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# GOVERNANCE FOR DELIVERY:

*Improving the performance of the PSIP and Closing the Implementation Gap*

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# Global geopolitical uncertainties are on the rise, changing global economic and political systems

 **Waves of Nationalism**

 **Military Tensions and Mass Migration**

 **China's growing influence**

 **Evolving Financial Regulation**

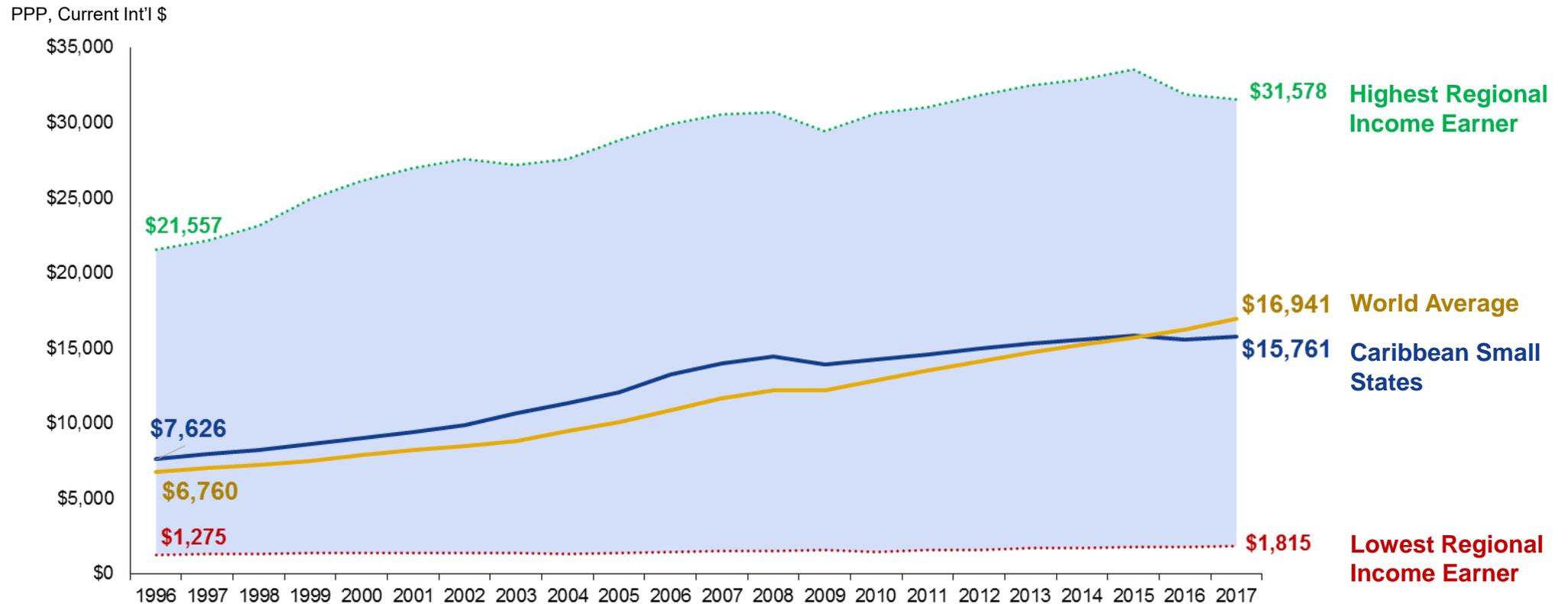


**Cryptocurrency and digital currencies**  
e.g. ECCB, Haiti, CSN and Libra



# Although per capita production doubled in the last two decades, this growth is uneven across the Region

## GDP Per Capita\*, 1996 – 2017



\*PPP, current international 4

Note: Based on available data from the World Bank. The *Lowest Income Earner* is always Haiti. The *Highest Income Earner* is The Bahamas until 2008, then Trinidad and Tobago thereafter



# Many development challenges are persistent



## Macroeconomic

Low economic growth  
Low commodity prices  
High debt, low savings and declining reserves  
Poor sovereign debt ratings  
Loss of CBRs and high cost of AML/CFT compliance



## Productivity & Competitiveness

Low rankings in the World Bank's Ease of Doing Business index  
Large infrastructure gaps  
Weak governance  
Inefficient and costly transport links  
High energy and electricity costs; nascent regulation



## Human Development

High poverty and unemployment  
Very high youth unemployment and poor education outcomes  
High crime and citizen insecurity  
Limited social data available for designing and measuring effective strategies



## Environmental

High annual natural disaster costs  
Low insurance payouts  
Insufficient building codes  
Poor climate change adaptation tools

**Implementation Gap**

**Regional Approach Gap**



# There are bold visions around the Region for progress



## Barbados

A fully developed society that is prosperous, socially just and globally competitive.



## Grenada

A caring society that promotes human dignity and celebrates sustainable economic and social progress for all.



## St. Vincent & the Grenadines

To improve the quality of life for all Vincentians.



## Trinidad & Tobago

We are a united, resilient, productive, innovative, and prosperous nation with a disciplined, caring, fun-loving society comprising healthy, happy and well-educated people and built on the enduring attributes of self-reliance, respect, tolerance, equity, inclusion and integrity...



## Belize

A country of peace and tranquility, where citizens live in harmony with the natural environment and enjoy a high quality of life.



## Jamaica

The place of choice to live, work, raise families, and do business.



## The Bahamas

A Nation Moving Forward, Upward, Onward Together.



# Implementation capacity has stunted regional delivery

## Shared Regional and International Challenges



Elaborate and promising development plans



Weak Implementation Capacity

Insufficient training

Ineffective results accountability systems

Obsolete personnel management systems

Weak decision enforcement culture

Scarce financial resources



**Delayed or ineffective project implementation**

## PSIP Performance 2012-2016

Country/Region	Public Investment Implementation Rate	Capital Exp. (% of GDP)
BARBADOS	33%	2.3
ECCU	35% - 75%	5.0
GUYANA	20%	7.3
JAMAICA	86%	2.0
TRINIDAD AND TOBAGO	61%	4.6



# Development partners share similar observations



Delays in loan effectiveness



Large undistributed balances for projects under implementation

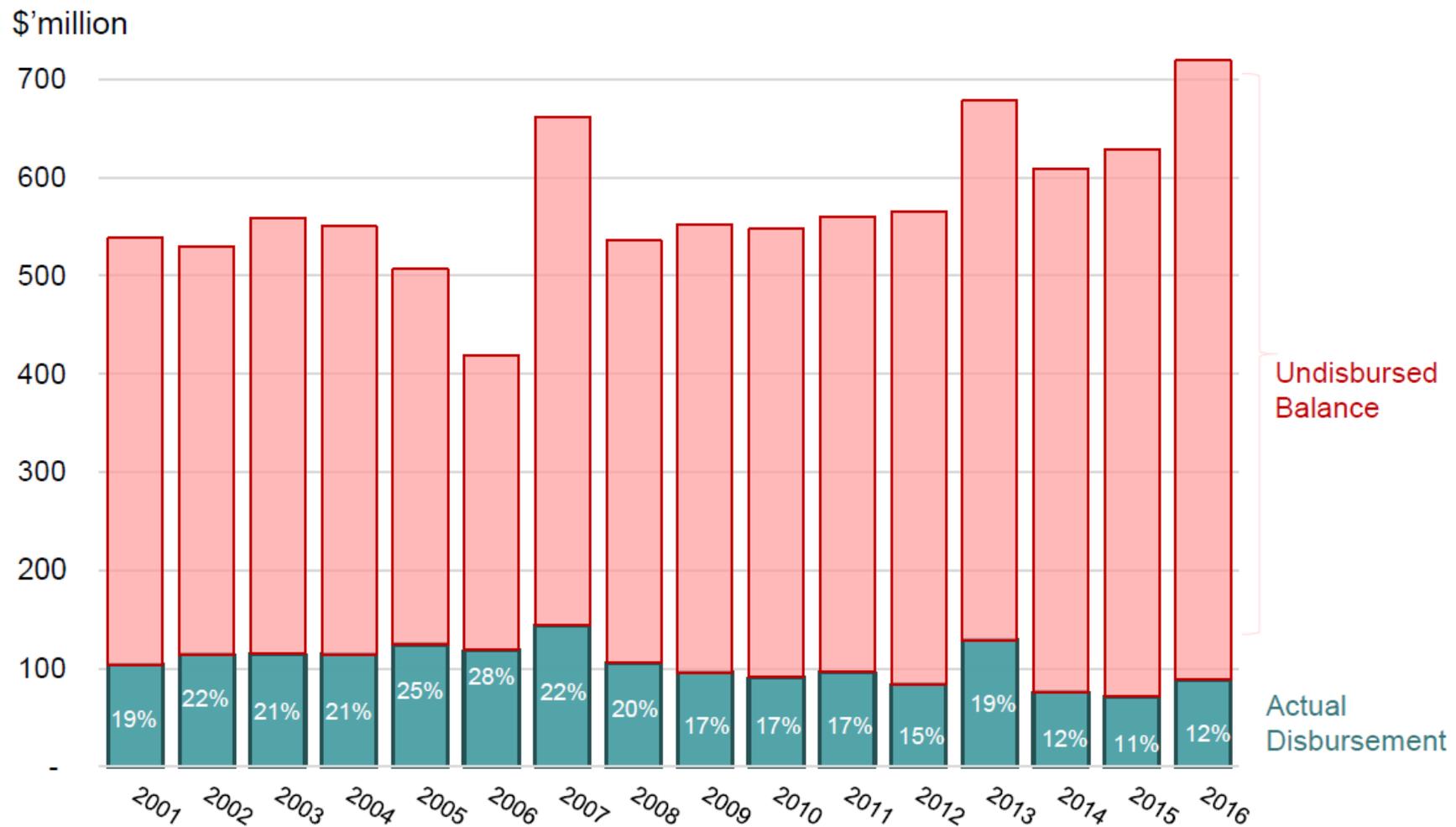


Lengthy project implementation periods



# ...including with CDB projects

## TRENDS IN DISBURSEMENT: 2001 – 2016 (excluding PBLs)

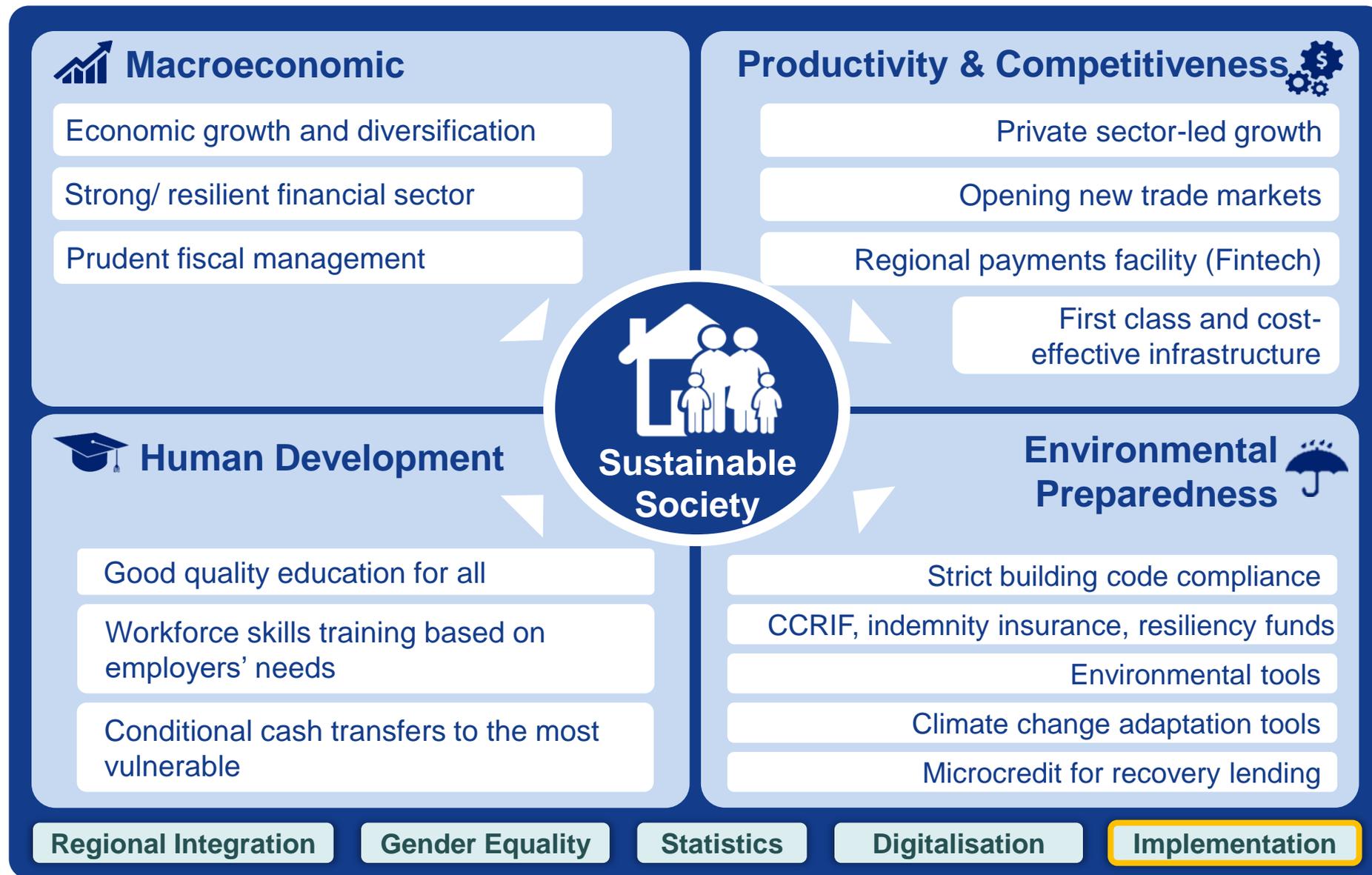


We need to **step back** in order to **jump better**



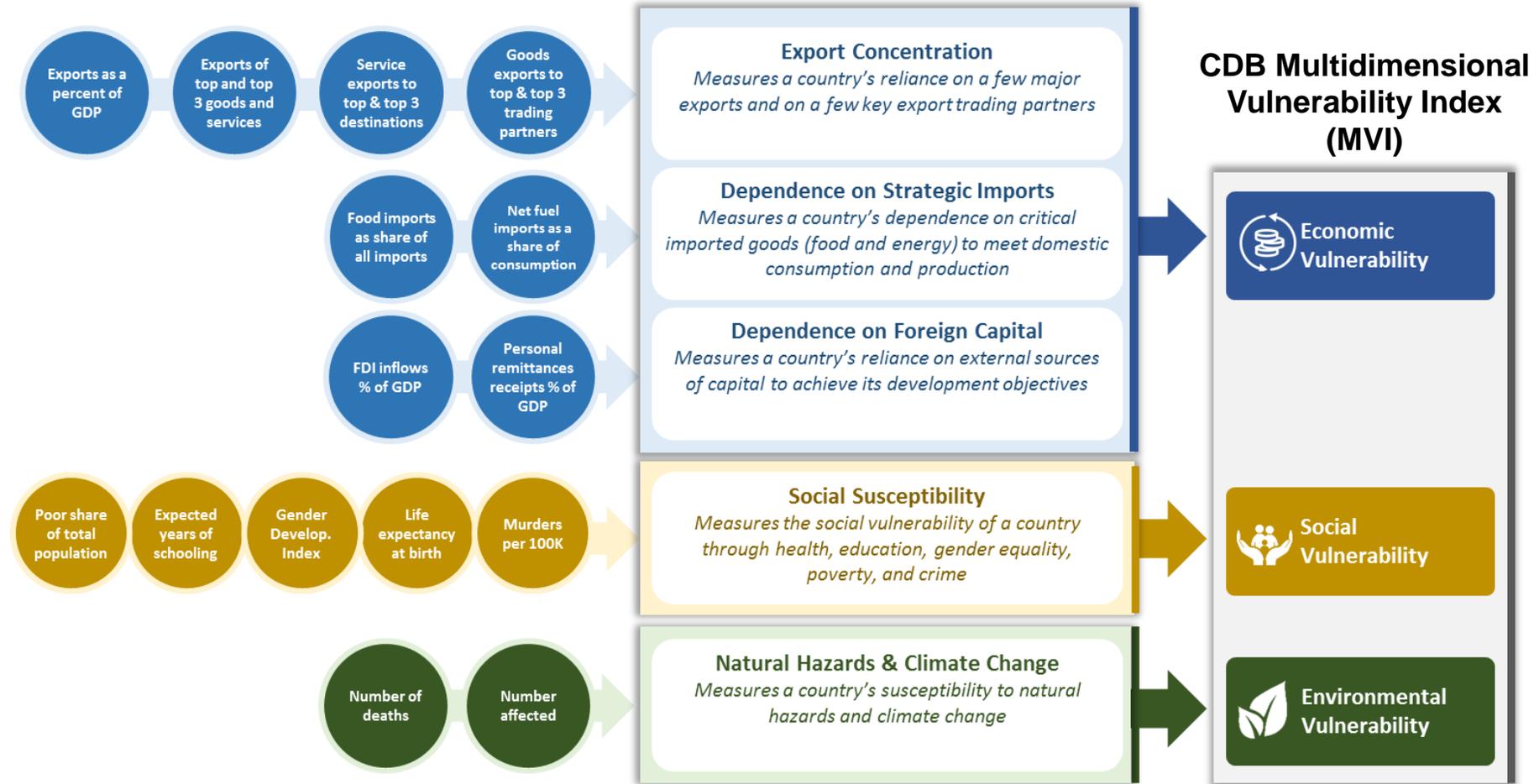


# Effective **implementation** is a necessary foundation





# Recent CDB research measures multi-dimensional vulnerability in its BMCs

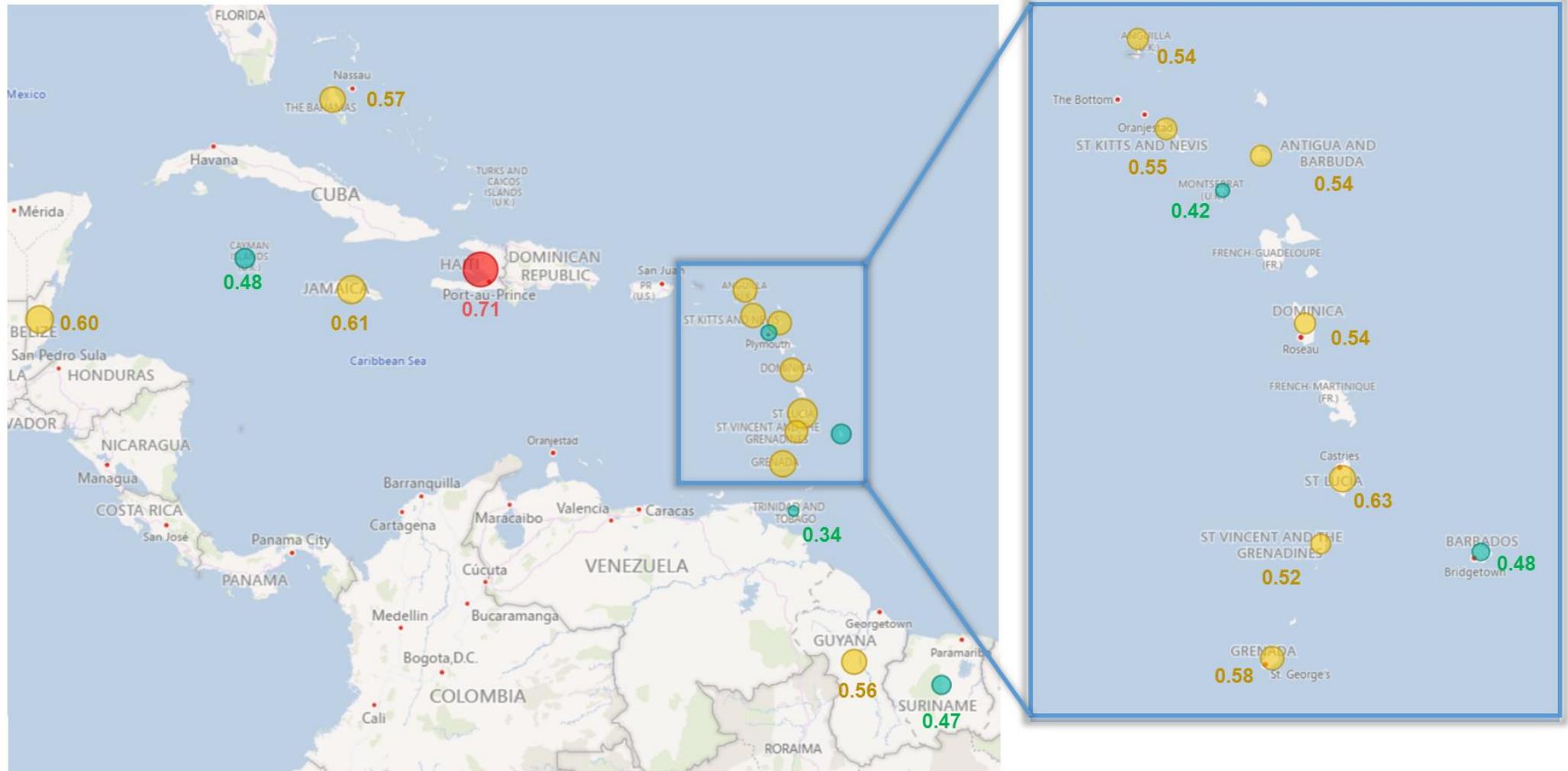




# In 2017, the average MVI across 17 BMCs was 0.54

## MVI 2017

- **High Vulnerability**  
MVI: 0.70 – 1.00
- **Medium-high Vulnerability**  
MVI: 0.50 – 0.69
- **Medium-low Vulnerability**  
MVI: 0.34 – 0.49
- **Low Vulnerability**  
MVI: 0.00 – 0.33



Source: CDB

British Virgin Islands and Turks and Caicos Islands were excluded from the analysis due to limited data availability.

# What if we had:





# A Delivery Unit can help to drive PSIP implementation

## Mandate and Responsibilities



**Ensure delivery of government's priorities**



**Assess performance and progress; make recommendations**



**Catalyse change**



**Actively support Heads of Government**



**Partner to achieve objectives and improved outcomes**



# We need a relentless focus on implementation

## 8 Steps to Delivery



We can leverage the **Delivery Unit** model to **design and build** our institutions to operate more **effectively and efficiently**

A scenic view of a tropical beach and coastal town. The foreground shows a sandy beach with gentle waves lapping at the shore. To the right, a coastal town is visible, featuring buildings with red roofs and lush greenery. In the background, there are rolling green hills under a sky with soft, wispy clouds. A dark blue horizontal band is overlaid across the middle of the image, containing the text "Thank You!" in white, bold, sans-serif font.

**Thank You!**