



# Project Cycle Management - A Cornerstone of Implementation and Delivery

September 3 - 4, 2019  
**Radisson Grenada Beach Resort**  
Grenada



# Project Cycle Management - A Cornerstone of Implementation and Delivery

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## Introduction

This event builds on learning from the implementation (2017-19) of the Public Policy and Analysis Management (PPAM) and Project Cycle Management (PCM) Training programme of the Caribbean Development Bank (CDB) in its 19 Borrowing Member Countries (BMCs), to further promote PCM tools and approaches for implementing initiatives, delivering commitments to citizens and achieving development outcomes. “Project Cycle Management – a Cornerstone of Implementation and Delivery” will explore significant emergent themes from the project life cycle identified during 400 days of PCM capacity strengthening engagement with senior Government officials in the 19 BMCs. Effective application of PCM tools improves the design, coordination, implementation and evaluation of project, programme, sectoral and national plans and initiatives, which substantively contributes to improving delivery of development results across the Region.

## Conference aim

To raise awareness of the value of Project Cycle Management tools in converting policy into delivery of results, and underscore the role of leadership in empowering Government officials trained by the programme to implement PCM tools in all government development programmes.

## Objectives

*By the end of the event delegates will have:*

1. Explored how PCM tools can underpin the delivery of national and regional development results in the context of meeting the 2030 Sustainable Development Goals (SDGs).
2. Strengthened regional partnerships and communities of practice to help deliver results and improve implementation performance, including more effective design and implementation of the Public Sector Investment Programmes (PSIP).
3. Shared experience and learning from the PCM training program in the 19 BMCs.

## Conference Speakers

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### **Karen Hinds**

Karen used her experience in building talent pipelines for financial services companies to launch her company 20 years ago. Workplace Success Group is a strategic, talent development firm that works with organisations to cultivate and retain their next generation of leaders.

She is the author of five books and her most recent include *Get Along, Get Ahead: 101 Courtesies for the New Workplace*; *Networking for a Better Position & More Profit*; and *A Young Adult's Guide to the Global Workplace*. Karen is a frequent guest on radio, television and podcasts. Her company has worked with clients such as Webster Bank, TD Bank, AmeriHealth Caritas, United Technologies, Duncaster Retirement Community, the Girl Scouts, Turner Construction, Hamilton Sunstrand, Travelers, Dana-Farber Cancer Institute, Caribbean Tourism Organization, and Harvard Business School Executive Education, to name a few.

A graduate of Bowdoin College with a Bachelor's degree in Political Science and Spanish, Karen was chosen as one of 65 recipients for the national Thomas J. Watson Foundation Fellowship, a grant that enables recipients to pursue a yearlong independent study outside of the United States.

Originally from the Caribbean island of St. Vincent and the Grenadines, Karen currently lives in Connecticut.

For 15 years, Karen wrote a business column for an international newspaper based in St. Vincent and hosted a global women and girls leadership conference for a number of years on her island.

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### **Dr. Justin Ram**

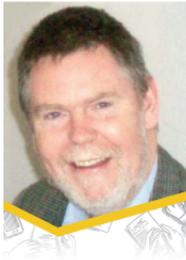
Justin Ram is Director of Economics at the Caribbean Development Bank – in charge of economic analysis, country strategy and programming, research and Economic Operations in the Bank's 19 Caribbean borrowing member countries. As a Director, he is also a member of the senior management team of the Bank. He has over twenty years of professional experience.

He has previously worked as Supervisory Economist with the Mayor of London and Greater London Authority, as an economist with the United Kingdom's Government Department for Transport, Senior Global Economist with Worley Parsons, as Technical Director with Jacobs Engineering, and as analyst with Thomson/Reuters. Justin also taught at the London School of Economics and Political Science and was Lecturer in Economics at the University of the West Indies (UWI). He has also worked as a consultant on many projects in Central Asia, Africa, Europe, Latin America and the Caribbean and with the World Bank, United Nations and the International Labour Organization.

Justin has a PhD from the London School of Economics and Political Science (LSE), he also holds a M.Sc. in Economics from University College

London (UCL), B.Sc. in Economics from UWI and a Post Graduate Certificate in sustainable development from the University of California, Berkeley.

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### **Professor Philip N. Dearden**

Phil is a well-respected leadership, learning and development manager with over 30 years' experience of human capacity development within multi-cultural team and project based environments. An advocate and provider of transformational leadership and organisational change within a results orientated culture, Philip has extensive experience of creating and implementing development and leadership

programmes, mentoring, management and coaching programmes for a wide variety of international clients.

As an international programme and project management, education and institutional/organisational development consultant, Phil has a wide range of experience in a number of different sectors: education, governance, environment, climate change and health. He undertakes consultancies in leadership development, project/programme design and appraisal work, monitoring and evaluation, policy formulation, institutional and organisational analysis, strategic planning and capacity development support and training.

Phil was one of DFID's key Project Cycle Management- Logical Framework trainers for over ten years. He led the Centre for International Development and Training (CIDT) team developing the DFID Handbook for Development Workers Tools for Development. He has worked with a range of UN organizations including FAO, UNDP, UNIDO, ILO and WHO and held management and executive responsibilities for many large international development programmes including several pan-African Programmes and large development projects/programmes in Brazil, Jamaica, St Helena and Nepal.

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### **Dr. Darran E. Newman**

Darran Newman joined the Caribbean Development Bank (CDB) in 2013 and currently holds the position of Division Chief (Acting) for Technical Cooperation Division (TCD). She is a development professional and poverty reduction specialist with 20 years of field experience in Africa, South Asia, Latin America and the Caribbean, Eastern Europe and Central Asia.

Trained as a sociologist and social policy analyst, her career in development started at the Planning Institute of Jamaica (PIOJ) in Jamaica. During the period 1999-2013 she worked with the UK Government's Department for International Development (DFID) and the European Commission.

In her current position at CDB, Darran oversees the Bank's programmatic framework for technical cooperation and a portfolio of technical assistance programmes, including having overall responsibility for the regional PPAM/PCM Training Programme which has been implemented in nineteen countries.

Darran has a Masters Degree in Sociology and a PhD in Social Policy.



### **Katie Driver**

Katie Driver is an experienced trainer, speaker, facilitator and qualified business coach. She has been a Dods Associate for five years, helping people explore and understand how policy works in their context, and sharing tools and frameworks for tackling policy challenges successfully. In this capacity, Katie has trained UK Civil Servants, public sector teams and NGOs, as well as civil servants and policy-makers from other countries such as Belize, Kuwait and Bosnia-Herzegovina.

Katie led the design and development of the PPAM programme and has delivered the programme in Barbados (for CDB staff), Grenada, Guyana, St Lucia, the Turks & Caicos Islands and St Vincent and the Grenadines. She has also led the creation of the PPAM Action Learning Set programme and facilitated one of the four cohorts.

She is a qualified Thinking Environment® practitioner. Alongside running her own Thinking Alliance business, Katie's work portfolio includes an Associate role with Voice At The Table, a gender diversity consultancy, and a Consultant role with byrne•dean, an organisation supporting professional firms to develop kinder, fairer and more productive workplaces.

Prior to joining Dods, Katie worked for over 20 years in the UK Departments for Education and Work & Pensions and their predecessors, tackling policies on issues such as truancy and EU labour market reform.

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### **Des Mahony**

Des has worked in international development for over 30 years initially as a trainer and then as a project implementer as a technical assistant and project manager, project designer and reviewer.

Des has a strong track record in facilitation of results based frameworks (logical frameworks) for both strategic planning and for project design and implementation. He has worked extensively in Results-Based Management (RBM) and Project Cycle Management (PCM), offering technical assistance in the refinement of results frameworks and capacity strengthening in the logical framework approach.

During the 2000s Des delivered PCM training to UK DFID staff in country offices throughout the world and then delivered similar PCM and RBM training for UN staff of the Food & Agricultural Organisation.

From 2010 Des designed and taught an annual 4-week forest governance training course for participants throughout the world and also worked for the innovative Climate Fund in Rwanda called FONERWA as Finance Manager, Capacity Development Specialist and Grant Application Consultant to the Green Climate Fund.

Throughout 2018 Des delivered the CIDT CDB PCM training in six Borrowing Member Countries of Barbados, Guyana, Turks & Caicos, St Kitts & Nevis, Antigua and British Virgin Islands.

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### **Ella Haruna**

Ella is a capacity development specialist working cross-sectorally, with a strong track record in facilitation of development planning and institutional strengthening. In her fourteen years at CIDT, Ella has worked extensively in Results-Based Management (RBM) and Project Cycle Management (PCM), offering technical assistance in the refinement of results frameworks and capacity strengthening in the logical framework

approach and monitoring and evaluation. Her work includes design and delivery of face to face training programmes and the development of online learning packages. She has conducted large-scale strategic programme reviews for the Commonwealth Secretariat, the United Nations Volunteer Programme, the World Bank and the International Labour Organisation.

As team leader for a range of contracts, Ella has worked in over 35 countries in the Caribbean, Africa and Asia. Ella has broad experience in the management of contracts, client relations/communications and familiarity with the systems and procedures of Bilateral and Multilateral donors, Multilateral Development Banks and UN Agencies.

Ella is the project manager for CIDT's delivery as the PCM service provider of the CDB PPAM/PCM Training Programme and as part of the core training team she delivered training in Grenada, Barbados, Belize, Montserrat and Anguilla. Ella is also the Project Director of the EU and DFID-funded Community Voices for Change in five countries of the Congo Basin. She was recently accredited as Senior Fellow by the Higher Education Academy, awarded for effective strategic leadership of learning.



### **Claudia Nicholson**

Ms Claudia Nicholson is a Grenadian economist with over 25 years of experience in social policy research, survey research, and program monitoring and evaluation in Canada, the United States of America (USA), and the Caribbean. Ms. Nicholson has the unique experience of working on pioneering social policy research techniques in Canada and the USA for about 20 years, with two well renown and award

winning social policy research organisations – MDRC, New York, New York, USA and Social Research and Demonstration Corporation, Ottawa, Canada – using randomized control trials to evaluate a broad spectrum of government social policies. She was the data manager for several multi-million complex pan-Canadian and multi-state USA evaluations with responsibility for the design, collection, and analysis of quantitative and qualitative data, including Canada's four largest impact evaluation studies.

Since 2013, as an independent consultant, she has led and or participated in monitoring and evaluation, capacity development training, survey research, and other consultancies in the Caribbean.

In addition to a master's degree in economics, she holds an Executive Certificate in International Development from the Institute for the Study of International Development, McGill University, Canada, and has completed the World Bank's International Program for Development Evaluation Training (IPDET).



### **Leigh Sandals**

Leigh is the CEO of Delivery Associates. He was a member of the Prime Minister's Delivery Unit in the United Kingdom for the Blair administration. Leigh currently is 'hands-on' supporting governments across the Middle-East, South East Asia and Australia. He has been engaged in the Saint Lucia Delivery Unit since inception.

Leigh was instrumental in establishing Penggerak (the driver) in the Prime Minister's Office in Brunei, Darussalam. Applying Deliverology has led to Brunei being the most improved country three years in a row on the World Bank Ease of Doing Business Index. He also led the establishment of the Premier's Implementation Unit in New South Wales, Australia, where Deliverology has helped NSW achieve several priorities. He is now helping to expand the Deliverology approach to Western Australia. Leigh has worked with high performing sports teams to achieve optimal performance including the Team Sky pro cycling team. His approach combines his knowledge of applying Deliverology for results and the science of human performance.

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### **Tengku Azian Shahrman**

Tengku Azian is currently the Executive Vice President and Partner of PEMANDU Associates Sdn Bhd, an independent consulting firm, focused on public sector transformation and business turnaround with global experience. Prior to this, she was the Director of Education and Human Capital Development in the Performance Management and Delivery Unit, Prime Minister's Department (PEMANDU). She was tasked to

oversee the delivery of the Education and Human Capital Development initiatives under the National Transformation Programme. Before joining PEMANDU, she worked in Investment Banking for 18 years.

Tengku Azian is also an Independent and Non-Executive Director of Sunway REIT, a Real Estate Investment Trust, Dutch Lady Milk Industries of Friesland Campina and Freight Management Holdings, a group involved in logistics and freight service business, all 3 entities are listed on the Malaysian Stock Exchange.

Tengku Azian graduated with a law degree from the School of Oriental & African Studies, University of London. She obtained her Barrister of Law from the Honourable Society of the Inner Temple and was subsequently admitted and enrolled as an Advocate and Solicitor of the High Court in Malaya.

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### **Dr. Wendell Samuel**

Dr Wendell Samuel, a national of St. Vincent and the Grenadines was Deputy Division Chief in the IMF's African Department prior to assuming the position of CARTAC Program Coordinator in June 2017. He also served as the IMF's Regional Resident Representative for the ECCU during 2010-2012. Mr. Samuel holds Bachelor and Master in Economics degrees from the University of the West Indies, and a Ph.D. in Economics

from New York University. Before joining the IMF, Mr. Samuel was Senior Director of Research and Information at the Eastern Caribbean Central

Bank, and a lecturer in the Department of Economics at the University of the West Indies.

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### **Doug Fraser**

Doug Fraser is the Caribbean Development Bank's Head of Procurement and manages the Procurement Policy Unit within the Bank's Projects Department based in Barbados. Doug holds an MBA in Procurement and Strategy and is a full member of the Chartered Institute of Purchasing and Supply (CIPS).

He has more than 19 years of experience as an international procurement specialist and has worked on a wide variety of procurement assignments across Asia, Africa, Europe and the Americas for a range of multi-lateral and bi-lateral financing institutions, foundations, NGOs and private sector clients. He has previously been based in long term roles in Cambodia, Japan, the Philippines, the UK and Vietnam.

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### **Courtney Lawes**

Courtney Lawes is the Project Director at the Caribbean Procurement Training Program at the University of Technology, Jamaica, where he is also a lecturer in Decision Science and Advanced Operation Strategy in the faculty of Business. Courtney is a certified trainer for the Chartered Institute of Procurement and Supply (CIPS); and was instrumental in the university gaining affiliate membership to the International Federation of Purchasing and Supply Management (IFPSM).

He has held numerous senior management positions both in the private and public sector. Namely, Project Manager at Cadbury Schweppes in Toronto, Canada; Vice President at the National Water Commission, General Manager at the Petroleum Company of Jamaica and Executive Director at the St. Ann Development Company, a subsidiary of the Urban Development Corporation.

Courtney has vast experience in procurement and supply chain management having administered and negotiated numerous contracts with attention to treaties, regulations and procedures.

Courtney holds a Bachelors degree in Chemical Engineering from Ryerson Polytechnic University, Toronto, Canada and a MBA from Nova South Eastern University, Florida.

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### **Kim C. Phan**

Kim Phan has served as the Executive Director of the International Law Institute (ILI) since 2004. Established in 1955, ILI and its global affiliates has trained more than 38,000 government officials and practitioners from more than 185 countries on procurement, governance, public private partnerships, trade and investment law, alternative dispute resolution, legislative management, judicial administration,

banking and finance. Ms. Phan serves as the course advisor or co-course advisor for the ILI course on Leadership & Management in International Development, Women in Leadership, Legislative Strategic Management,

and Procurement for Policy Makers. She has managed projects and teams in more than 25 countries.

Prior to joining ILLI, she worked at the U.S. Embassy in Manila/Office of the U.S. Commercial Liaison to the Asian Development Bank where she served as the United States – Asia Environmental Partnership Technology Representative to the Asian Development Bank.

Ms. Phan holds a BA in Political Science with a concentration in nuclear warfare strategy from Allegheny College. She has a Masters in the Study of Law from Northwestern University Law School. She teaches a course on Leadership and Management for Lawyers at the University of California Irvine Law School. She is the immediate Past President of the board for the Friends of the Law Library of Congress.

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### **Juanita Thorington-Powlett**

Mrs. Juanita Thorington-Powlett B Sc.; MBA; FCIS is a former Permanent Secretary in the Government of Barbados who retired in December 2014.

Since retirement she has worked as a consultant and trainer for many organisations and she has voluntarily assisted several charitable organisations. She also continues to sit on several Boards.

Since 2018 she has worked as a trainer for Dods Parliamentary Group UK for the Caribbean Development Bank sponsored PPAM/PCM Programme for the Caribbean.

In the programme she trained staff at the most senior level of the public service across the region including Permanent Secretaries and Deputy Permanent Secretaries in the following countries: St. Kitts and Nevis; St. Lucia; St. Vincent and the Grenadines; Montserrat; British Virgin Islands; and Cayman Islands. She also trained senior staff of the Caribbean Development Bank in the PPAM Masterclasses.

Mrs. Thorington-Powlett most recently was a facilitator for the Dods Action Learning Set programme.

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### **Paula Cook Mackinnon**

Paula Cook MacKinnon is the Managing Director and Senior Consultant of MindBloom Consulting. Since the founding of MindBloom in 2007, Mrs. MacKinnon has led numerous educational consultancies and project evaluations in the Caribbean. A chartered professional accountant and experienced education administrator, Mrs. MacKinnon is the former Vice-President Student Affairs of Acadia University in Nova Scotia, Canada. For nearly a decade as a senior administrator, Mrs.

MacKinnon facilitated comprehensive strategic planning initiatives that were considered to be some of the most consultative within the University structure. Prior to her appointment as Vice-President, Mrs. MacKinnon served as the project manager for the Acadia Advantage, which was the first comprehensive university “mobile computing” programme in Canada. Through her work with MindBloom Consulting, Mrs. MacKinnon has been privileged to be engaged in numerous consultancies in the region; including leading the monitoring and evaluation team for the CDB PPAM/PCM Training Programme.



### **Franzia Edwards**

Franzia is a technical assistance and resource mobilisation specialist with substantial experience as a programme and project manager working providing on capacity building in the development field. She has worked for a wide variety of international, regional, public sector, non-governmental and private sector organisations. Her main areas of sector focus over the years have been governance, MSMEs, organisational development, sustainable development, trade policy and non-government organisations.

At the Caribbean Development Bank, she is the technical assistance focal point and responsible for a portfolio of governance-related projects.

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### **Nigel Kirby**

Nigel is a Chartered Civil Engineer with extensive experience of Project Cycle Management with various civil engineering consultancies, UK charity WaterAid, and the UK Department for International Development (DFID), over a career spanning 35 years.

Nigel has worked in the UK, the Pacific (Solomon Islands, Australia), Africa (Sierra Leone, Botswana), India and Pakistan, and for the past three years in the Caribbean where he is the DFID Team Leader for the £330 million UK Caribbean Infrastructure Fund, supporting major infrastructure projects in eight Official Development Assistance (ODA) eligible Caribbean Countries and one UK Overseas Territory.

Over his career Nigel has worked on a wide range of infrastructure projects including roads; water supplies, drainage, and airports.

Nigel is a qualified PRINCE2 (Projects in Controlled Environments) practitioner and an approved reviewer for the UK Major Projects Authority, undertaking Gateway Reviews of major UK Government projects. He recently successfully completed the UK Government Project Leadership Programme, aimed at driving excellence in project management.

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### **Dr Drexel Glasgow**

Dr. Drexel Glasgow is a BVIslander. He holds a Bachelor of Science in Civil Engineering from Florida A&M University and Master of Science and Doctor of Philosophy in Civil Engineering from the University of Minnesota. While in Minneapolis, Dr. Glasgow received many academic and professional awards, including licensure as a Professional Engineer. He served as an advisor and infrastructure matters, through his firm URS Corporation, to several municipalities in Minnesota, Florida, Illinois, Colorado, Michigan, and Canada.

Since his return to the territory in 2003, Dr. Glasgow's mark as a professional has been evident through his work and involvement in the local community as well as throughout the Caribbean region. He served as the Deputy Director and Director for the Public Works Department for the period 2004 to 2012. He currently serves as the Director of Projects for the Ministry of Finance, and as an adjunct professor at H. Lavity Stoutt Community College. Dr. Glasgow has built experience surrounding Project

Management, Construction Management, Contract Management and Procurement of good, works, and service.

Beyond his professional career, Dr. Glasgow is a musician at heart, and serves as the Minister of Music for the New Life Baptist Church. He is a family man and loves spending time with his wife Rashida and daughter Kadia.



### **Peter Michael Gough JP**

Peter's career spans over 40 years, the majority of which has been spent in the public service primarily in managing organizations and developing and implementing policy in human resources, financial management and good governance.

He has also developed policy and written laws for the criminal justice system. I have experience of working in a number of countries in the Caribbean and Central America and Singapore. I attended the University of Victoria, Wellington, New Zealand doing a combined graduate course and regional study tour.

Most recently he has been involved in implementing constitutions including the Bill of rights in Cayman and Montserrat which has included training of over 6000 public servants.

As Strategic Advisor to the Chief Office of the Portfolio of the Civil Service and Deputy Governor of the Cayman Islands, he is currently involved in developing an Office of the Ombudsman and a Procurement Law and Regulations to reduce costs and to ensure that government is only procuring what it needs, amongst other governance reforms.

He has worked with a number of agencies internationally and in the Caribbean, CAPAM, National School of Government, DFID, Commonwealth Secretariat and CARTAC on a number of occasions, presenting at seminars, carrying out consultancy missions and developing workshops in the Cayman Islands in conjunction with CaPFA.



### **Kerry E. Joseph**

Kerry E. Joseph, Deputy Chief Economist, Department of Economic Development, Transport and Civil Aviation in Saint Lucia, is responsible for coordinating the development and implementation of the Public Sector Portfolio of projects in collaboration with the line Agencies and Donor Organisations. She also functions as a Director on the Central Tenders Board. Prior to holding the current position, she was

a Health Planner at the Department of Health and Wellness, responsible for overseeing the development of the Capital Budget of the Ministry as well as strategic and services planning in collaboration with the various Health Departments and health related institutions. Kerry also coordinated the implementation of health sector reform activities including the development of the Health Sector Policy, the Model of Care and the development of the Essential Packages of Services in preparation for roll out of Universal Health Coverage. She previously served as a Board member of the Poverty Reduction Fund and as a member of the projects sub-committee with responsibilities for the approval and implementation of social assistance programs. Kerry has a passion for improving the lives of the poor, vulnerable, youth and the elderly and a keen interest in the social sector and disaster risk management.

**CONFERENCE PROGRAMME**  
**DAY ONE: TUESDAY, SEPTEMBER 3, 2019**  
Project Cycle Management -  
A Cornerstone of Implementation and Delivery

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8:00 am – 8:45 am

**Conference Registration**

9:00 am – 9:30 am

**Introduction**

**Ms. Karen Hinds - Moderator**  
Chief Executive Director, Workplace  
Success; Consultant, Dods Training

**Opening Remarks**

**Ms. Monica La Bennett,**  
Vice-President (Operations)  
Caribbean Development Bank (CDB)

**Dr. the Rt. Honorable Keith Mitchell**  
Prime Minister of Grenada

9:30 am – 10:30 am

**Session 1**

**Presentation**

***Leading Results Implementation***

*Governance for Delivery: Improving the  
Performance of the PSIP and Closing the  
Implementation Gap*

**Dr. Justin Ram**

Director of Economics, CDB

**Panel and Audience Discussion**

***Transforming Results by***

***Transforming Leaders at All Levels***

*Insights from PCM and PPAM training  
about the challenges project managers  
and leaders face*

**Prof. Philip Dearden**

Head of Centre and PCM Trainer, CIDT

**Dr. Darran Newman**

Division Chief (Ag.)

Technical Cooperation Division, CDB

**Ms. Katie Driver**

Dods Training PPAM Trainer

10:30 am – 11:00 am

**Session 1A:**  
**Participant perspectives on key implementation gaps and the root causes**

**Audience Interactive Question and Answer**  
***Identification of list of implementation gaps and their root causes from across the region***

**Ms. Ella Haruna**

CIDT PCM Programme Manager and PCM Trainer

**Ms. Daniela Baur**

CIDT PCM Programme Coordinator

11:00 am – 11:30 am

**BREAK**

11:30 am – 12:30 pm

**Session 2: Delivery Mechanisms and Reforms: Sharing experience and lessons (Panel)**

**Presentations**

***The Bahamas (Delivery Unit experience sharing)***

**Ms. Dayvan Seymour**

Priority Manager  
Prime Minister's Delivery Unit  
The Bahamas

***Saint Lucia (Delivery Unit experience sharing)***

**Mr. Claudius Emmanuel**

Permanent Secretary  
Ministry of Economic Development  
Saint Lucia

***Government of Grenada national transformation reform process***

**Ms. Rhonda Jones**

Permanent Secretary  
Public Administration  
Grenada

**Panel and Audience Discussion**  
**Panel discussion with speakers**

**Plenary**

**Ms. Karen Hinds**

12:30 pm – 1:00 pm

**Session 2a: Delegate experience sharing: national implementation and delivery mechanisms**

**Table Discussion**

***Sharing other institutional reform experiences from across the Region which has improved the implementation delivery of the government priorities and projects***

CIDT PCM Trainers:

**Mr. Des Mahony**

**Ms. Ella Haruna**

**Plenary**

**Ms. Karen Hinds**

1:00 pm – 2:00 pm

**LUNCH**

2:00 pm – 3:00 pm

**Session 3: Efficient and inclusive project planning**

**CONCURRENT SESSIONS**

***1. PCM tools: the results chain, theory of change***

**Prof. Philip Dearden**

Head of Centre and PCM Trainer, CIDT

**Mr. Des Mahony**

CIDT PCM Trainer

***2. Stakeholder Analysis***

**Ms. Ella Haruna**

CIDT PCM Trainer

**Ms. Claudia Nicholson**

CIDT PCM Trainer

***3. Trimming the waste in project management – let's go lean***

**Dr. Darran Newman**

Division Chief (Ag.)

Technical Cooperation Division, CDB

***4. The Prime Minister's Delivery Unit Model***

**Mr. Leigh Sandals**

CEO, Delivery Associates

**Ms. Azian Tengku Shahrman**

Executive Vice-President

PEMANDU Associates

**5. Project Planning and implementation of the PSIP**

**Dr. Wendell Samuel**  
Coordinator, IMF CARTAC

**Dr. Justin Ram**  
Director of Economics, CDB

3:00 pm – 3:15 pm

**BREAK**

3:15 pm – 4:15 pm

**Session 4: Development partner support to regional institutional reform (Panel)**

**Panel Discussion**

**Dr. Justin Ram**  
Director of Economics, CDB

**Dr. Wendell Samuel**  
Coordinator, IMF CARTAC

**Mr. Nigel Kirby**  
Team Leader, DFID Caribbean

**Plenary**

**Ms. Karen Hinds**

4:15 pm – 4:30 pm

**Session 5: Drawing together the threads: key emerging themes of Day 1**

**Panel Discussion**

**Ms. Merina Jessamy**  
Permanent Secretary  
Ministry of Infrastructure  
Development and Implementation  
Grenada

**Mr. Tarachand Balgobin**  
Director  
Project Cycle management Division  
Ministry of Finance  
Guyana

**Closing remarks**

**Ms. Karen Hinds**

6:00 pm – 7:00 pm

**Radisson Hotel Cocktail Hour  
- Networking**

## DAY TWO: WEDNESDAY, SEPTEMBER 4, 2019

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9:00 am – 9:10 am

**Introduction**

9:10 am – 10:25 am

**Session 1:**

**Capacity for PCM: Empowering our teams to roll out PCM tools**

### **CONCURRENT SESSIONS**

**1. Strategic appraisal of funding proposals using PCM tools**

**Prof. Philip Dearden**

Head of Centre and PCM Trainer, CIDT

**Ms. Claudia Nicholson**

CIDT PCM Trainer

**2. Developing capacity for Procurement Management**

**Mr. Douglas Fraser**

Head, Procurement Policy Unit, CDB

**Mr. Courtney Lawes**

Project Director

Caribbean Procurement, Training and Consultancy Centre (CPTCC)

College of Business and Management  
University of Technology, Jamaica

**3. Managing Project Teams (Know Thyself, Know Thy Team)**

**Ms. Kim Phan**

Executive Director

International Law Institute

**4. Managing consultants for effective delivery**

**Mr. Des Mahony**

CIDT PCM Trainer

**Dr. Darran Newman**

Division Chief (Ag.)

Technical Cooperation Division, CDB

**5. Institutional Strengthening in Gender Mainstreaming**

**Ms. Ella Haruna**

CIDT PCM Trainer

**6. Mainstreaming Environmental Resilience Using Policy and Projects tools**

**Ms. Katie Driver**

Dods Training PPAM Trainer

**Ms. Juanita Thorington-Powlett**

Dods Training PPAM Trainer

10:25 am – 11:00 am

**Session 1a:**

**Country Stories of programme engagement**

**Panel and Audience Discussion  
BMC Project Managers (alumni of the PCM training programme) share experience of applying the PCM tools**

**Ms. Kerry Joseph**

Deputy Chief Economist, Saint Lucia

**Mr. Tarachand Balgobin**

Director

Project Cycle Management Division

Ministry of Finance

Guyana

**Mr. Titus Antoine**

Director

Economic and Technical Cooperation

Ministry of Finance, Planning, Economic and Physical Development

Grenada

**Ms. Rose-Lourdes Elysee**

Principal Coordinator

Central Management Unit for Public-Private Sector Partnerships

Ministry of Economics and Finance

Haiti

**Plenary**

**Ms. Karen Hinds**

11:00 am – 11:30 am

**BREAK**

11:30 am – 1:00 pm

**Session 2:**

**'Out of time, out of scope, out of budget': Addressing project implementation challenges with PCM tools**

## **CONCURRENT SESSIONS**

### **1. The DMF/logical framework: a critical tool at project, programme and policy levels**

**Prof. Philip Dearden**

Head of Centre and PCM Trainer, CIDT

### **2. Setting realistic project schedules and budgets**

**Mr. Des Mahony**

CIDT PCM Trainer

### **3. Learning Lessons from Failed Projects**

**Ms. Katie Driver**

Dods Training PPAM Trainer

**Ms. Juanita Thorington-Powlett**

Dods Training PPAM Trainer

### **4. Stories of change – sharing project, programme, policy success stories from your context**

**Ms. Ella Haruna**

CIDT PCM Trainer

**Ms. Claudia Nicholson**

CIDT PCM Trainer

1:00 pm – 2:00 pm

## **LUNCH**

2:00 pm – 3:00 pm

### **Session 3: Developing regional public procurement practices**

#### **A. Reform, Capacity building and professionalisation**

**Mr. Douglas Fraser**

Head, Procurement Policy Unit, CDB

#### **B. The role of the regional procurement centre**

**Mr. Courtney Lawes**

Project Director

Caribbean Procurement, Training and Consultancy Centre (CPTCC)

College of Business and Management  
University of Technology, Jamaica

#### **C. Promoting integrity through procurement reforms**

**1. Case study from the BVI**

**Dr. Drexel Glasgow**

Project Director

British Virgin Islands

**2. Case study from the Cayman Islands**

**Mr. Peter Gough**

Senior Advisor

The Cayman Islands

**Plenary**

**Ms. Karen Hinds**

3:00 pm – 3:15 pm

**BREAK**

3:15 pm – 4:15 pm

**Session 4:**

**Strengthening Monitoring,  
Evaluation and Learning (MEL)  
culture and systems to improve  
design and delivery of projects**

**Presentations**

**A. Programme experience  
strengthening Monitoring,  
Evaluation and Learning (MEL)**

**Ms. Paula Cook MacKinnon**

MindBloom Consulting

**B. Evidence-based decision making  
for policy, project and programme  
design and processes for learning  
from past projects & programmes**

**Ms. Franzia Edwards**

Consultant

Technical Cooperation Division, CDB

**Panel Discussion**

**Ms. Paula Cook MacKinnon**

MindBloom Consulting

**Mr. Nigel Kirby**

Team Leader, DFID Caribbean

**Ms. Merina Jessamy**

Permanent Secretary

Ministry of Infrastructure

Development and Implementation

Grenada

**Ms. Franzia Edwards**  
Consultant  
Technical Cooperation Division, CDB

**Ms. Claudia Nicholson**  
CIDT PCM Trainer

**Plenary**

**Ms. Karen Hinds**

4:15 pm – 5:00 pm

**Session 5: Call to action to drive implementation and delivery across the region to meet the SDGs – *The task ahead: key priorities***

**Closing Remarks**

**Dr. Darran Newman**  
Division Chief (Ag.)  
Technical Cooperation Division, CDB

**Ms. Patricia Clarke**  
*(Government of Grenada Representative)*  
Permanent Secretary  
Ministry of Finance Planning, Economic and Physical Development  
Grenada

6:00 pm – 7:00 pm

**Conference Cocktail Reception**

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