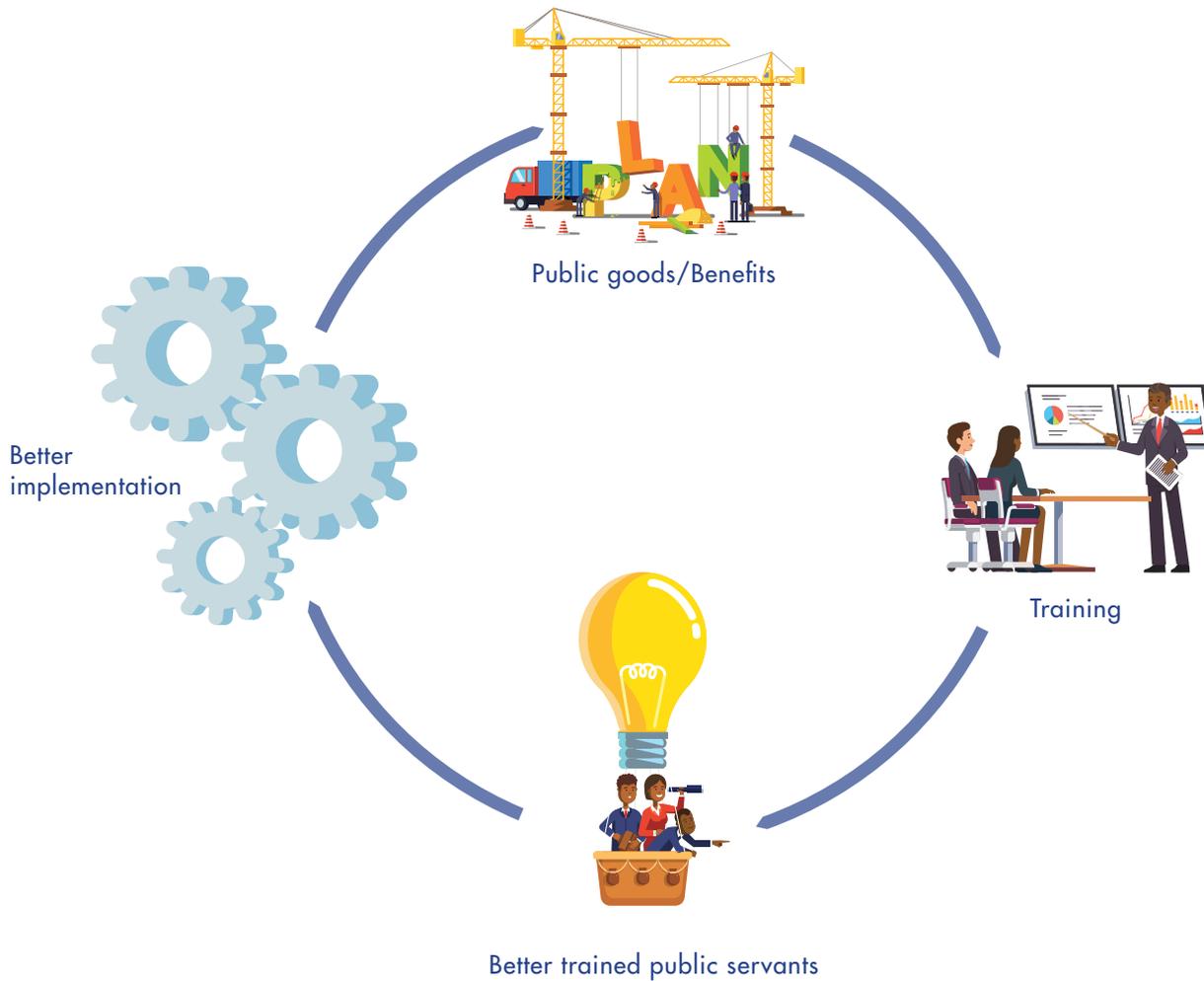


Moving the Caribbean Forward.



Public Policy Analysis & Management and
Project Cycle Management - PPAM-PCM





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MESSAGE FROM VICE-PRESIDENT (OPERATIONS)



Monica La Bennett, Vice-President (Operations)

It is my pleasure to share with you this end of programme digital publication for the Public Policy Analysis and Management (PPAM) and Project Cycle Management (PCM) training programme.

The publication captures some powerful personal stories from the public officials who actively participated in and benefited from this training programme.

Since 1980, the Caribbean Development Bank (CDB) has offered training in PPAM and PCM to its Borrowing Member Countries (BMCs). The 2016-19 iteration of the PPAM-PCM training programme was one of the largest Region-wide capacity development programmes the Bank has ever implemented.

CDB has made significant investments in promoting public sector capacity building, and will continue to do so in an effort to close/narrow to the Region's implementation deficit. Our aim is to improve the management, monitoring and implementation of policies, programmes and projects.

We have reached the end of the current programme. I am pleased to report that over the past four years, we have engaged more than 2,000 public servants in both face-to-face training and online learning.

Included in that number is a cadre of 260 public officials who we have trained and shared the PPAM-PCM materials with and who are now equipped to administer this training to additional staff at the national level.

But it does not stop there. There are plans to make the material accessible to even more public servants across the Region through online learning offerings and virtual events that focus on PPAM-PCM tools and frameworks. This will help to sustain the momentum and reinforce the training.

CDB acknowledges that slow project implementation hinders the delivery of tangible development results and poses a risk to the attainment of the 2030 Sustainable Development Goals (SDGs).

Through this training programme, the Bank has been promoting the use of new frameworks, tools, and innovative approaches to facilitate speedier project implementation. We envisage that such changes will accelerate progress towards the attainment of both their SDG commitments within the required timeframe and their overall development goals, including significant reductions in poverty and inequality.

This publication offers us all an excellent opportunity for reflection and sharing the stories, development experiences and lessons.

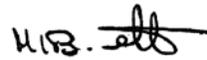
As an important partner, CDB has contributed to the development gains made in the Region over the past 50 years. As we mark our golden anniversary in 2020, we note with pride our long history of



providing financing, policy support and technical assistance in areas that have improved lives in all of our BMCs. PPAM-PCM training will continue to be a critical element of our support.

We acknowledge the work done by our Staff and training partners from the Centre for international Development and Training (CIDT), University of Wolverhampton and DODs Training, as well as the monitoring and evaluation firm, MindBloom to execute this phase of the PPAM-PCM training programme successfully. We are appreciative of the commitment demonstrated by the in-country coordinators who assisted with logistics. In addition, we are thankful for the contributions made by and received from public officials and trainers who actively participated in the programme and

unselfishly shared their knowledge. I assure you that CDB will continue to look for opportunities to build regional capacity and expand our trained workforce.



Monica La Bennett
Vice-President (Operations)
CDB



WHY PPAM-PCM?



Dr. Darran Newman, Division Chief (ag.),
Technical Cooperation Division

The 2016 to 2019 PPAM-PCM training programme was born out of a need to strengthen the capacity of Governments across CDB's 19 Borrowing Member Countries.

According to Dr Darran Newman, Division Chief (Ag.) of the Technical Cooperation Division, a Training Needs Assessment conducted in 2014 concluded that the lack of human resources and high turnover had led government personnel with

limited experience being asked to perform multiple roles. It identified the need for a critical mass of public officers to be trained in policymaking, logical framework analysis, and project cycle management, amongst other areas.

Dr Newman noted that capacity gaps in the public service had implications for development outcomes, adding that CDB had seen *"project outcomes being delayed as a result of late project start-up, lengthy procurement processes, slow disbursements and extended project implementation."*

The knowledge that other development partners in the Region faced similar challenges provided the impetus for a revamped PPAM-PCM training programme. According to Dr Newman, the needs assessment helped shape the content and structure of a fresh programme.

"The redesigned PPAM-PCM training programme reiterated the value of PCM tools in converting policy into delivery of results and underscored the role of leadership in using these PCM tools in all government development programmes. In other words, PCM is a cornerstone of implementation."

This was not CDB's first time offering PPAM and PCM training. Several programmes predated the 2016-2019 training, all aimed at introducing public servants to the various aspects of project management.

Dr Newman recalled that the training was administered through a dedicated Training Unit with consultants up until the mid-1990s. The first offering was a 12-week regional course in Project Preparation and Management. The programme was expanded in the mid-1990s to include three to four-week national or sub-regional courses in PCM and PPAM, as well as more specialised one-week courses in areas such as procurement and agricultural credit. This programme ended in 2002.

Thereafter, the Bank supported PCM activities on a case-by-case basis. Then, between 2006 and 2009, CDB executed a pilot training programme in key PCM areas for middle and senior level managers in the public and private sectors.

The 2016 to 2019 programme signalled a refocus of the Bank's longstanding capacity building role.

Looking back on the programme, Dr Newman expressed confidence that the programme had met its goals, pointing to participants' feedback which formed part of the official programme evaluation.

"Ninety-eight per cent of survey respondents had indicated that the training resulted in positive change in their skills and knowledge. Participants had gained confidence in themselves as problem solvers and become more aware of critical resources at their disposal," she said.

With the current phase of the programme recently completed, Dr Newman said that the Bank was shifting its focus towards online training.

"In lieu of large-scale, face-to-face training, we plan to offer online courses from 2021 onwards, targeting those public servants that had participated in CDB's 2016-2019 PPAM-PCM training as well as new participants. By reinforcing the learning, and providing orientation for new staff in the public service, CDB will be helping to build the critical mass of personnel," she shared.

[Click here for our timeline tracking the evolution of the PPAM-PCM programme.](#)



VOICE OF THE PARTICIPANTS

From the start, the Caribbean Development Bank had a defined goal for its 2016 to 2019 **Public Policy Analysis and Management** and Project Cycle Management training programme.

The Bank identified a pressing need to build the skills of the public servants responsible for overseeing and implementing public policies, projects and programmes.

Based on the findings of a training needs assessment, the Bank responded with a training programme centred on the following key elements:

1. The Programme will respond to the needs of each BMC;
2. It will provide a blended approach to training and capacity development that includes online and face-to-face modalities;
3. It will also identify further relevant training opportunities;
4. It will use a case-based approach that is relevant, interactive and practical;
5. The Programme will seek, where possible, to have participants develop action plans that relate course content to their work; and

6. It will promote continuing professional development to extend capacity building.

The programme's impact can be seen and heard through the feedback from participants, who shared their stories about its effect on their own capacity development.

Several pointed to the training in monitoring and evaluation as being of especial importance.

"It gave me an insight on the importance of evaluation projects and programmes from inception in order to detect issues and prevent overspending. The aspect of monitoring is what my office is mostly responsible for in relation to policy implementation and that aspect of the training was very useful to me," said one participant from the Virgin Islands.

A participant from Anguilla highlighted his appreciation for the monitoring and evaluation tools, noting that *"the sessions helped us identify real problems and provided tools through which proper analysis and risks should be evaluated."*

The programme's focus on bringing together officers from different areas of the public service so they could share and learn from each other's experiences was another feature which many participants highlighted as being beneficial.

“This training created an environment for the exchange of ideas and the airing of problems that plague our society. It also allowed officers to provide solutions to those problems,” noted a participant from Guyana.

Similar sentiments were expressed by an official from Montserrat who said he was *“encouraged by the experience shared by the local participants who have done significant work with the various aspects of projects.”*

A participant from Jamaica also praised the programme for enabling *“varying practitioners around the table to have meaningful discussion and perspective.”*



Nearly 100 CDB staff members also took part in the PPAM-PCM training, completing anywhere from two to 12 modules.

A CDB Social Analyst who took part in the training, said the training had sharpened her existing skills and taught her new tools to use as part of her day-to-day responsibilities. Facing a challenge with a project, she had used the fishbone (cause and effect) diagram, to capture and organise the range of underlying project issues and identify appropriate mitigating actions.

A CDB Economist confirmed that he had benefited from the tools when he was recently involved in the appraisal of a policy-based loan for a Borrowing Member Country. He added that one of his main takeaways was the important role of the policymaker in balancing politics, evidence and delivery.

Overall, this sentiment from a participant in Turks and Caicos seemed to sum up the experience of many of the participants:

“This programme has rejuvenated me and gives me the opportunity to truly think outside the box and stretched me. I am already passionate about what I do; but I am more motivated.”

Hear more voices of the PPAM-PCM Training Programme Participants in the videos on pages 14 and 15.

PPAM-PCM JOURNEY AT CDB



Reginald Graham

Effective training is key in any area and, for public servants tasked with implementing and overseeing major multi-million dollar projects, it is paramount.

CDB has long prioritised public sector training to all of its Borrowing Member Countries.

In 2016, the Bank launched a new round of PPAM-PCM training. A new Training Unit was set up and tasked with coordinating in-person, in-country training in CDB's 19 BMCs. This was a significant departure from previous programmes, where the emphasis was on regional training.



Sonia Alleyne

The task of leading the charge to bring about change through training was given to consultants Reginald Graham and Sonia Alleyne.

Graham, originally from the United Kingdom, had a wealth of experience in public service development, gained from working in various countries around the world as part of the United Nations system.

While he had never worked in the Caribbean before, with both of his parents hailing from Jamaica, Graham had "always been interested in Caribbean development."

Barbados born and raised, Alleyne has a background in consulting and training.

“I have always wanted to be involved in training at the regional level. My belief was that the way to move this Caribbean forward is through training and that we were not taking advantage of the opportunities that we had to train people across the Region. This programme was the opportunity to be involved in that type of training and it was really exciting,” she said.

Graham shared the thinking that went into the design of the programme, stating: *“we had to make sure [the training was] very practical in a sense that if you go to a three-day workshop that you learn something that would challenge you to go back into your office and apply what you learnt.”*

“One of our challenges was how were we going to be able to test that they can go back and apply? So we said if we could link it to the fact that they had to demonstrate or we had to have some evidence that they were trying to apply the skills, once we had the evidence that then would trigger the certificate,” Graham emphasised. A novel and integral part of this process was therefore the requirement that participants submit an action plan.

He stressed that this particular method was novel and worked in their favour.

Since 2016 when the programme started to take shape, it has trained over 2,000 public servants across the Region through face-to-face modules and online courses – more than the Bank had done in previous iterations of the programme combined.



Graham attributed the successful introduction of the new training format to the Training Unit securing commitment and ownership from the 19 BMCs at the start of the programme.

The programme, which was evaluated in late 2019, had a response rate of over 70%. Ninety-eight per cent of survey respondents indicated that the training resulted in a positive change in their skills and knowledge.

As the three-year cross-Caribbean training programme wound down, Alleyne summed up the lessons learned from the experience.

“For me one of the biggest things that came out of this was the conviction that as individual countries, we can’t solve the problems. We need to work together. That’s what it’s going to take for us to solve the issues in the Region.”





DELIVERING PPAM-PCM: THE REGIONAL PERSPECTIVE



Juanita Thorington-Powlett

Throughout her lengthy public service career, Juanita Thorington-Powlett has worked with many government departments and agencies and her main goal has always been to help improve public sector performance.

When she retired in 2014, Thorington-Powlett was a Permanent Secretary in the Government of Barbados. However she soon found herself back in the working world as various organisations called upon her vast expertise and knowledge to help improve their operations.

Dods Training, a UK-based firm that provides training to government agencies in various countries was one organisation that required her services. CDB had contracted Dods as a training provider for its PPAM-PCM Training Programme; and Dods enlisted Thorington-Powlett as a regional trainer.

Her role was similar to that which she once held in the public sector of Barbados — training senior level staff including Permanent Secretaries and Deputy Permanent secretaries. However, this time around, her role was regional. She also trained senior staff at CDB in the PPAM Masterclasses.

“The programme was well designed and a departure from the norm,” said Thorington-Powlett as she shared her impressions of the three-year programme. *“Persons were trained in their own countries. There was follow-up to ensure embedding of the learning and that persons were not left on their own.”*

She explained that her main aim going into the programme was to *“assist the senior management in the public service across the Region in upgrading their skills regarding public policy administration and management.”* This, she said was the catalyst when she was preparing for her training sessions. Over the course of almost three years, she trained hundreds of public officials in Cayman Islands, Montserrat, St Kitts and Nevis, Saint Lucia, St Vincent and the Grenadines, and the Virgin Islands. With the programme now at the end of a significant

phase – the face-to-face, in-country training - she reflected on the impact she had seen thus far. *“Yes, the programme has been successful. A significant number of persons have been trained in areas that were very much needed for the modernisation of governments.”*

The experienced public sector specialist commended the Bank for conceptualising and successfully implementing the initiative and called for the continuation of such training.

Public sector officials share their thoughts during the second regional conference ‘Project Cycle Management: A Cornerstone of Implementation and Delivery’, held in Grenada as part of the completion of the PPAM-PCM programme.





DELIVERING PPAM-PCM: THE INTERNATIONAL PERSPECTIVE



Professor Phillip Dearden

When Professor Phillip Dearden was first engaged to work on one of CDB's biggest public sector training initiatives ever, there were some clear goals he needed to accomplish. CDB wanted to equip public sector participants with a broad range of relevant project design and project management skills.

Professor Dearden is Head of the University of Wolverhampton's Centre for International Development and Training, which was engaged by CDB to help design

and deliver the curriculum for the PCM component of the PPAM-PCM training programme. The professor said he was pleased to be involved in the programme across the 19 BMCs.

He noted the enthusiasm of the programme's participants pointed to an unmet need for such training in the Region.

"People were really ready for it; they wanted it and were very accepting of it. They were really helpful and the feedback has been really positive," he said.

"We don't want this to end. Where this programme is concerned, continuous training is key," he said.

The Professor expressed general satisfaction with the growth of the programme.

"Staff across the Region have been empowered to design and develop projects for their own government ministries. The CDB training gave all the staff a set of tools and techniques that they can actively use. So well done to CDB," Professor Dearden said.

He expressed the hope that the programme's gains could be built upon in the future.

PPAM-PCM IN NUMBERS

1782

Number of public servants trained

260

Number of people who went through train-the-trainer programmes

98

Number of CDB staff trained

PPAM-PCM IMPACT



98%

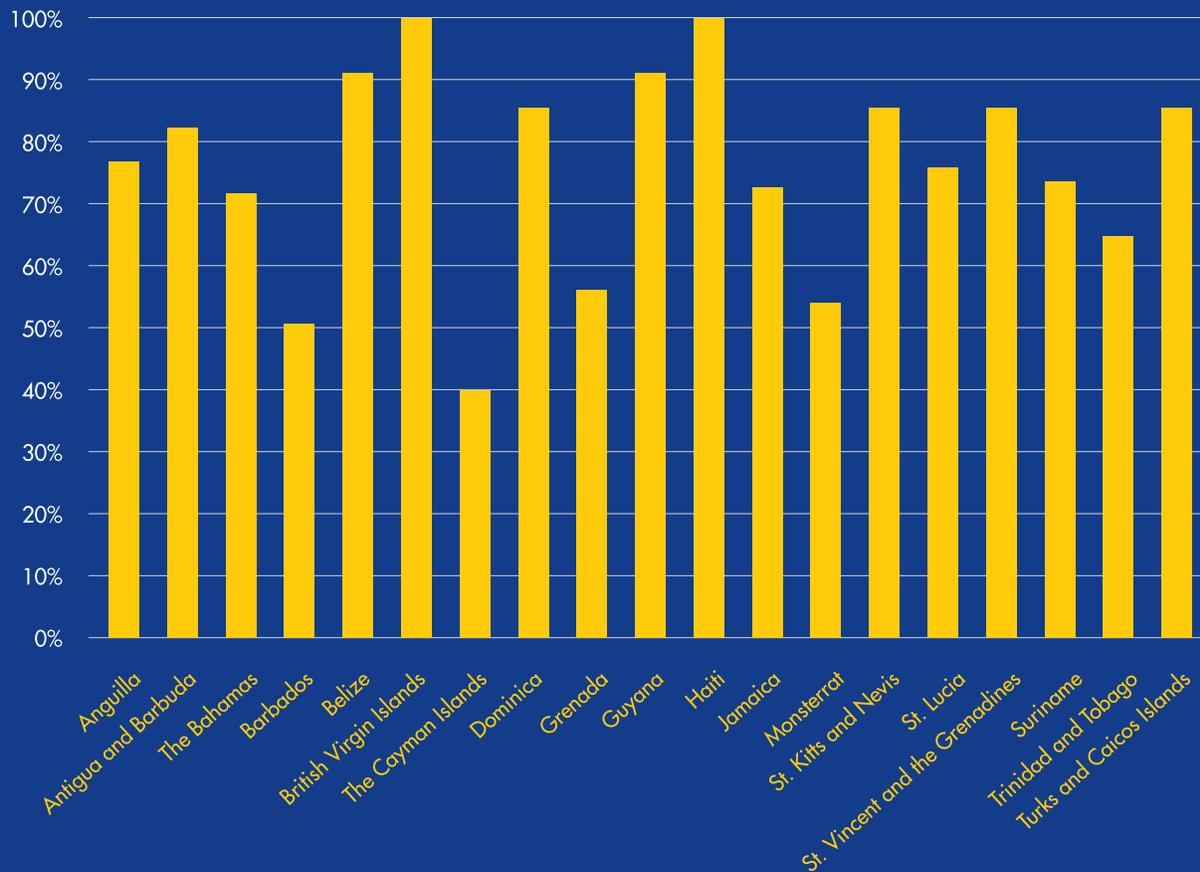
of the respondents indicated that their skills and knowledge had been improved



95%

of the respondents indicated that they have greater confidence in performing their work responsibilities and are confident in sharing what they have learnt with others

SUPERVISORS WHO BELIEVE THERE HAS BEEN SOME/SIGNIFICANT ADVANCEMENT OF SKILLS AND KNOWLEDGE OF STAFF



RESULTS FROM PPAM-PCM



Participants flash a smile at the 'Leadership in Action for Public Sector Policy Leaders' conference held in Barbados as part of the wrap up of the training programme.

"An incredible gift", is how Paula McKinnon of international monitoring and evaluation firm MindBloom, described the PPAM-PCM Training Programme which CDB provided in its 19 BMCs.

McKinnon's team, which is based in Canada, was contracted to conduct the monitoring and evaluation

of the three-year programme, CDB's largest ever public sector training initiative. She spoke very highly of what it offered the BMCs: *"To have that dedicated level of capacity-building aimed at helping governments increase their effectiveness to apply for aid and manage programmes has tremendous potential."*

"The more those countries can effectively develop policy and then support it with specific projects and programmes and then monitor those, to ensure the projects are implemented effectively, the better off the citizens of each of those countries would be."

The PPAM-PCM Training Programme has trained 1782 civil servants face-to-face, realising 3646 module completions. Of these, 260 people also went through train-the-trainer programmes in their respective countries and more than 200 others completed recommended online courses ahead of their face-to-face training. Additionally, 98 (50% male and 50% female) CDB staff members completed at least one of the PPAM-PCM face-to-face modules.

McKinnon, a former university administrator said:

"CIDT [the University of Wolverhampton's Centre for International Development and Training] was on board before we came on so the first thing we had to do was a smooth transition from CIDT to our work."



Then we actually looked at the theory of change and the monitoring and evaluation framework for the entire programme, then developed monitoring and evaluation for the countries.”

McKinnon stressed that it was her hope that the work they have done thus far in the Region, would increase the desire of stakeholders in the individual countries for continued monitoring. She stressed:

“In our view, the programme hasn’t really stopped. It has just been transferred to the BMC level. They need to now pick it up and actively continue the training. We wanted to really whet their appetite for the continued monitoring and evaluation of the training by using the framework that has been developed.”

Commenting on feedback from participants about their experiences and the expansion of their knowledge, McKinnon said: *“98% of the respondents indicated that their skills and knowledge had been improved and 95% indicated that they have greater*

confidence in performing their work responsibilities and are confident in sharing what they have learnt with others.”

The final evaluation of the programme was completed at the end of 2019. Overall, McKinnon held that the PPAM-PCM Training Programme was a very relevant response to the needs of the BMCs.

While urging regional governments to continue the process of building capacity McKinnon observed that:

“The challenge is to balance training with an understanding of and strategy for addressing some of the institutional barriers that exist within the countries. Moving forward, it would be helpful to have the capacity building supported by CDB but more so led by the leadership of the BMCs [and] also to build strategies with the BMCs to ensure that the internal barriers that reduce the manner in which capacity building can occur, can be addressed at the same time.”



TURKS AND CAICOS ISLANDS EXPERIENCE

The public service in the Turks and Caicos Islands (TCI) is better for having undergone training through the PPAM-PCM Training Programme funded by CDB. So says Human Resource Training Manager for the Turks and Caicos Islands Public Service with responsibility for Performance Management, Thashana Thomas.

Thomas said the training was a significant plus for the country. She pointed to the lessons learned from the shared experiences of regional colleagues as being both a comfort and an incentive. *"I think we are far better for having such projects. When we*

are alone and things are happening, it's like there is no end to the nightmare that is happening. But when you get a chance and say oh 'Barbados went through this two years ago and they overcame' then you tell yourself 'let me just keep on working I will get through it too'."

Reflecting on the programme's start in TCI, she said: "It was exciting. Usually Human Resources is not at the table when they are having the discussion; we are usually brought in at the end. It was refreshing to have been brought in from the onset. When CDB



sent the instructions, they were very specific in terms of the persons they wanted there. It was an exciting journey and still is because it's not finished. If all goes according to plan, TCI is set to roll out their own local version of the training.

"We have a waiting list that was created because we couldn't accommodate everyone during the first set of training. To help us to offer the training in such a way that its meaningful and persons can actually use what they have learnt to assist them in their jobs, we are starting a training and development unit which will comprise of the persons who did the train the trainers programme as well as the persons in the public service who have the title of a Training Manager or Officer in a ministry," she explained.

Thomas concluded that the PPAM-PCM opportunity had come at the right time and that public servants had been receptive towards it.

On a personal level, Thomas said:

"It has been my absolute pleasure being a part of the programme. I have grown a lot personally and professionally. And I'm sure by extension the TCI civil servants have benefited tremendously from it. Project management wasn't new to me but some of the tools and techniques they used helped me to broaden my knowledge base. It caused me to think outside of the box a lot of the times with certain things I used to do."





Turks and Caicos Islands

"I have been using a lot of the tools in my training. So going through the training with CDB it helped me, I came back and revised some of the training that we had before," she revealed.

Thomas said she believed CDB provided them with enough material to sustain it for another two to three years.

"We do have enough material, assistance and training to be able to sustain [it beyond 2019]. We will continue to build on it. We have several strategies as to how we are going to continue the programme and we are going to see how much of it we can put online," she added.

HAITI EXPERIENCE



Appropriate and well delivered. That's how Rose-Lourdes Elysée summed up the recently concluded PPAM-PCM Training Programme.

Elysée, who is Special Advisor for Haiti's National School for Financial Information, and has a background in teaching, worked closely with the Academic Department of the School to implement the PPAM-PCM programme with CDB.

Elysée noted:

"Although our Public Administration may be organised differently, with the current of regionalisation and proposals of harmonisation of administrative

structures and practices, Haitians could benefit from experience in other countries facing similar environmental challenges."

She reported that PCM trainers were preparing workshops for fiscal year 2019-2020.

On a personal level, she assessed the training as a "worthwhile experience" despite execution challenges due to ongoing social and political unrest.

The Special Advisor said the programme in her opinion was highly successful in terms of planning and delivery and added:

"We really hope the technical assistance continues as we pursue the capacity building needed in Haitian public administration in light of the public finance reform undertaken and the important challenges we face in terms of transparency, ethics, public policy analysis, risk analysis, business continuity, etc."



