions to be carried out to have a strong RBM system in place.

As mentioned before, having a whole-of-government RBM system in place and running will have effects on different processes, being planning and budgeting two of the most relevant ones. The GoJ has clearly defined planning and budgeting processes (see Appendix C) that should be considered as the national RBM policy is developed; this will help identify specific needs and guide the RBM policy towards its use. The overall national planning and budgeting processes are briefly explained below:

National planning process

Jamaica's planning process is consistent over time and identifies the times, resources, and personnel necessary to carry it out. The process can be synthesized as follows:

1. The Cabinet determines the priorities of the Government for the short and medium terms based on the National Development Plan Vision 2030, the Sustainable Development Goals, and the Government's political objectives (usually before September 30).
2. The Office of the Cabinet at the same time issues a circular of "Planning Call" (Performance Management Operating Policy and Procedures) document for the Four-Year Strategic Business and Operational Plans that are aligned to the budget and priorities of the Government.
3. MDAs are required to submit Strategic Business and Operational Plans by November 30 to the Office of the Cabinet.
4. Strategic and Operational Plans are usually amended based on agreed budgetary allocations from the Ministry of Finance and the Public Service and approved by the relevant Ministers by March 30.
5. Planning translates into implementation, and it is monitored by quarterly reports sent to the Office of the Cabinet.

National budgeting process

1. The Cabinet and the Ministry of Finance and the Public Service, determine budgetary ceilings by sector/ministry (usually before September 30).
2. The MOFPS issues a circular or "Budget Call" to all MDAs (Financial Management Regulations) by September 30 each year, at the same time the Office of the Cabinet issues the "Planning Call".
3. MDAs are required to submit Strategic Business and Operational Plans by November 30 to the Ministry of Finance and the Public Service (in accordance with the Financial Administration and Audit Act and Financial Management Regulations). MDAs apply the MTRBB template to align the budget with expected results.



4. Discussions/negotiations take place between the MOFPS and MDAs regarding available resources, budget needs, options, strategic objectives and intended results.
5. The finalised budget (Estimates of Expenditure) is submitted to Cabinet for approval and laid before the Parliament through the House of Representatives before the end of the Financial Year (usually March 30).
6. Parliament reviews and debates the budget and approves it via the Appropriation Bill. The budget is approved by both Houses of Parliament no later than March 31 of the year preceding that to which the Estimates relate. The budget is supported and allocated based on the priorities of the Government.

5. Main findings

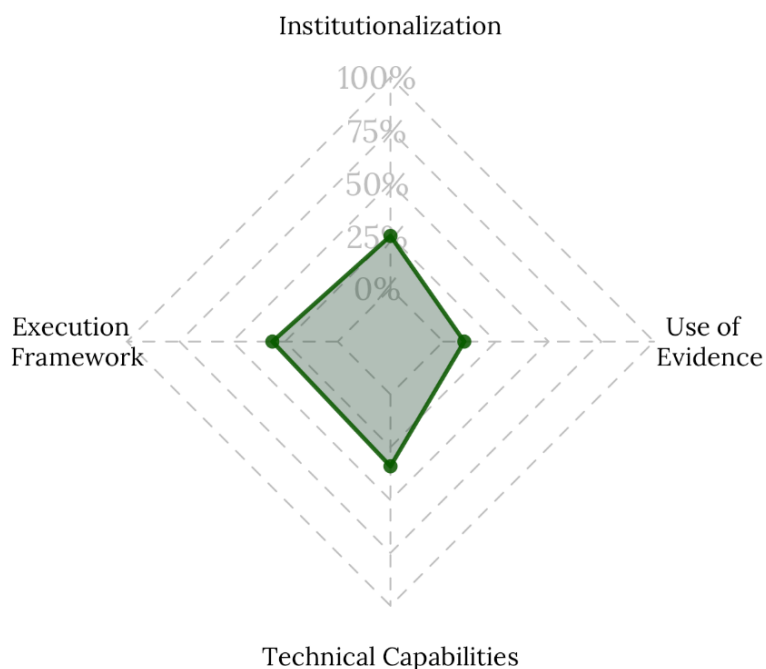
As mentioned above, this Monitoring and Evaluation Systems Analysis uses as a reference a four dimensions/bundles analysis, each one contains elements considered relevant to have an "Ideal RBM System". This Ideal RBM System serves as a benchmark that allow to compare the current situation in Jamaica in relation to the best possible scenario regarding practices, uses, and results of RBM. In this way, figure 5 shows the rate of progress that Jamaica has in each of the dimensions of analysis, with respect to the ideal scenario. The elements and sub-elements of the reference Ideal RBM System are not usually part of the status quo, they should be identified, designed and developed; following this, a country that has not considered adopting RBM practices would probably not comply or show advances in any of the analysed elements. In this sense, all the advances identified in this diagnosis represent valuable progress.

It is important to mention that, although there is a numerical value for each dimension, behind the numbers there was a qualitative analysis that determined the current situation of Jamaica regarding RBM. Furthermore, these "ratings" are in terms of the ideal scenario, so in no way does it represent an outright success or failure, but rather approximation to the best possible situation of the RBM.

Dimension	Rate of progress
Institutionalisation	25%
Execution framework	31%
Technical	34%
Use	10%



Figure 5. Rate of progress of the Ideal RBM System



Source: Developed by the GEI technical team in charge of the collaboration

Considering this rate of progress, a metric was built to progressively identify five levels of maturity of RBM systems. In this way, the data presented above are averaged and a graph is generated for all the dimensions and a graph that contains the average of the dimensions, identifying the level in which the country falls¹⁰. The 5 levels are:

1. Early initiatives
2. Committed development
3. RBM System
4. Consolidated practices
5. Mature State

For the case of Jamaica, the findings regarding the level of maturity of its RBM system are the following:

Jamaica is currently at the Committed development level. This occurs because even though the country has various RBM tools and activities in place, they are not articulated/integrated and regulated with a whole-of-government approach and incorporated in the planning and budgeting processes, Undoubtedly, one of the great efforts intended to correct this is the drafting of its RBM Policy, in which all government

¹⁰ For more information, please see Appendix C.



efforts will be articulated/integrated to strengthen the RBM system and obtain the expected results. However, as this Policy is not published yet, we cannot incorporate it into this diagnosis.

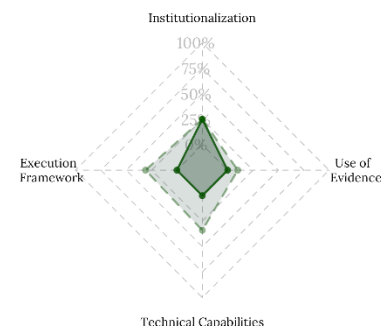
5.1 Results by dimension

The results of this diagnosis for each of the dimensions analysed (and their ideal elements) are presented below in a synthetic manner. For more detailed information on each dimension, element, and sub-element, review Appendix C.



5.1.1 Institutionalisation

Key message: Jamaica has regulations/frameworks to define its RBM system, identifying the relevant actors that coordinate and implement it (e.g., PMEB, PIOJ, MOFPS Performance and Monitoring Branch that is to be established). However, although there are regulations/frameworks and processes in place regarding RBM, these are not articulated/integrated, so there is no connection between the RBM system and the continuous improvement of planning and budgeting decision-making to be more results-oriented.



Ideal element	Main results/findings
<p>1. There is a documented, approved and binding RBM Policy within the government</p>	<p>Jamaica has had a long process of drafting its whole-of-government RBM Policy, and this process has incorporated inputs from different relevant stakeholders (both internal and external). In the first semester of 2022 the draft of the policy is being finalised, to be approved by the Cabinet by the end of the year.</p>
<p>2. There are laws/regulations/norms recognizing M&E activities across the government</p>	<p>Although there are M&E activities in some MDAs, there are no laws/regulations/norms recognizing them across all the government.</p>
<p>3. There are guidelines that establish the rules and processes to perform monitoring activities</p>	<p>The PIOJ oversees monitoring and evaluating the Medium-Term Socio-Economic Framework. For doing so, there are Technical Monitoring Committees (TMC) and thematic working groups (consultative bodies to improve planning, implementation, and monitoring). These are the only efforts to formally recognize policy monitoring in Jamaica. Though there are no guidelines regarding monitoring, there are monitoring activities across government in terms of budget and expenditure, however, in terms of the national plan and social policy, Jamaica does not have a mature set of indicators. Nevertheless, the ministries do the planning in accordance with the PMES framework.</p>
<p>4. There are guidelines that establish the rules and processes to perform evaluation activities</p>	<p>There is not a specific governing body or agency in Jamaica responsible for assisting/leading the evaluation function. However, there are some micro-projects evaluating practices within the government.</p>
<p>5. There are guidelines that establish the rules and processes to address and use M&E results</p>	<p>Even though there are no guidelines to address and use M&E results, budget monitoring and corporate planning are tools helping to allocate resources in priority programmes of the MDAs. However, there is no substantive use of information from M&E to improve planning and budgeting.</p>

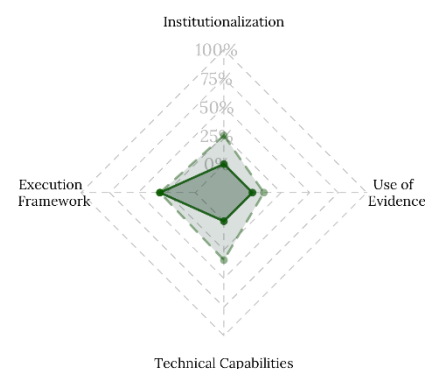


Ideal element	Main results/findings
<p>6. There are formal actions towards building an enabling environment</p>	<p>Although there is a long way to go, Jamaica has been working on building an enabling environment for the institutionalisation, implementation, and use of an RBM system with Monitoring and Evaluation activities in its core. The GoJ has been creating incentives to use the findings of M&E and the RBM system, such as the M&E considerations and frameworks during the planning and budgeting processes of the MDAs (when elaborating Operational and Business Plans). However, they have not been sufficiently institutionalized to be able to obtain the expected results.</p>
<p>7. There is a Results Oriented National Plan defined for a given period in the country</p>	<p>Jamaica's National Development Plan is called Vision 2030 Jamaica and provides a comprehensive planning framework that integrates the economic, social, environmental, and governance aspects of national development. Vision 2030 is addressed in the Medium-Term Socio-Economic Policy Frameworks, which are the operationalisation of the national planning.</p>
<p>8. There is a national budgeting strategy for a given period in the country</p>	<p>There is a clear, systematic, and consistent process for the national budget.</p>



5.1.2 Execution Framework

Key message: Jamaica has in the Office of the Cabinet the Performance Management and Evaluation Branch which acts as the coordinator of the RBM system and oversees the performance of the MDAs and harmonizing their Business Plans aligned with national objectives. The PMEB coordinates the development of a common language around M&E and RBM, and it is recognized across government at all levels. However, to consolidate the M&E system, it is necessary to guide and structure the processes and the management of human and financial resources to generate the evidence derived from M&E activities that link MDAs' planning, budgeting, and implementation of their activities to achieve the desired results.

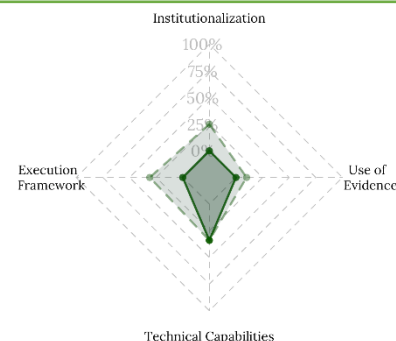


Ideal element	Main results/findings
9. There are operative handbooks to implement the monitoring functions (i.e., Logic Framework)	There are informal and dispersed monitoring functions in some of the MDAs, but no operative guidelines/handbooks/norms regarding Monitoring functions. However, some public agencies use monitoring tools such as the Logic Framework.
10. There are operative handbooks that establish specific steps to develop each stage of the evaluation function	There are informal and spread evaluation activities in some of the MDAs, but no operative guidelines/handbooks/norms regarding Evaluation functions.
11. There is an operating and functioning coordination of M&E at the national or/and subnational levels	There is no formal M&E system in Jamaica, however, the PMES works as a system for the setting of performance goals; selecting useful performance indicators and targets; reporting on results; and implementing the core components of the managing for results programme.
12. There is a defined human resources structure for M&E activities	There are different and heterogeneous M&E capacities among MDAs, and there are no homogeneous structures within them regarding M&E.



5.1.3 Technical capabilities

Key message: Although there are some efforts to strengthen RBM and M&E capabilities within the GoJ, there is no sufficient offer (both private or public) or demand (from the government) for M&E services and capacity building in RBM. Also, there are no sufficient skilled personnel within the government with the capability to identify M&E needs and conduct M&E activities to orientate planning and budgeting towards results. A plan to increase capacity building activities is being developed.



Ideal element

Main results/findings

13. There are sufficient private and public entities providing M&E services, including training, to the public sector

Both Public and Private entities are not producing evaluations. The University of West Indies (UWI) has done some studies of public policies, probably those have some information on M&E, but there are no verification means, as they are not publicly available. Regarding training, the Management Institute for National Development (MIND) offers a diverse set of services on performance, and hard/soft skills needed in the public sector. The Strategic and Corporate and Planning course is one of the most relevant for Jamaica in terms of some M&E components. There has also been some training in M&E and RBM tools, however, training is focalized in the MOFPS, Ministry of Health and Wellness, the PIOJ and the Office of the Cabinet. The PMEB has begun to implement its capacity building project with one course in MEAL recently completed. This could be extended to the rest of the government.

14. There are skilled personnel in government with technical capacity and competencies to conduct planning and budgeting for results

There are skilled personnel in government with technical capacity and competencies to conduct planning and budgeting for results. However, these personnel are widely dispersed throughout the government and without the possibility (time and material resources) to effectively plan and budget for results.

15. There are skilled personnel in government with technical capacity and competencies to conduct monitoring activities

In general, there are skilled personnel in government with the technical capacity and competencies to conduct monitoring activities within the government.

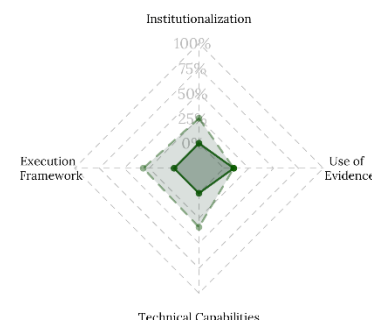
16. There are skilled personnel in government with technical capacity and competencies to conduct evaluations and evaluation activities

There are few skilled personnel in government with the technical capacity and competencies to conduct evaluations and evaluation activities, and they are centralized in the MOFPS, PIOJ, and the Office of the Cabinet. These entities have personnel with the technical capacity to perform different evaluation types.



5.1.4 Use of evidence

Key message: Jamaica has some planning and budgeting information publicly available, but not regarding GoJ's performance. Also, there are no incentives to undertake knowledge management activities and use that knowledge. The evidence derived from the RBM system and M&E practices is not systematically included in the planning, budgeting, and implementing processes. A strategy to generate a culture of evidence use is not clearly identified.



Ideal element	Main results/findings
17. RBM documents and government performance information are available and accessible for consultation	Although the RBM Policy document is not yet available, there are some documents regarding the RBM system available. However, these documents are fragmented and dispersed, so there is no alignment to have a whole of government RBM system approach.
18. There is an enabling environment for the use of M&E results	Although there are still some challenges, there are efforts to grow and strengthen the enabling environment for the use of M&E results within the government. Nevertheless, they are not well articulated/integrated and coordinated, so their benefits are not achieved yet.
19. M&E results are systematically included in the planning and budgeting	M&E results are not systematically included in the planning of Jamaica's programmes, policies, and projects. Regarding budgeting, there is the MTRBB template and system, however, there is no information derived from M&E contemplated when preparing the budget.
20. The government has mechanisms to measure the use of the evidence that the RBM system generates	The GoJ does not have mechanisms in place to measure the use of the evidence that the RBM system generates, both internally and externally.



5.2 Main challenges to strengthen the RBM system

As mentioned in section 2.2, the development of an RBM System is a complex, nonlinear, and continuous process that must be contextualized in each country. In doing so, it is important to consider the main challenges that Jamaica faces when it comes to strengthening its RBM system. This diagnosis identifies three major challenges:

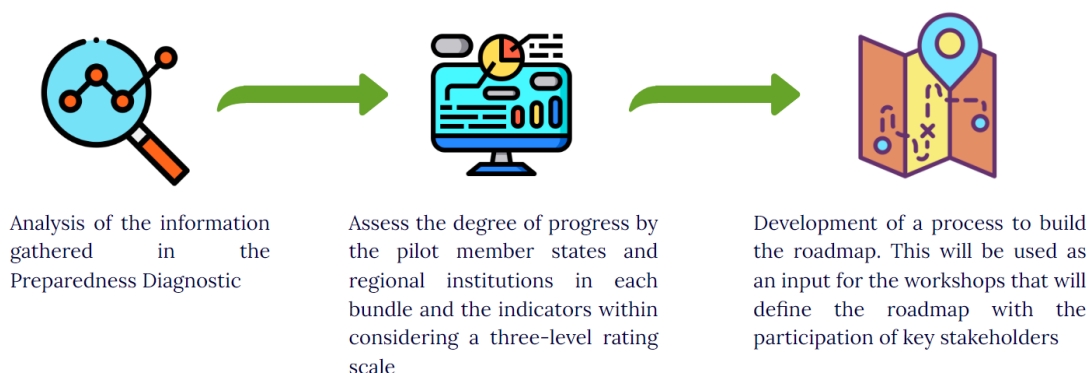
1. Changing the culture and fostering the enabling environment to have an RBM system in place implies a change of mindset of public servants at all levels. It should be considered that throughout the process there must be a constant awareness/sensitization strategy, both in the short and medium term, which allows public servants to identify the importance to have this mindset change in pursuit of RBM. In other words, on a regular basis, there needs to be reminders on the importance of RBM and its impact on improving performance and lives of all citizens.
2. Since this collaboration constitutes a whole-of-government approach, it is necessary to have a top-down commitment in which leaders and decision-makers demonstrate the benefits of the RBM system through evidence informed actions that are generated by the RBM system. This means that a top-down approach should be used to demonstrate its usefulness of the information and evidence derived from the RBM system in improving the planning and budgeting decisions.
3. For the RBM system to be sustainable, it is critical to generate a system of incentives and ensure that there is a balance between positive and negative incentives (such as potential penalties for non-compliance), to advance and sustain the system. The positive incentives can take different forms, from monetary to symbolic actions, such as the presentation of awards to staff and units and recognition for good performance in public service.

6. Next steps to build the roadmap

RBM entails more than compliance to specific requirements. Compliance is just not enough; it has to do with a change of mindset on the way things are done. This change of mindset involves different areas and stages of the administration. Having reviewed the main results from the MESA in terms of the dimensions of elements considered as part of an ideal RBM system, this section introduces the next steps that will be carried out as part of the process of building contextualized roadmaps.

The roadmap will present pathways to influence planning, budgeting, implementation, and the M&E functions, as well as accountability and learning promotion. The main objective is for Jamaica to have a defined action course that also specifies responsibilities and shows the importance of the participation of all relevant stakeholders.

Figure 6. From an ideal RBM system to the roadmaps



Source: Developed by the GEI technical team in charge of the collaboration

The whole process has a co-production approach, were aside of the GEI team, the CARICOM Secretariat, and the Executive Coordinators, key stakeholders will be involved in a fluid process to develop a learning loop that provides feedback and improves the process. Within the Member State, it is suggested that a steering committee integrated by some of these relevant stakeholders is formed. The objective is that this committee will be responsible for following up on the construction of the roadmaps, promoting ownership towards implementation, and maintain the general course of their operation, ensuring as much as possible their relevance and feasibility. The members of this committee should have three characteristics: first, they should have decision-making power or leveraging capacities in the planning, budgeting, and/or implementation processes; second, they should have leverage in the MDAs; and third, they should have the capacity to decide on elements of the collaboration (once they gather, they can make decisions on the spot).

Figure 7. Learning loop



Source: Developed by the GEI technical team in charge of the collaboration

This report is considered as the **starting point** in this process; take into consideration that, as figure 7 illustrates, the process started before its publication.

Once the first draft was completed, it was shared with key stakeholders for review and validation, starting with the Executive Coordinators and continuing with the Steering Committee members. Once the feedback period concluded, the report itself became an input for what is to come and will be distributed with multiple purposes (including generating knowledge, aiding in empowering key stakeholders in the path of strengthening RBM practices, and promoting appropriation of the next steps).

The next steps start with **defining the roadmap**, engaging key stakeholders to coproduce contextualized mid-term roadmaps that will include specific activities and milestones that sought to materialize their implementation. To develop the roadmap, the GEI team has designed and implemented a series of workshops with the participation of the Steering Committee, stakeholders involved in the different areas



and levels of what is to be the national RBM system, and that have been carefully identified as part of the MESA process.

To **move forward**, this first draft of the roadmap is presented to other relevant stakeholders to build a consensus and support for the process. It is crucial to gain whole-of-government ownership, so it is important to define and implement a dissemination strategy for **sharing clearly define milestones** in different levels: internal, external, and regional once they have been clearly defined and responsibilities have been assigned. Finally, it is important to **track the progress** of implementation and communicate results to assure that the Member State learns from the process, adjusts, and stays on the recommended path, as well as communicating results. The continuum process of identifying, sharing, reviewing, and adjusting represents a learning loop.

Annex F shows the synthetic version of the roadmap worked on with the RBM Steering Committee, where different actions and milestones were identified as essential to strengthen each of the dimensions of the RBM system. Each of these actions and their respective milestones were classified into three, according to their timeframe for achievement, considering their feasibility and priority: short-term, medium-term and long-term. In addition, the progress achieved during the collaboration until 2023 in each of the identified actions can be found in this same annex. This progress is classified as: completed actions, actions in progress and actions pending to start.

6.1 Stakeholders' contribution analysis

This section presents an analysis of stakeholders to identify which of them are relevant to strengthening the RBM system, identifying the main actors that should be involved in the process. Each of these stakeholders are involved in the decision making and execution at varied levels. Based on the GEI's team analysis, a proposal of the possible contribution of the stakeholders (considering positions and experience) is summarised below to support the improvement of the system which will generate the necessary evidence and results for decision-making regarding planning, budgeting and thus achieve the expected results of the GoJ is presented here based on the GEI's team analysis considering their positions and experience.

The analysis is summarized in the following table (the list of stakeholders that could take part of the RBM systems is not limited to those presented in Table 3; due to the continuous changes in dynamics within governments and other contextual factors, additional stakeholders may become relevant). During the roadmap development workshops that will be held with government stakeholders, new stakeholders could be identified or some of those presented here could be discarded. For the special case of Jamaica, it is important to recognize that, once its RBM Policy is approved and published, we will be able to have greater clarity on the roles, responsibilities,



capacities, and relevance of the stakeholders that will integrate the system both at MDA and whole-of-government approach.

Table 3: Stakeholders' contribution analysis

Stakeholder / Position	Responsibilities / Role in the system	Incentives to be part of the system
Cabinet Secretary	<ul style="list-style-type: none"> •Under the direction of the Prime Minister, the Cabinet Secretary is responsible for the development, approval, and implementation of the RBM across government •Provides direction and guidance to the Performance Monitoring and Evaluation Branch in coordinating the development and implementation of RBM frameworks and guidelines and outputs of the RBM •Administers the GoJ Performance Management and Accountability System •Provide leadership guidance and direction to Permanent Secretaries on the implementation of RBM •Reviews the performance of Permanent Secretaries in accordance with GoJ Performance Management and Accountability guidelines 	<ul style="list-style-type: none"> •Good performance of MDAs (oversee, promote and communicate)
CARICOM Secretariat	<ul style="list-style-type: none"> •Demand better results from the GoJ, as well as transparency and accountability •Develop incentives for the good Member States •Create a best RBM practice repository and disseminate them among the Member States •Generate spaces for the exchange of these best practices in the region (knowledge management) 	<ul style="list-style-type: none"> •Achieve better results to the region •Accountability to donors and governments
Citizens	<ul style="list-style-type: none"> •Demand better results from the government and transparency of its processes 	Not Applicable
Corporate Planners	<ul style="list-style-type: none"> •Be the RBM Champions within their MDAs •Their primary function is to facilitate the efficient implementation of the Policy and results-based management practices in their respective MDAs •Identify the M&E needs of their MDAs •Communicate the M&E needs of their MDA with the RBM system coordinators •Execute M&E plans within MDAs 	<ul style="list-style-type: none"> •Fulfil what is expected from them regarding their responsibilities (planning and reporting on MDA performance)
Management Institute for National Development	<ul style="list-style-type: none"> •Be the leading institution in government training on M&E and RBM topics, among others related to government performance •Provide policy advice, guidance, and recommendations on the building of RBM Capacity in the Public Sector •To fulfil their mandate to provide public servants with quality leadership development options, management 	<ul style="list-style-type: none"> •To provide training services on M&E and RBM and thus build better capacities in the country •Gain more trust and reputation within the country



Stakeholder / Position	Responsibilities / Role in the system	Incentives to be part of the system
	training, supporting services and outreach that sustain a culture of enterprise, efficiency and responsiveness to the publics they serve.	
Ministers of Government and CEOs	<ul style="list-style-type: none"> •Act as a RBM Champion •Ensure that decisions within the Ministry are based on evidence •Disseminate the importance and utility of RBM in public sector •Provide policy direction in its action field 	<ul style="list-style-type: none"> •Get involved in RBM activities, such as training and sensitization will improve citizens' perception
Ministries, Departments and Agencies (First three responsibilities belong to the RBM focal points)	<ul style="list-style-type: none"> •Being the RBM/MEAL champions within their MDAs and be the main liaison between the national RBM/MEAL responsible coordinators and their respective MDAs •The assessment and building of capacity within their organisations to operate efficiently and effectively in accordance with the RBM Policy requirements •Support the Change Management /transition implementation of MDAs to operating RBM Frameworks systems and approaches including: <ul style="list-style-type: none"> •Development of plans in accordance with the GoJ Integrated Planning Framework and aligned to the National Development Plan (NDP) •Formulation of budgets in accordance with the MTRBB Framework •The building of results, monitoring and evaluation systems/frameworks in their organisations <ul style="list-style-type: none"> •Performance Management and Accountability Systems/frameworks effectively applied in their organisations •Management Information systems, performance measurement strategies, reporting, capacity, and governance structures in MDAs are consistent with the objectives of the RBM Policy/system •Consider the information derived from M&E activities in the decision-making processes •Give feedback on the M&E processes 	<ul style="list-style-type: none"> •Comply with all the goals/results proposed in the planning of the MDA •Get more resources for their institutions •Be recognized for good performance •Become the leaders of the sectors in which they operate
Ministry of Finance & Public Service	<ul style="list-style-type: none"> •Provide policy direction and guidance regarding the Medium-Term Results Based Budgeting (MTRBB) Framework across the Whole of Government •Regulate and monitor budgeting across government to be results oriented 	<ul style="list-style-type: none"> •Become the leader of the results-oriented budgeting across all government •Build a strong government by strengthening the way the resources are used



Stakeholder / Position	Responsibilities / Role in the system	Incentives to be part of the system
	<ul style="list-style-type: none"> • Be the results-oriented budgeting oversee institution and advice the Prime Minister, the Cabinet and MDAs regarding budgeting 	
Parliament (in general)	Review and approval of: <ul style="list-style-type: none"> • Whole of Government Business Plan aligned to the National Budget • Whole of Government Performance Report • Whole of Government Evaluation Agenda Review of: <ul style="list-style-type: none"> • Strategic Business Plan of MDAs • MDA Performance Reports • MDA, Project Programme Evaluation Reports • Demand and use M&E information/findings to incorporate them in the parliamentary decision-making 	<ul style="list-style-type: none"> • Fulfil the government's counterbalancing function
Parliament (Public Account Committee)	<ul style="list-style-type: none"> • Define needs regarding information of government performance Review of: <ul style="list-style-type: none"> • Strategic Business Plan of MDAs • MDA Performance Reports • MDA, Project Programme Evaluation Reports 	<ul style="list-style-type: none"> • Better planning of MDAs, oversee executive branch performance
Permanent Secretaries	<ul style="list-style-type: none"> • Be responsible for ensuring that RBM and M&E activities are effectively carried out within their MDAs • Act as a RBM Champion and appoint the other RBM champions within MDAs • Ensure that decisions within the Ministry are based on evidence • Disseminate the importance and utility of RBM in public sector • Provide policy direction in its action field 	<ul style="list-style-type: none"> • Good performance of their respective MDAs (responsibility of the performance of MDAs) • Get involved in RBM activities, such as training and sensitization will improve citizens' perception
PIOJ chairperson	Provide policy advice and guidance to the Office of the Cabinet on the achievements regarding the goals of Vision 2030: <ul style="list-style-type: none"> • GoJ Integrated Planning Framework – aligned to the National Strategic Planning Framework of the National Development Plan (NDP) and MTFs • Whole-of-Government Performance Monitoring and Framework • Whole of Government Performance Management Information Strategy • In collaboration with the Office of the Cabinet, the Ministry of Finance and the Public Service and the Auditor Generals 	<ul style="list-style-type: none"> • Better coordination between the PIOJ (Planning governing institution) and the implementers (MDAs) of all the public interventions aiming to achieve those goals



Stakeholder / Position	Responsibilities / Role in the system	Incentives to be part of the system
	<p>Department undertakes the evaluations of Whole of Government Performance</p> <ul style="list-style-type: none"> • Ensures that National Development Programmes administered by the PIOJ are implemented in accordance with the requirements of the RBM Policy • Better coordination between the PIOJ (Planning governing institution) and the implementers (MDAs) of all the public interventions aiming to achieve those goals • With the PMEB, define the universe of evaluation (what to evaluate, how, when and who) 	
Performance Management and Evaluation Branch CTD	<ul style="list-style-type: none"> • Generate frameworks, guidelines, and coordinate RBM activities across government and other relevant stakeholders, such as the MIND, PIOJ, MOFPS, etc. • Coordinate with the MOFPS and the PIOJ so as not to overlap monitoring objects and monitoring periods • Define mechanisms to comprehensively monitor and evaluate programmes • Follow up on the roadmap worked on for the implementation of the RBM system and report progress to different audiences: leaders, MDAs, and citizens • With the PIOJ, define the universe of evaluation (what to evaluate, how, when and who) 	<ul style="list-style-type: none"> • Achieve the complete rollout of the RBM practices within government • Become the leader of the results-oriented planning across all government and then strengthen the government in the areas of planning, budgeting, and implementing for results (with specific responsibility on planning)
Prime Minister	<ul style="list-style-type: none"> • As the Chief Executive is the Sponsor/Champion for the development and implementation of the RBM Policy • Provide policy direction with respect to the development of the results Based Management across the Public Sector • Instruct the actions of the RBM and appoint system coordinators • Disseminate the RBM strategy to the public 	<ul style="list-style-type: none"> • Whole of Government performance improved • Improve the perception that citizens have regarding the performance of the government • Improve confidence/trust with the external sector: investors, donors, etc.
Universities	<ul style="list-style-type: none"> • Use the results of the M&E processes • Participate in the M&E processes of the government • Offer M&E services both in training and monitoring and evaluating • Demand evidence derived from M&E • Keep the GoJ accountable 	<ul style="list-style-type: none"> • Offer RBM/M&E training to public servants (increase earnings) • Offer RBM/M&E services to government (increase earnings and strengthening the community of practice in the country and the region)
VOPE (Caribbean)	<ul style="list-style-type: none"> • Use the results of the M&E processes • Participate in the M&E processes of the government 	<ul style="list-style-type: none"> • Offer RBM/M&E training to public servants



Stakeholder / Position	Responsibilities / Role in the system	Incentives to be part of the system
Evaluators (International)	<ul style="list-style-type: none"> •Offer M&E services both in training and monitoring and evaluating •Demand evidence derived from M&E •Keep the GoJ accountable 	<ul style="list-style-type: none"> •Offer RBM/M&E services to government •Strengthening the community of practice in the country and the region)

Source: Developed by the GEI technical team in charge of the collaboration



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8. Appendix

A. Conceptual framework

a. Key dimensions of a sustainable RBM System

The development of an RBM System is a complex and nonlinear process that must be contextualized to the specific region, country, or regional institution. However, the multiple efforts done over time allow us to learn from experiences in different settings and identify good practices. These good practices represent useful inputs to be considered when embarked on this road.

One significant component to strengthen RBM in the Community is to build, in a participatory process, specific roadmaps to continue the development of RBM Systems for each pilot member state and regional institution. The member states and regional institutions participating in the pilot have significant but heterogeneous advances achieving this goal. To identify these advances and guide the analysis of the MESA stages, the GEI team defined four dimensions of an ideal and sustainable RBM System:

- **Institutionalisation:** this dimension focuses on the formal rules that define, outline, and formalize the RBM Systems in the countries or regional institutions.
- **Execution framework:** this dimension focuses on the systems, resources, processes, methodologies, and tools necessary for the implementation of the RBM system, as well as incentives that promote an enabling environment.
- **Technical capabilities:** this dimension focuses on the capacities, abilities, and resources necessary to implement and sustain the RBM System.
- **Use of evidence:** this dimension focuses on the dissemination strategies and incentives aimed at stakeholders with the purpose that they use the evidence generated by the RBM System and its measurement.

b. Ideal elements & sub-elements

The four dimensions previously mentioned were conceptualized as necessary components when building an operating and sustainable RBM system. To have a better understanding of what the progress in each dimension entails, we propose a set of ideal elements and sub-elements taken from different contexts and experiences where they have been successfully implemented or recommended. Each dimension has a set of elements that represent activities, documents, normative frameworks, skills, incentives, etc.; and every element has a set of sub-elements that describe the ideal characteristics of the element. The sub-elements allow to translate concepts into



practice, and, after gathering and analysing information, this knowledge can be translated into specific actions.

Unlike the dimensions, as RBM Systems are designed and built considering contextual factors, some elements and sub-elements should be taken as a guide as different contexts will result in variations on their interpretation and level of relevance/priorities. This framework allows for adaptations, recognizing that every context is particular and that there is no unique checklist that may apply to all contexts.

Table 4: Elements and sub-elements of the Ideal RBM System

Institutionalisation		
1. There is a documented, approved, and binding RBM Policy within the government		
1.1 It is relevant across the government at all levels	1.2 It outlines guiding principles / pillars that are aligned to a results-oriented approach	1.3 It communicates what RBM entails (e.g., clear definitions for key concepts) and clearly states how it works
1.4 It identifies key actors who are responsible for the coordination and the measurement of the overall supervision and coordination of the RBM policy	1.5 It identifies key actors who are responsible for supervising the implementation of the RBM policy and their functions (within MDAs)	1.6 It is use-oriented in planning, budgeting, and implementing towards results, transparency and accountability
1.7 The funding for M&E activities and the responsible are identified		
2. There are laws/regulations/norms recognizing M&E activities across the government		
2.1 They are additional to the RBM Policy	2.2 They delegate M&E responsibilities to a single national body or to multiple MDAs	2.3 It is relevant across the government at all levels and branches (e.g., scope of action) and defines the M&E subjects
2.4 They establish that the M&E results affect planning, budgeting and implementing activities	2.5 (If more than one) They are consistent with each other	2.6 It establishes the need to designate focal points in each MDA across government
3. There are guidelines that establish the rules and processes to perform monitoring activities		
3.1 They identify indicator types and the dimensions they want to measure (e.g. efficiency, efficacy), and monitoring tools (e.g. logic framework) to be developed for each project / social programme	3.2 They identify specific timeframes to collect indicator data and develop monitoring tools to measure the indicators (e.g., collect every six months) for each project	3.3 They have criteria to ensure data collection quality (design, measurement, report)



3.4 They integrate the indicators as a monitoring system	3.5 The monitoring system has an established process to update its information periodically	3.6 The monitoring system has an established process to update its indicators periodically
3.7 There are rules providing all parts in the monitoring process with a way of presenting their opinion (e.g., institutional positions)		

4. There are guidelines that establish the rules and processes to perform evaluation activities

4.1 They identify key stakeholders to be part of the evaluation process (e.g., evaluation process coordinators, evaluation subjects, evaluation process implementors)	4.2 They identify specific evaluation types	4.3 They identify specific timeframes for each evaluation type
4.4 They identify specific characteristics and functions of evaluators	4.5 It establishes an iterative process of evaluation (e.g., is not a one-time exercise)	4.6 They identify the elements to be included in the evaluation's ToRs (e.g., objectives of the evaluation, the role and responsibilities of the evaluator and evaluation client and the resources available to conduct the evaluation)
4.7 They outline the operationalization process of the national evaluation agenda (e.g., it is agreed among relevant stakeholders)	4.8 There are quality control mechanisms for evaluation activities (e.g., quality attribute listings, quality evaluations, peer review, satisfaction surveys, evaluate the evaluator)	4.9 There are rules providing all parts in the evaluation process with a way of presenting their opinion (e.g., institutional position)

5. There are guidelines that establish the rules and processes to address and use M&E results

5.1 They identify instruments to measure the RBM System results	5.2 They identify mechanisms to use monitoring results	5.3 They identify mechanisms to use evaluation results
5.4 They establish rules and processes that require the budgeting process to consider the results of M&E activities (they make explicit the link between planning and budgeting)		

6. There are formal actions towards building an enabling environment



6.1 There are key stakeholders identified as responsible for these formal actions	6.2 There are strategies to enhance or attenuate positive or negative incentives for the use of monitoring	6.3 There are strategies to enhance or attenuate positive or negative incentives for the use of evaluation
6.4 There are mechanisms for the participation of stakeholders in the definition of monitoring activities and needs	6.5 There are mechanisms for the participation of stakeholders in the definition of evaluation activities and needs	6.6 There are periodic meetings involving relevant stakeholders to review the M&E information as an RBM System feedback exercise
6.7 There is a permanent strategy to communicate and sensitize about the benefits and challenges of M&E		

7. There is a Results Oriented National Plan defined for a given period in the country

7.1 It has defined objectives	7.2 It is constructed in a participatory process	7.3 It is constructed using the information generated by the RBM System
7.4 It has defined strategies to implement the plan	7.5 It has defined indicators and monitoring tools by mandate, and they measure outcomes and outputs	7.6 It is evaluated by mandate
7.7 It has specific evaluation activities	7.8 It has defined responsible actors	7.9 It considers regional (CARICOM) objectives

8. There is a national budgeting strategy for a given period in the country

8.1 It is allocated according to the objectives/goals/activities of the national planning	8.2 It considers the prioritization of the objectives/goals/activities identified in the national planning	8.3 It is allocated using the information generated by evidence and the RBM System
8.4 The budget allocation is defined in annual terms (e.g., it specifies the starting date, relevant milestones dates, and the end date)	8.5 It establishes a specific allocation of resources for M&E activities according to the budget period	8.6 It considers other available information to define its allocation (e.g., national statistics/poverty measurements/etc.)
8.7 The key actors and their responsibilities are clearly defined		

Execution Framework

9. There are operative handbooks to implement the monitoring functions (e.g., Logic Framework)

9.1 They identify all the relevant activities to develop each stage of the process (e.g., Specific	9.2 They outline specific timeframes to implement every stage of the process	9.3 They identify the responsible in every stage of the process (specific MDAs and units within the MDAs)
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activities within the analysis of the project's context, stakeholder)

9.4 They outline a dissemination strategy of the LF results (what, how, when and to who do you want to diffuse the results)

9.5 The indicators are oriented to results and outcomes

10. There are operative handbooks that establish specific steps to develop each stage of the evaluation function

10.1 They identify all the relevant activities to develop each stage of the evaluation process (e.g., evaluators selection, ToR definition for each evaluation, evaluation supervision)

10.2 They outline specific timeframes to implement every stage of the process

10.3 They outline a dissemination strategy of the evaluation results (what, how, when and to who do you want to diffuse the results)

10.4 They identify the responsible (specific MDAs and units within the MDAs) in every stage of the process

11. There is an operating and functioning coordination of M&E at the national or/and subnational levels

11.1 It is homogeneous across the government and holds a common language in concepts of M&E

11.2 It is integrated at various levels of government (national and subnational)

11.3 It is known by all sectors and MDAs in government

11.4 It is relevant (e.g., it recollects indicator data that is necessary, pertinent, and timely, it involves key stakeholders at different levels)

11.5 It generates timely documents for specific evidence users

11.6 It generates use-oriented documents for specific evidence users

11.7 It is sufficiently funded (specific financial resources are allocated)

12. There is a defined human resources structure for M&E activities:

12.1 It has specific focal points in each MDA across the government

12.2 The MDA focal points constitute a coordinated network that is part of the M&E System

12.3 The MDA focal points have clear functions, responsibilities and expected outcomes

12.4 The MDAs focal points become recognized strategic areas of information about the



performance and impact of the MDAs projects / programmes

Technical Capabilities

13. There are sufficient private and public entities providing M&E services, including training, to the public sector

13.1 They provide a variety of M&E services (e.g., conduct diagnostics, evaluations, assessments)	13.2 MDAs demand those M&E services based on their needs	13.3 They provide a broad academic offer for RBM capacity building (e.g., continuous courses / diplomas in M&E topics, specific training to the public sector)
13.4 There is an M&E capacity building strategy demanding RBM training, which is periodic, targeted to the capacity building needs and with a whole-of-government approach		

14. There are skilled personnel in government with technical capacity and competencies to conduct planning and budgeting for results

14.1 They have technical skills to use derived evidence from M&E to improve planning (identify priorities, vulnerable population, what works to attend that priorities)	14.2 They have competencies to use M&E results to define results-oriented budgeting (e.g., identify priorities, new public problems that should be addressed, policies that work, compare between policies)	14.3 They have competencies to coordinate with other MDAs and relevant actors
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15. There are skilled personnel in government with technical capacity and competencies to conduct monitoring activities

15.1 They have technical skills to collect indicator data	15.2 They have technical skills to use monitoring tools	15.3 They have the competences to identify monitoring needs in order to collect relevant, pertinent and timely data
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16. There are skilled personnel in government with technical capacity and competencies to conduct evaluations and evaluation activities

16.1 They have the competences to perform different evaluation types (e.g., design, process, impact) and use different methodologies (e.g., quantitative, qualitative, mixed methods)	16.2 They have the competences to identify evaluation needs and match them with proper evaluation types and methodologies: define evaluation horizon and ask relevant evaluation questions	16.3 They have the competences to formulate reports that include relevant, pertinent, and timely information for different stakeholders
16.4 There is a capacity strengthening plan for on-going training in RBM and M&E		



Use of Evidence

17. RBM documents and government performance information are available and accessible for consultation

17.1 National planning documents and are publicly available	17.2 National budget plans are publicly available	17.3 Documents that mention the results/findings/recommendations of monitoring and evaluation activities are publicly available
17.4 M&E manuals / guidelines /ToRs are publicly available	17.5 There is a dissemination strategy of evidence about government performance targeted to different stakeholders (e.g., citizens, parliamentarians, decision-makers, private sector, NGOs)	

18. There is an enabling environment for the use of M&E results

18.1 There are explicit positive or negative incentives for the use of monitoring results	18.2 There are explicit positive or negative incentives for the use of evaluation results	18.3 There are knowledge management practices
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19. M&E results are systematically included in the planning and budgeting

19.1 They are used in an institutionalized way: they follow an established procedure	19.2 There are action plans or other management instruments to ensure M&E results/recommendations are implemented	19.3 They justify the creation and design of government interventions
19.4 They identify the target population of government interventions	19.5 They identify general and specific recommendations to improve the implementation of government interventions	19.6 They inform the design/redesign of government interventions
19.7 They inform the initial budget allocations of government interventions	19.8 They inform the budget increase/decrease/suspension of government interventions	19.9 Evaluation findings/reports are updated periodically
19.10 The M&E results are used to define the MDAs budget		

20. The government has mechanisms to measure the use of the evidence that the RBM system generates

20.1 There are mechanisms to know how much the reports and publications on M&E are downloaded or used by citizens	20.2 There are use-of-evidence measurements to improve the use of M&E results strategy	
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Source: Developed by the GEI technical team in charge of the collaboration



c. Levels of progress

The MESA methodology is designed to gain a deep understanding of a country or institution's relevant aspects/characteristics when developing an RBM System. The different stages are meant to gather information from different stakeholders to achieve a whole of government / institutional outlook. The dimensions with ideal elements and sub-elements guide the analysis of the information gathered in order to identify the level of progress of a specific government or institution.

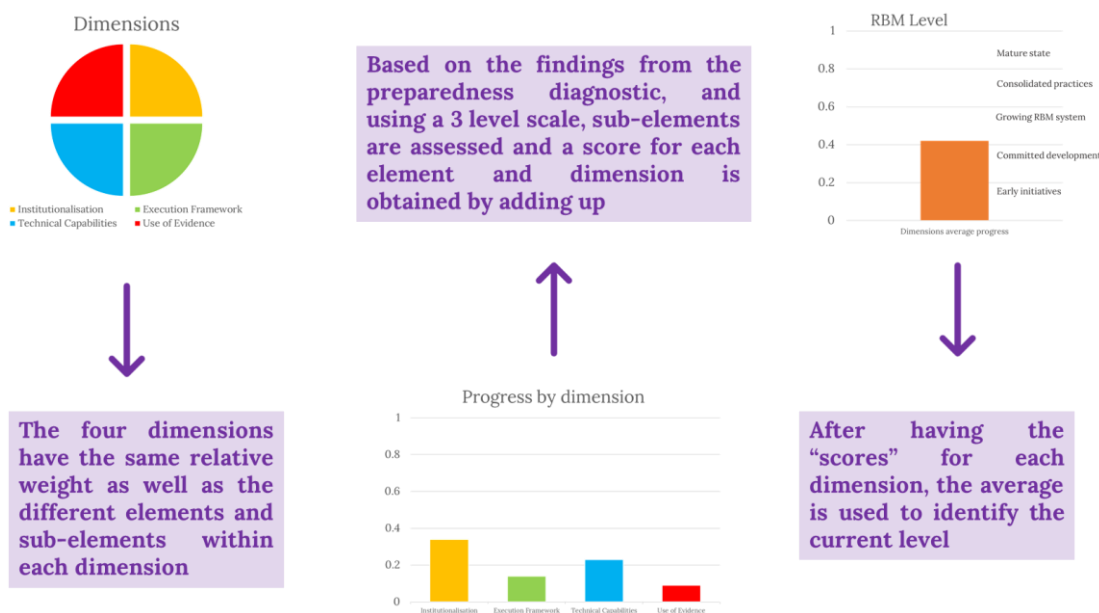
The scale used to assess the sub-elements are:

- No: there is no documented advance in the sub-element
- Needs improvement: there is documented advance in the sub-element, but there are opportunity areas
- Yes: there is documented proof that the sub-element complies with the needed/ideal characteristics

Each scale level has an assigned value, and every element will have a result obtained from the total sum of its sub-element's scores. The average score of the elements per dimension results in the dimension's score, and the average score of the four dimensions will place the Member state/regional Institution in one of the following **levels of progress** of their RBM Systems:

- Level 1. Early initiatives: there are minimal or no commitment and capacities on RBM/M&E
- Level 2. Committed development: there are some initiatives to develop RBM-related structures and focus on monitoring activities
- Level 3. Growing RBM system: there are RBM-related structures being established and limited evaluation activities
- Level 4. Consolidated practices: there are integrated efforts (political will, capacity building and some whole-of-government consensus) to develop the RBM System
- Level 5. Mature state: Functioning and sustainable RBM System in place that generates credible, reliable and timely information that improves public policies

Figure 8. How to identify the current level of the RBM system maturity



Source: Developed by the GEI technical team in charge of the collaboration

B. Detailed findings

In the following table, you can consult all the findings found in this MESA in detail.

Table 5. Detailed results of the MESA for Jamaica

Ideal element/sub-element	Main results/findings
Institutionalisation	
1. There is a documented, approved, and binding RBM Policy within the government	Jamaica has had a long process of drafting its whole-of-government RBM Policy, and this process has incorporated inputs from different relevant stakeholders (both internal and external). In the first semester of 2022 the draft of the policy is being finalised, to be approved by the Cabinet by the end of the year.
1.1 It is relevant across the government at all levels	Throughout the MESA process it was mentioned that the RBM Policy will be relevant across the government at all levels.
1.2 It outlines guiding principles / pillars that are aligned to a results-oriented approach	Throughout the MESA process it was mentioned that the RBM Policy will present guiding principles that are aligned to a results-oriented whole-of-government approach.
1.3 It communicates what RBM entails (e.g., clear definitions for key	Throughout the MESA process it was mentioned that the RBM Policy will communicate what TBM entails and will contain definitions of the main concepts and ideas regarding RBM, M&E and Performance.



concepts) and clearly states how it works	
1.4 It identifies key actors who are responsible for the coordination and the measurement of the overall supervision and coordination of the RBM policy	Throughout the MESA process it was mentioned that the RBM Policy will present a matrix of RBM key stakeholders, identifying their explicit role as a part of the RBM system.
1.5 It identifies key actors who are responsible for supervising the implementation of the RBM policy and their functions (within MDAs)	Throughout the MESA process it was mentioned that the RBM Policy will present a matrix of RBM key stakeholders, identifying their explicit role as a part of the RBM system and within their respective MDAs.
1.6 It is use-oriented in planning, budgeting, and implementing towards results, transparency and accountability	Allegedly, the RBM Policy will articulate/integrate RBM/M&E practices with the processes of planning, budgeting, and therefore transparency and accountability.
1.7 The funding for M&E activities and the responsible are identified	Allegedly, the RBM Policy will state how the system will be funded.
2. There are laws/regulations/norms recognizing M&E activities across the government	Although there are M&E activities in some MDAs, there are no laws/regulations/norms recognizing them across all the government.
2.1 They are additional to the RBM Policy	Not Applicable
2.2 They delegate M&E responsibilities to a single national body or to multiple MDAs	Although there are no laws/regulations/norms recognizing M&E activities across the government, the MOFPS has the Performance and Monitoring Branch, which is responsible for the monitoring, on a monthly basis, of the budgeting reports of agencies and departments.
2.3 It is relevant across the government at all levels and branches (e.g., scope of action) and defines the M&E subjects	Not Applicable
2.4 They establish that the M&E results affect planning, budgeting and implementing activities	Not Applicable
2.5 (If more than one) They are consistent with each other	Not Applicable



2.6 It establishes the need to designate focal points in each MDA across government	Not Applicable
3. There are guidelines that establish the rules and processes to perform monitoring activities	The PIOJ oversees monitoring and evaluating the Medium-Term Socio-Economic Framework. For doing so, there are Technical Monitoring Committees (TMC) and thematic working groups (consultative bodies to improve planning, implementation, and monitoring). These are the only efforts to formally recognize policy monitoring in Jamaica. Though there are no guidelines regarding monitoring, there are monitoring activities across government in terms of budget and expenditure, however, in terms of the national plan and social policy, Jamaica does not have a mature set of indicators. Nevertheless, the ministries do the planning in accordance with the PMES framework.
3.1 They identify indicator types and the dimensions they want to measure (e.g. efficiency, efficacy), and monitoring tools (e.g. logic framework) to be developed for each project / social programme	The National Plan (Jamaica Vision 2030) has a set of defined indicators for some sectors, and its updating depends on data availability. Jamaica has data for development initiatives to be able to have a full set of indicators and to make them accessible.
3.2 They identify specific timeframes to collect indicator data and develop monitoring tools to measure the indicators (e.g., collect every six months) for each project	Vision 2030 does have a set of indicators, timeframes and the responsible MDAs to ensure data collection but there are no instruments in place to systematize M&E results/findings/data.
3.3 They have criteria to ensure data collection quality (design, measurement, report)	There are no systems to generate, understand and use data. Jamaica has strategic planning templates that are used by all Ministries. Departments and Agencies are guided by the Minimum Standards. This use is based on compliance basis and the information is not always used to improve planning and budgeting.
3.4 They integrate the indicators as a monitoring system	Vision 2030 does have a set of indicators, timeframes and the responsible MDAs to ensure data collection but there are no instruments in place to systematize M&E results/findings/data.
3.5 The monitoring system has a established process to update its information periodically	There are budget information reports generated periodically, but there is no evidence that MDAs update KPIs information periodically.
3.6 The monitoring system has a established process to update its indicators periodically	NA
3.7 There are rules providing all parts in the monitoring process with	NA



a way of presenting their opinion (e.g., institutional positions)

4. There are guidelines that establish the rules and processes to perform evaluation activities

There is not a specific governing body or agency in Jamaica responsible for assisting/leading the evaluation function. However, the PMEB has the mandate for conducting policy/programme/project evaluations. Also, there are some micro-projects evaluating practices within the government.

4.1 They identify key stakeholders to be part of the evaluation process (e.g., evaluation process coordinators, evaluation subjects, evaluation process implementors)

When evaluating the Medium-Term Socio-Economic Framework, the PIOJ considers which MDAs are responsible for implementing programmes, and then identify the responsible who should answer for the information requested regarding programmes' goals.

4.2 They identify specific evaluation types

NA

4.3 They identify specific timeframes for each evaluation type

NA

4.4 They identify specific characteristics and functions of evaluators

NA

4.5 It establishes an iterative process of evaluation (e.g., is not a one-time exercise)

NA

4.6 They identify the elements to be included in the evaluation's ToRs (e.g., objectives of the evaluation, the role and responsibilities of the evaluator and evaluation client and the resources available to conduct the evaluation)

NA

4.7 They outline the operationalization process of the national evaluation agenda (e.g., it is agreed among relevant stakeholders)

NA

4.8 There have quality control mechanisms for evaluation activities (e.g., quality attribute listings, quality evaluations, peer review,

NA



satisfaction surveys, evaluate the evaluator)	
4.9 There are rules providing all parts in the evaluation process with a way of presenting their opinion (e.g., institutional position)	NA
5. There are guidelines that establish the rules and processes to address and use M&E results	Even though there are no guidelines to address and use M&E results, budget monitoring and corporate planning are tools helping to allocate resources in priority programmes of the MDAs. However, there is no substantive use of information from M&E to improve planning and budgeting.
5.1 They identify instruments to measure the RBM System results	NA
5.2 They identify mechanisms to use monitoring results	There are no mechanisms to use monitoring results/findings to improve planning and budgeting. Also, the recommendations made by the MDAs' technical groups are not binding.
5.3 They identify mechanisms to use evaluation results	NA
5.4 They establish rules and processes that require the budgeting process to consider the results of M&E activities (they make explicit the link between planning and budgeting)	NA
6. There are formal actions towards building an enabling environment	Although there is a long way to go, Jamaica has been working on building an enabling environment for the institutionalisation, implementation, and use of an RBM system with Monitoring and Evaluation activities in its core. The GoJ has been creating incentives to use the findings of M&E and the RBM system, such as the M&E considerations and frameworks during the planning and budgeting processes of the MDAs (when elaborating Operational and Business Plans). However, they have not been sufficiently institutionalized to be able to obtain the expected results.
6.1 There are key stakeholders identified as responsible for these formal actions	<p>Incentives to enable the demand for monitoring: The Parliament of Jamaica in exercising its scrutiny and oversight roles through its committees (e.g., Public Administration and Appropriations Committee which inquiries into the efficient administration of the Government and monitors if the expenditure by Government agencies is undertaken in accordance with parliamentary approval) generate demand for monitoring activities.</p> <p>There is a negative incentive for stakeholders for monitoring because the Public Administration and Appropriations Committee and PMES's</p>



	performance oversee processes are not binding; also, the recommendations are not considered to improve decision making.
6.2 There are strategies to enhance or attenuate positive or negative incentives for the use of monitoring	NA
6.3 There are strategies to enhance or attenuate positive or negative incentives for the use of evaluation	NA
6.4 There are mechanisms for the participation of stakeholders in the definition of monitoring activities and needs	NA
6.5 There are mechanisms for the participation of stakeholders in the definition of evaluation activities and needs	According to Vision 2030, the National Planning Council has the responsibility to provide feedback on the implementation of M&E. There are periodic meetings involving relevant stakeholders to review the M&E information as an RBM System feedback exercise.
6.6 There are periodic meetings involving relevant stakeholders to review the M&E information as an RBM System feedback exercise	NA
6.7 There is a permanent strategy to communicate and sensitize about the benefits and challenges of M&E	NA
7. There is a Results Oriented National Plan defined for a given period in the country	Jamaica's National Development Plan is called Vision 2030 Jamaica and provides a comprehensive planning framework that integrates the economic, social, environmental, and governance aspects of national development. Vision 2030 is addressed in the Medium-Term Socio-Economic Policy Frameworks, which are the operationalisation of the national planning.
7.1 It has defined objectives	Vision 2030 has a set of indicators and targets to track performance, and through a series of three-year Medium Term Socio-Economic Policy Frameworks (MTFs), priority strategies and actions under each of the national outcomes are identified for implementation, with continuous improvement incorporated.
7.2 It is constructed in a participatory process	Each MTF has high levels of stakeholder consultations from the public and private sectors, civil society organisations, international development partners and youth and children.



7.3 It is constructed using the information generated by the RBM System	Vision 2030 is not constructed using the information generated by the RBM System.
7.4 It has defined strategies to implement the plan	MTFs have very detailed information of the set of national goals that are desired and how they are aligned to Sustainable Development Goals, and which public entities are in charge of their respective area of action.
7.5 It has defined indicators and monitoring tools by mandate, and they measure outcomes and outputs	MTFs have a set of indicators, their past results and their future targets. They only mention indicators for outputs not outcomes/results.
7.6 It is evaluated by mandate	The PIOJ is in charge of evaluating the Vision 2030. However, there are no specific activities to address such task.
7.7 It has specific evaluation activities	The PIOJ is in charge of evaluating the Vision 2030. However, there are no specific activities to address such task.
7.8 It has defined responsible actors	There are responsible actors for the main policy activities/programmes.
7.9 It considers regional (CARICOM) objectives	Some priority strategies of the MTF are aligned to CARICOM strategies, such as the CARICOM Single Market and Economy (CSME) and other bilateral relationships.
8. There is a national budgeting strategy for a given period in the country	There is a clear, systematic, and consistent process for the national budget.
8.1 It is allocated according to the objectives/goals/activities of the national planning	There is alignment between the government's budgeting process and the MTF and Vision 2030, however, budget allocation is determined mainly by the level of government's income, not according to the objectives/goals/activities of the national planning.
8.2 It considers the prioritization of the objectives/goals/activities identified in the national planning	Some KPIs are taken into account in the budget so that they can be tracked identifying how ministries are using their resources to improve outputs related to the KPIs.
8.3 It is allocated using the information generated by evidence and the RBM System	RBM and M&E information/findings are not used in budgeting or planning. However, while there is no formal feedback system, budget decisions are informed by previous years' implementation/expenditure information.
8.4 The budget allocation is defined in annual terms (e.g., it specifies the starting date, relevant milestones dates, and the end date)	Budget allocation is defined in both annual and medium terms. Public Investments are outlined indicating start dates, milestones, achievements etc. Fiscal year is from April 1st to March 31st.



8.5 It establishes a specific allocation of resources for M&E activities according to the budget period	National budgeting process does not give a specific allocation of resources for M&E activities.
8.6 It considers other available information to define its allocation (e.g., national statistics/poverty measurements/etc.)	The macro-economic variables are taken into consideration in crafting the national budget.
8.7 The key actors and their responsibilities are clearly defined	Each MDA has a budget manager and the MOFPS does mid-term fiscal review regarding MDAs budgeting. Each MDA has an Accounting Officer and a Principal Finance Officer who submits monthly reports to the MOFPS.

Execution Framework

9. There are operative handbooks to implement the monitoring functions (e.g., Logic Framework)	There are informal and dispersed monitoring functions in some of the MDAs, but no operative guidelines/handbooks/norms regarding Monitoring functions. However, some public agencies use monitoring tools such as the Logic Framework.
9.1 They identify all the relevant activities to develop each stage of the process (e.g., Specific activities within the analysis of the project's context, stakeholder)	NA
9.2 They outline specific timeframes to implement every stage of the process	NA
9.3 They identify the responsible in every stage of the process (specific MDAs and units within the MDAs)	NA
9.4 They outline a dissemination strategy of the LF results (what, how, when and to who do you want to diffuse the results)	NA
9.5 The indicators are oriented to results and outcomes	Vision 2030 Jamaica has indicators both at output and outcome levels for each of the national goals and outcomes.
10. There are operative handbooks that establish specific steps to develop each stage of the evaluation function	There are informal and spread evaluation activities in some of the MDAs, but no operative guidelines/handbooks/norms regarding Evaluation functions.



10.1 They identify all the relevant activities to develop each stage of the evaluation process (e.g., evaluators selection, ToR definition for each evaluation, evaluation supervision)	NA
10.2 They outline specific timeframes to implement every stage of the process	NA
10.3 They outline a dissemination strategy of the evaluation results (what, how, when and to who do you want to diffuse the results)	NA
10.4 They identify the responsible (specific MDAs and units within the MDAs) in every stage of the process	NA
11. There is an operating and functioning coordination of M&E at the national or/and subnational levels	There is no formal M&E system in Jamaica, however, the PMES works as a system for the setting of performance goals; selecting useful performance indicators and targets; reporting on results; and implementing the core components of the managing for results programme.
11.1 It is homogeneous across the government and holds a common language in concepts of M&E	The PMEB and PMES are recognised and homogeneous across the government and holds a common language in concepts of M&E.
11.2 It is integrated at various levels of government (national and subnational)	The PMEB and PMES are integrated at various levels of government.
11.3 It is known by all sectors and MDAs in government	The PMEB and PMES are known by all sectors and MDAs.
11.4 It is relevant (e.g., it recollects indicator data that is necessary, pertinent, and timely, it involves key stakeholders at different levels)	The PMEB and PMES are relevant since they establish the main guidelines regarding Performance and some RBM tools.
11.5 It generates timely documents for specific evidence users	NA



11.6 It generates use-oriented documents for specific evidence users	NA
11.7 It is sufficiently funded (specific financial resources are allocated)	The PME B and PMES are not sufficiently funded for M&E activities. Also, evaluations are mostly done for internationally funded programmes because they allocate money for doing so. Internally it is less common to have M&E activities because of the lack of resources.
12. There is a defined human resources structure for M&E activities:	There are different and heterogeneous M&E capacities among MDAs, and there are no homogeneous structures within them regarding M&E.
12.1 It has specific focal points in each MDA across the government	MDAs have internal M&E technical groups that are mostly focused on monitoring. Vision 2030 defines they are supposed to be Technical Monitoring Committee(s) that should be responsible of 1) reporting the process of implementation of programmes and activities; 2) to give those reports to relevant stakeholders. However, this has not been established yet.
12.2 The MDA focal points constitute a coordinated network that is part of the M&E System	The MDAs M&E technical groups do not constitute a coordinated network.
12.3 The MDA focal points have clear functions, responsibilities and expected outcomes	The MOFPS is charged with the responsibility of implementing the Medium-Term Results-Based Budgeting (MTRBB) in MDAs. MTRBB approach requires, in the preparation of annual budgets, an alignment of results to spend. But there are no designated focal points in MDAs across government for doing that task. Also, there are different capacities among MDAs, and there are no homogeneous structures within them regarding M&E (e.g., a unit dedicated only to M&E activities).
12.4 The MDAs focal points become recognized strategic areas of information about the performance and impact of the MDAs projects / programmes	MDAs' focal points for M&E and RBM, if any, have not become the recognized strategic areas of information on the performance and impact of MDA projects/programs.

Technical Capabilities

13. There are sufficient private and public entities providing M&E services, including training, to the public sector

Both Public and Private entities are not producing evaluations. MIND is providing some courses, such as the Strategic and Corporate and Planning one, however, it does not have a strong M&E or RBM component. The University of West Indies (UWI) has done some studies of public policies, probably those have some information on M&E, but there are no verification means, as they are not publicly available. Regarding training, there has been some in M&E and RBM tools, however, training is focalized in the MOFPS, Ministry of Health and Wellness, the PIOJ and the Office of the Cabinet.



13.1 They provide a variety of M&E services (e.g., conduct diagnostics, evaluations, assessments)	NA
13.2 MDAs demand those M&E services based on their needs	There is no demand coming from MDAs as there is no needs identification.
13.3 They provide a broad academic offer for RBM capacity building (e.g., continuous courses / diplomas in M&E topics, specific training to the public sector)	There is no offer regarding RBM or M&E Capacity building.
13.4 There is an M&E capacity building strategy demanding RBM training, which is periodic, targeted to the capacity building needs and with a whole-of-government approach	There is not an M&E capacity building strategy demanding RBM training, which is periodic, targeted to the capacity building needs and with a whole-of-government approach. The PMEB has begun to implement its capacity building project with one course in MEAL recently completed.
14. There are skilled personnel in government with technical capacity and competencies to conduct planning and budgeting for results	There are skilled personnel in government with technical capability and competencies to conduct planning and budgeting for results. However, these personnel are widely dispersed throughout the government and without the possibility (time and material resources) to effective plan and budget for results.
14.1 They have technical skills to use derived evidence from M&E to improve planning (identify priorities, vulnerable population, what works to attend that priorities)	The GoJ has a community of practice where the members are mostly evaluators, policy analysts, corporate planners and M&E officers within ministries where they can share ideas and best practices and so on. This community has undertaken some courses (from the IBD and World Bank), but the intent is to have everyone trained on international level certification. Not enough skilled personnel within government. Most competences are within the Office of the Cabinet, PIOJ, and MOFPS.
14.2 They have competencies to use M&E results to define results-oriented budgeting (e.g., identify priorities, new public problems that should be addressed, policies that work, compare between policies)	Within the government, there is no sufficient competences to use M&E results to define results-oriented budgeting (e.g., identify priorities, new public problems that should be addressed, policies that work, compare between policies).
14.3 They have competencies to coordinate with other MDAs and relevant actors	There is a lack of cooperation between the planning and budgeting units within the ministries.



<p>15. There are skilled personnel in government with technical capacity and competencies to conduct monitoring activities</p>	<p>In general, there are skilled personnel in government with the technical capacity and competencies to conduct monitoring activities within the government.</p>
<p>15.1 They have technical skills to collect indicator data</p>	<p>Personnel within the GoJ have technical skills to collect indicator data, but it is centralised in the MOFPS, PIOJ, the Office of the Cabinet. They have personnel with the technical capacity to perform different evaluation types.</p>
<p>15.2 They have technical skills to use monitoring tools</p>	<p>Personnel within the GoJ have technical skills to use monitoring tools but it is centralised in the MOFPS, PIOJ, the Office of the Cabinet. They have personnel with the technical capacity to perform different monitoring tools.</p>
<p>15.3 They have the competences to identify monitoring needs in order to collect relevant, pertinent and timely data</p>	<p>Personnel within the GoJ have the competences to identify monitoring needs in order to collect relevant, pertinent and timely data but it is centralised in the MOFPS, PIOJ, the Office of the Cabinet. They have personnel with technical capacity to perform different evaluation types.</p>
<p>16. There are skilled personnel in government with technical capacity and competencies to conduct evaluations and evaluation activities</p>	<p>There are few skilled personnel in government with the technical capacity and competencies to conduct evaluations and evaluation activities, and they are centralized in the MOFPS, PIOJ, and the Office of the Cabinet. These entities have personnel with the technical capacity to perform different evaluation types.</p>
<p>16.1 They have the competences to perform different evaluation types (e.g., design, process, impact) and use different methodologies (e.g., quantitative, qualitative, mixed methods)</p>	<p>There are few skilled personnel in government with the competences to perform different evaluation types and use different methodologies.</p>
<p>16.2 They have the competences to identify evaluation needs and match them with proper evaluation types and methodologies: define evaluation horizon and ask relevant evaluation questions</p>	<p>There are few skilled personnel in government with the competences to identify evaluation needs and match them with proper evaluation types and methodologies: define evaluation horizon and ask relevant evaluation questions.</p>
<p>16.3 They have the competences to formulate reports that include relevant, pertinent, and timely information for different stakeholders</p>	<p>There are few skilled personnel in government with the competences to formulate reports that include relevant, pertinent and timely information for different stakeholders. Although there are skilled personnel in government, they are not enough, and the reports are not necessarily always pertinent and timely for improving decision-making</p>



16.4 There is a capacity strengthening plan for on-going training in RBM and M&E

There is not a capacity strengthening plan for on-going training in RBM and M&E. However, there are some efforts to give training in that regard within the MOFPS, PIOJ, and the Office of the Cabinet (PMEB). The PMEB has begun to implement its capacity building project with one course in MEAL recently completed; this could be extended to the rest of the government.

Use of Evidence

17. RBM documents and government performance information are available and accessible for consultation

Although the RBM Policy document is not yet available, there are some documents regarding the RBM system available. However, these documents are fragmented and dispersed, so there is no alignment to have a whole of government RBM system approach.

17.1 National planning documents and are publicly available

Some national planning documents are publicly available, such as the MTF and Vision 2030.

17.2 National budget plans are publicly available

The Minimum standards and guidelines for the development of strategic business/corporate plans of departments and agencies and the Medium-Term Results-Based Budgeting (MTRBB) are publicly available.

17.3 Documents that mention the results/findings/recommendations of monitoring and evaluation activities are publicly available

There are no documents that mention the results/findings/recommendations of monitoring and evaluation activities publicly available. There is no overall results-based system that informs the public how the government is operating.

17.4 M&E manuals / guidelines /ToRs are publicly available

There are no M&E manuals / guidelines /ToRs that are publicly available.

17.5 There is a dissemination strategy of evidence about government performance targeted to different stakeholders (e.g., citizens, parliamentarians, decision-makers, private sector, NGOs)

There is not a dissemination strategy of evidence about government performance targeted to different stakeholders (e.g., citizens, parliamentarians, decision-makers, private sector, NGOs).

18. There is an enabling environment for the use of M&E results

Although there are still some challenges, there are efforts to grow and strengthen enabling environment for the use of M&E results within the government. Nevertheless, they are not well articulated/integrated and coordinated, so their benefits are not achieved yet.

18.1 There are explicit positive or negative incentives for the use of monitoring results

One of the big issues related to monitoring in Jamaica is that it is done solely regarding the budget. There are no consistent actions to measure the performance (of implementation and results) of public interventions.



18.2 There are explicit positive or negative incentives for the use of evaluation results	Neither public nor private organizations produce evaluations of public interventions in Jamaica in a regular basis. Therefore, if there is no offer, there will be no means to use the findings of the evaluations. Due to scarce resources, there is also no demand for evaluations, as they are usually expensive (in a monetary manner) for organizations.
18.3 There are knowledge management practices	There are no knowledge management practices within the GoJ.
19. M&E results are systematically included in the planning and budgeting	M&E results are not systematically included in the planning of Jamaica's programmes, policies, and projects. Regarding budgeting, there is the MTRBB template and system, however, there is no information derived from M&E contemplated when preparing the budget.
19.1 They are used in an institutionalized way: they follow an established procedure	NA
19.2 There are action plans or other management instruments to ensure M&E results/recommendations are implemented	NA
19.3 They justify the creation and design of government interventions	NA
19.4 They identify the target population of government interventions	NA
19.5 They identify general and specific recommendations to improve the implementation of government interventions	NA
19.6 They inform the design/redesign of government interventions	NA
19.7 They inform the initial budget allocations of government interventions	NA
19.8 They inform the budget increase/decrease/suspension of government interventions	NA



19.9 Evaluation findings/reports are updated periodically	NA
19.10 The M&E results are used to define the MDAs budget	NA
20. The government has mechanisms to measure the use of the evidence that the RBM system generates	The GoJ does not have mechanisms in place to measure the use of the evidence that the RBM system generates, both internally and externally.
20.1 There are mechanisms to know how much the reports and publications on M&E are downloaded or used by citizens	NA
20.2 There are use-of-evidence measurements to improve the use of M&E results strategy	NA

Source: Developed by the GEI technical team in charge of the collaboration

C. Planning & budgeting process

National planning process

Jamaica's planning process is consistent over time and identifies the times, resources, and personnel necessary to carry it out. The process can be synthesized as follows:

1. The Cabinet determines the priorities of the Government for the short and medium terms based on the National Development Plan Vision 2030, the Sustainable Development Goals, and the Government's political objects (usually before September 30).
2. The Office of the Cabinet at the same time issues a circular of "Planning Call" (Performance Management Operating Policy and Procedures) document for the Four-Year Strategic Business and Operational Plans that are aligned to the budget and priorities of the Government.
3. MDAs are required to submit Strategic Business and Operational Plans by November 30 to the Office of the Cabinet.
4. Strategic and Operational Plans are usually amended based on agreed budgetary allocations from the Ministry of Finance and the Public Service and approved by the relevant Ministers by March 30. Additional amendments can be made based on the Office of the Cabinet's Strategic Business and Operational Plan reviews.



5. Planning translates into implementation, and it is monitored by quarterly reports sent to the Office of the Cabinet. Technical feedback (general alignment, quality, consistency etc.) is provided by the Office of the Cabinet on the plans and reports submitted.

National budgeting process

- A. The Cabinet and the Ministry of Finance and the Public Service, determine budgetary ceilings by sector/ministry (usually before September 30).
- B. The MOFPS issues a circular or "Budget Call" documents to all MDAs (Financial Management Regulations), at the same time the Office of the Cabinet issues the "Planning Call".
- C. MDAs are required to submit Strategic Business and Operational Plans by November 30 to the Ministry of Finance and the Public Service (considering the Financial Administration and Audit Act and Financial Management Regulations). MDAs apply the MTRBB template to align the budget with expected results.
- D. Discussions/negotiations between the MOFPS and MDAs regarding budget needs, options, and objectives.
- E. The finalised budget (Estimates of Expenditure) is submitted to Cabinet for approval and laid before the Parliament through the House of Representatives before the end of the Financial Year (usually March 30).
- F. Parliament debates the budget and approves allocation usually by the end of April (the beginning of the new financial year). The budget is supported and allocated based on the priorities of the Government.

D. List of participants in the MESA

Table 6. List of participants in the MESA

Last name	First name	Organisation	Position
Barham	Craig	Office of the Cabinet, PMEB	Chief Technical Director
Bryan-Lee	Peisha	Programme Director	Vision 2030 Jamaica Secretariat
Campbell	Carolyn	Ministry of Finance and the Public Service (MOFPS)	Director of Public Expenditure
Foreman	Craig	Office of the Cabinet	Principal Director, Modernization Policy Development
Hare	Christopher	Auditor General's Department	Principal Auditor at the Performance Audit



Last name	First name	Organisation	Position
Jarrett	Lorris	MOFPS, Public Expenditure Division	Deputy Financial Secretary
MacLeavy	Jennifer	Office of the Cabinet, PMEB	Acting Chief Technical Director
Phillips	Mikael	Public Administration and Appropriations Committee of the Parliament	Chairman
Scott	Barbara	Planning Institute of Jamaica	Deputy Director General
Sewell	Audrey	Office of the Prime Minister	Permanent Secretary
Smith	Carlene	MOFPS, Corporate Planning and Administration Division	Deputy Financial Secretary
Thomas	Barrington	MOFPS, Public Expenditure Policy Coordination Division	Head of the Financial System Unit
Wade	Delores	Planning Institute of Jamaica	Director Multilateral Technical Cooperation Unit
Wayne	Henry	Planning Institute of Jamaica	Director General and Chairman
Anonymously, 20+ public servants answered the online questionnaires in all Jamaica's MDAs. Their positions were: Corporate Planners, Permanent Secretaries, Deputy Permanent Secretaries, Directors, Managers, Budget and Planning accountable figure, and Project Managers.			

Source: Developed by the GEI technical team in charge of the collaboration

E. List of shared documents

Various and diverse documents were consulted on the official websites of the Government of Jamaica. Those that are for internal government use were shared through our Executive Coordinator and through information requests directly with the MDAs (via online questionnaires). These documents are:

- **Appropriation Acts**
- **Consolidate estimates of expenditure**

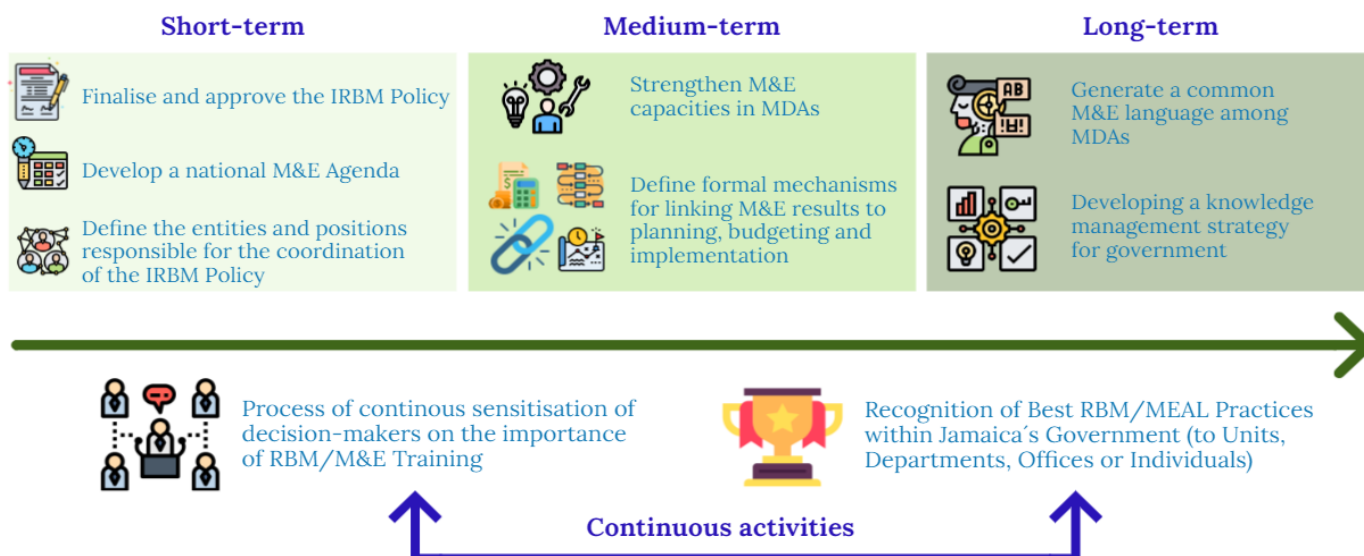


- Corporate Planners relevant stakeholders
- List of contacts of universities and teaching centres
- Logic model tools used in MDAs
- M&E tools for some MDAs
- Mid-Term Results-Based Budgeting templates
- Organisational charts
- Performance Monitoring and Evaluation System (PMES) Framework Document
- PMEB's Training Strategy for training across government
- PMES Implementation Strategy
- PMES key results mapping
- PMES Reference Guide for Senior Executive Officers
- RBM principles and definitions for some MDAs
- Strategic Business Plans of several MDAs
- Technical notes of the PMES (9, 10, 18)
- Template for the Appraisal review of PSIP
- Template of the budget circulars
- Template of the MDAs' monthly expenditure reports
- Terms of Reference of the Community of Practice
- Whole of government
- Whole of government national planning and budgeting documents

F. RBM Roadmap for short- and medium-term actions and milestones

After conducting the contextualised Monitoring and Evaluation Systems Analysis (MESA) for Jamaica, the Global Evaluation Initiative, together with the Results-Based

Figure 1. Actions defined and prioritised by the Steering Committee





Management (RBM) Steering Committee of Jamaica (SC), held a series of virtual and face-to-face workshops to discuss the findings of the diagnostic and identify next steps. These discussions resulted in several actions to be taken based on a prioritisation of needs and feasibility analysis made by the SC.

Each of these actions contains a series of milestones to be achieved to fulfil them and to contribute to strengthening the four dimensions of an RBM system. All the identified milestones scheduled for completion during 2023 are presented in a synthetic form below (identifying which dimension of the RBM system they directly contribute to strengthen). With the support of the SC all the activities needed to complete them can be started as soon as possible.

Milestones contributing to strengthening institutionalisation

• Finalise and approve the Integrated Results-Based Management Policy

- The adjustment and approval of the IRBM Policy will allow Jamaica to have in place the formal rules that determine the objectives, responsibilities and main actions needed to strengthen the country's RBM system. This will provide certainty to the entire process.

• Develop the Jamaica's Annual M&E Agenda (JAMEA)

- To strengthen Jamaica's monitoring and evaluation system and capacities, it is important to have a regularly updated (annually) plan/agenda for monitoring and evaluation activities, efforts, and objectives within the government.
- By integrating all information from M&E exercises, the coordination of M&E exercises will be established. For this, it is important to have a document that clarifies the objectives of the M&E exercises, what will be evaluated and monitored, by whom, when and how the resulting information will be used.

Milestone contributing to strengthening the Execution Framework

• Develop the design and process for the Executive Performance Assessment (EPA)

- The Executive Performance Assessment (EPA) is a proposed methodology to develop homogeneous short evaluations across government. The first steps towards the implementation of the EPAs are to develop its design and define the process to be followed when implementing them. This tool will provide timely information to MDAs and decision makers and contribute to the monitoring of projects and programmes.

Milestone contributing to strengthening the Technical Capabilities

• Develop the Government of Jamaica Annual Training Plan



- To strengthen M&E capacities in MDAs, it is important to have an Annual Training Plan that considers the needs of the Government of Jamaica, as well as the existing institutional capacities to meet those needs.
- It is crucial that courses and capacity-building efforts do not occur in isolation: the Government of Jamaica will advance towards having a cadre of RBM/M&E professionals who continuously update their knowledge in the Jamaican context.

Milestone contributing to strengthening the Use of Evidence

• Mapping of the users of evidence and calendar

- Develop a mapping of users of evidence derived from M&E exercises, to understand their information needs (what type of information they need, in what format, when, and other characteristics).

• Develop the Aspects that May Be Improved (AMBI) Process

- Establish the general procedure for addressing the results of M&E exercises, to make effective use of M&E findings to improve the actions undertaken by the Government, within the framework of the RBM system.

• Agreement and design of the “RBM/M&E Best Practices Award”, to Units, Departments, Ministries, or Individuals

- Discuss positive incentives, such as an Award, to encourage public servants to continue working to improve their activities and results based on the evidence derived from RBM/M&E. Discuss around the format, categories, scope, etc.

RBM Roadmap Progress to 2023

Once the milestones and actions mentioned above were approved by the Steering Committee during the face-to-face and virtual workshops, various activities have been carried out to consolidate the RBM roadmap and its implementation. Following this path, the Steering Committee, together with the Executive Coordinator and the PMEB and with the support of the GEI technical team, have made progress on various of the proposed milestones. Table 7 summarises the progress achieved for each of the milestones, indicating with green text when the actions completed; with yellow text the actions in progress and with dark yellow text the actions pending to start.



Table 7. Progress on the RBM Roadmap Milestones

RBM Dimension	Milestone	Actions & Progress to 2023 (with colours)
Institutionalisation	Establishing and strengthening the RBM Steering Committee (SC)	<ol style="list-style-type: none"> 1. Selection of SC members, considering that they come from the government areas of planning, budgeting and implementation. 2. Approval and formalisation of the SC through the Office of the Cabinet. 3. First SC meetings to agree on its objectives and scope.
	Finalise and approve the Integrated Results-Based Management Policy (IRBMP)	<ol style="list-style-type: none"> 1. GEI technical team review of the IRBMP and feedback. 2. Adjustments on the IRBMP by Office of the Cabinet and PMEB. 3. Institutional process to approve the IRBMP by the Cabinet Secretary and Prime Minister.
	Develop the Jamaica's Annual M&E Agenda (JAMEA)	<ol style="list-style-type: none"> 1. GEI technical team develops the first draft of the JAMEA. 2. Discussion and feedback on the JAMEA – GEI and PMEB. 3. Request for information to all MDAs to identify their M&E needs to be incorporated in the JAMEA. 4. Integration of the JAMEA, identifying M&E activities to be implemented, responsible persons/institutions, timeframes and expected outputs.
Execution Framework	Develop the design and process for the Executive Performance Assessment (EPA)	<ol style="list-style-type: none"> 1. Co-production of the methodology contextualised to the Government of Jamaica needs and priorities.
Technical Capabilities	Develop the Government of Jamaica Annual Training Plan	<ol style="list-style-type: none"> 1. Identification of GoJ's M&E/RBM needs. 2. Drafting of the training syllabus. 3. Delivery of the first M&E/Strategic planning & budgeting courses. 4. Integrate the Jamaica's Annual M&E Agenda.
Use of Evidence	Mapping of the users of evidence and calendar	<ol style="list-style-type: none"> 1. Integrate the document identifying:



RBM Dimension	Milestone	Actions & Progress to 2023 (with colours)
		<ul style="list-style-type: none"> a. The planning, budgeting and implementation related stakeholders/users of M&E results. b. The information they need to improve decision-making and the timeframe (adjust the production of evidence with the planning, budgeting, and implementation processes). c. The responsible person/institution to produce the evidence and the coordination with the national M&E/RBM coordinators.
	Develop the Aspects that May Be Improved (AMBI) Process	<ul style="list-style-type: none"> 1. Establish the general procedure for addressing the results of M&E exercises, to make effective use of M&E findings to improve the actions undertaken by the Government, within the framework of the RBM system.
	Agreement and design of the “RBM/M&E Best Practices Award”, to Units, Departments, Ministries, or Individuals	<ul style="list-style-type: none"> 1. Discussions on the objective, format and scope of the award. 2. Approval of the award. 3. Awards ceremony/protocol in place and first edition completed.