



Public Policy Analysis & Management  
and Project Cycle Management Training  
Programme 2016 - 2018





## Background

Since 1980, the Caribbean Development Bank (CDB) has been offering training in Public Policy Analysis and Management (PPAM) and Project Cycle Management (PCM) to its Borrowing Member Countries (BMCs).

In 2013, CDB conducted a training needs assessment (TNA) based on feedback from BMCs on the Bank's previous training initiatives.

That TNA informed the design and delivery of a new cycle of PPAM and PCM training. In 2014, CDB's Board of Directors approved technical assistance in the form of the PPAM and PCM Training Programme 2015-2018 for the BMCs and for staff of CDB.

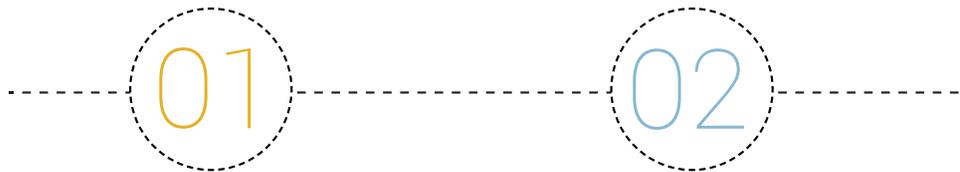
In January 2016, the CDB Training Unit was established within the Bank's Technical Cooperation Division to execute the programme.

# Goals and Objectives

The new CDB PPAM and PCM Training Programme supports institutional reforms needed to enable more effective management of policy, programmes and projects.

This training intervention stands out from similar programmes in that it encompasses all BMCs regardless of whether or not CDB-funded projects are currently being executed in country; this is in keeping with the programme's aim to strengthen efficiency and build capacity across the region it serves.

## Evolution of CDB's PPAM/PCM Programme



### 1980 – Project Administration Training Unit (PATU) Established

#### Objectives

- Capacity building in BMCs
- Enhanced efficiency in investment process
- Capacity building within CDB

#### Course Offerings

- 3-month regional courses
- 3 or 4-week national/regional courses
- 1-week specialist courses

### 1990s

Adjustments made based on feedback and lessons learnt

#### Course Offerings

- 3 or 4-week national/regional courses
- 1-week specialist courses

### December 2002

More than 1,550 persons across BMCs trained in PPAM/PCM (1980-2002)

### 2003–2004

- Shortage of public sector officials versed in PPAM/PCM across BMCs
- Technical assistance provided to public sector agencies on a case-by-case basis to build capacity

### October 2005

- CDB's Board approved training programme for Middle and Senior-level managers across BMCs and CDB staff in response to increasing demands for technical assistance

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### 2007–2009

2005–approved training rolled out over 3 years Evaluation of training led to PPAM/PCM Training Needs Assessment (TNA)

### 2014 – Results of TNA

- Lack of ownership by BMCs
- Weak institutional systems and work practices
- Staff lacked confidence in their own skills
- Limited planning skills & understanding of Managing for Development Results (MfDR)
- Limited access to data for evidence-based planning
- Limited analysis and treatment of cross-cutting themes and sustainability
- Need for continued training in PPAM/PCM

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### Lessons Learnt

- Need for continued training in PPAM/PCM using a more experiential, national and country-led approach within a wider programme of capacity development
- Need for training to emphasise Monitoring and Evaluation (M&E), Results-Based Management (RBM) Reporting, Monitoring Consultants and Contractors, Procurement and Projects Scheduling.
- Need for a blended (online and face-to-face), learner-centred approach

CDB's 2015-2018 PPAM and PCM Training Programme approved

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### 2016 CDB Training Unit established to roll out revised PPAM and PCM Training Programme

Background work being done to formulate country training plans in several countries, establish M&E procedures for entire programme, explore, identify and recommend online course options to BMCs, recruit training teams, and establish a knowledge management platform

### 2017–2018

Face-to-face training across all BMCs, with trained trainers and a knowledge management platform in place to ensure programme sustainability and facilitate networking



## Sustainability

The PPAM and PCM Training Programme supports countries in their efforts to achieve the Sustainable Development Goals; specifically Goal 4 – Quality Education; Goal 5 – Gender Equality; and Goal 16 – Peace, Justice and Strong Institutions. It reflects a sustainable country-led approach to professional development that:

- responds to country needs;
- provides a blended (a combination of online and face-to-face training) approach to training and capacity development;
- explores and recommends relevant knowledge and training opportunities;
- develops solutions-focused, practical online and face-to-face courses;
- establishes and maintains an online knowledge management platform; and
- promotes a continuing professional development approach to capacity development.

## What's New

The improved design and approach of the PPAM and PCM Training Programme includes:

- regional case studies and the identification of short-term technical assistance to support programme/project preparation;
- national training programmes to upskill personnel within each BMC;
- increased emphasis on Monitoring and Evaluation; Project Scheduling/Work Planning and Critical Path Analysis; Procurement; Results-Based Management Reporting/Performance Reporting; and Managing Consultants and Contractors;
- a systematic, evidence-based approach to training cycle management utilising pre-training evaluation and surveys, post-training follow ups, ongoing evaluations, and end-of-programme evaluations; and
- increased emphasis on ensuring that training has a tangible impact at the institutional level.



## Who's Eligible

All 19 BMCs are eligible to participate in the programme.

- Anguilla
- Antigua and Barbuda
- The Bahamas
- Barbados
- Belize
- British Virgin Islands
- Cayman Islands
- Dominica
- Grenada
- Guyana
- Haiti
- Jamaica
- Montserrat
- St. Kitts and Nevis
- St. Lucia
- St. Vincent and the Grenadines
- Suriname
- Trinidad and Tobago
- Turks and Caicos Islands

► **Country programmes will be implemented in phases. For more details about implementation dates, please contact Reginald Graham, Consultant Coordinator, or Sonia Alleyne, Consultant Programme Management Assistant, regarding training for a specific country.**

# How It Works

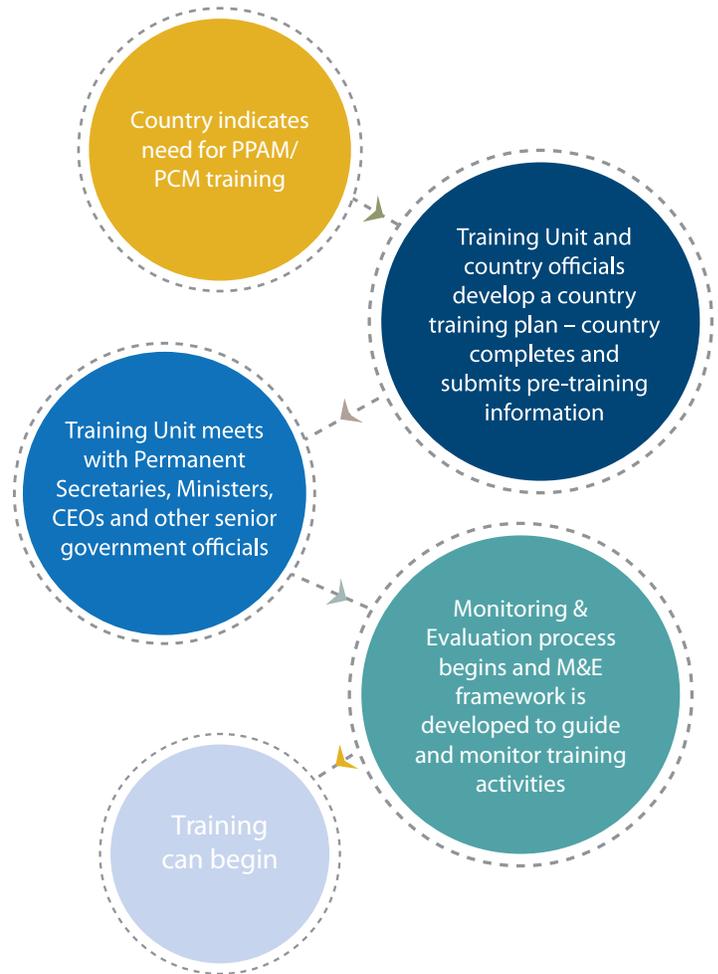
Once a country indicates its interest in participating in the programme, arrangements will be made to include that country in one of the upcoming phases of pre-training, during which the Training Unit will work with senior government officials of that country (Permanent Secretaries, Financial Secretaries, CEOs and their deputies) to develop a country-specific training plan.

In preparing the training plan, government officials will need to provide background information on development work in that country, information on the status of PPAM and PCM training, and information on persons who will be nominated to participate in the online and the face-to-face training modules.

A coordinating team of six persons in-country will be necessary to facilitate the completion of the training plan. On completion of the training plan independent Monitoring & Evaluation (M&E) consultants will visit the country to begin the M&E process. After acceptance of the M&E report by CDB, arrangements can be made for the start of training.

The training programme utilises a blended approach to training. At the national level, a maximum of 25 persons can be nominated to participate per training module. It is recommended that each country nominates up to 200 officials for online courses in Procurement, Project Management, Public Policy and Monitoring and Evaluation courses prior to the face-to-face training. CDB funds the programme, but each country is asked to make “in kind” contributions in the form of providing training venues, meals for participants, and some assistance with the provision of stationery. Five regional workshops will also be funded by the Bank during 2017 – 2018.

Each country will also be asked to identify potential trainers who will undertake the task of ensuring that the training programme continues beyond 2018, making use of the CDB PPAM and PCM curriculum. These persons will be expected to have some

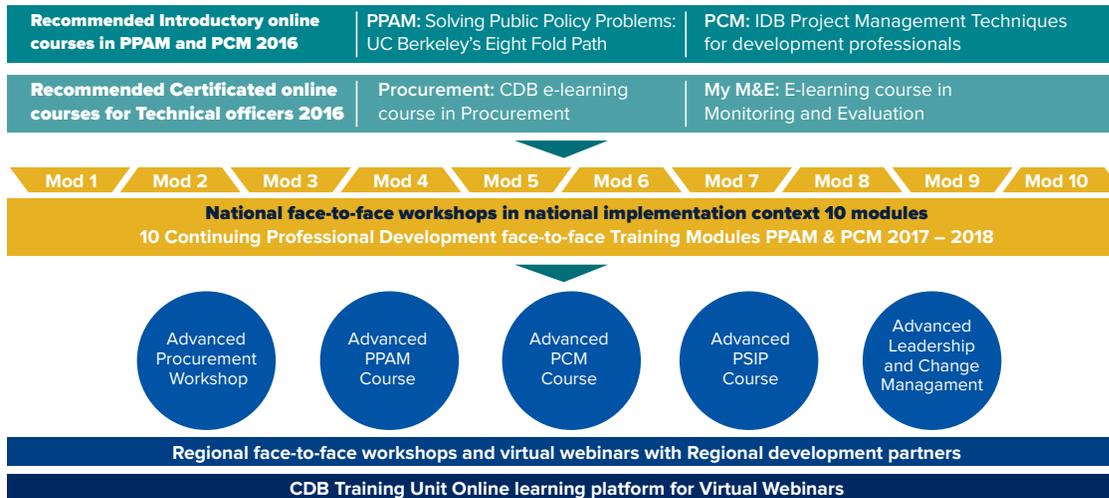


background in training facilitation and to have some understanding of PPAM and PCM principles; potential trainers who have no background in PPAM and PCM will be expected to attend all of the training modules if they are to be a part of the Train-the-Trainers process.

A knowledge management platform will be established to further ensure sustainability and to establish a community of practice among course participants.

# How It Is Structured

There is flexibility for country-specific training topics relevant to PPAM and PCM to be included in the training programme.



- **Step 1. Recommended online courses prior to face-to-face workshops (self-paced study)**
  - o PPAM: Solving Public Policy Problems: UC Berkeley's Eight Fold Path (self-paced study for 6 weeks for 3 hours per day)
  - o PCM – IDB Project Management Techniques for Development Professionals (self-paced study for five weeks for 4 – 6 hours per week)
  - o Procurement - CDB's e-learning Procurement course
  - o Monitoring and Evaluation - My M&E e-learning course
- **Step 2. National face-to-face workshops in PPAM & PCM split into 10 continuing professional development accredited training modules**

## PPAM Public Policy Analysis and Management

Week 1

**Module 1.** Introductory PPAM for Permanent Secretaries, Chief Executive Officers, Financial Secretaries and their Deputies (1-day)

**Module 2.** PPAM (3-day)

**Module 2a.** Introductory PPAM for Permanent Secretaries, Chief Executive Officers, Financial Secretaries and their Deputies (1-day)

## PCM Project Cycle Management

Week 2 to 4

**Module 3.** Principles, process, tools and skills for RBM PCM (3-day)

**Module 4.** Project appraisal (3-day)

**Module 5.** Project planning and implementation for senior managers (3-day)

**Module 6.** Monitoring and Evaluation (3-day)

**Module 7.** Risk management (2-day)

**Module 8.** Capacity development, managing CDB TA, cross-cutting themes of gender, sustainability, climate change, etc., (2-day)

**Module 9:** Procurement (2-day)

## Train-the-Trainer Module

**Module 10:** Train-the-Trainer sessions in PPAM & PCM curriculum delivery and facilitation (3-day)

**Total of 26 days for 10 training modules**

- **Step 3. Regional face-to-face networking and leadership events and webinars in association with regional partners**

# About the Technical Cooperation Division

The CDB Training Unit is part of the Bank's Technical Cooperation Division (TCD).

TCD serves as the focal point for technical cooperation and technical assistance (TA) within CDB and among its external partners. The Division is also responsible for coordination of the Technical Assistance Policy and Operational Strategy, and continues to serve as the hub for Regional Cooperation and Integration (RCI).

TCD's role incorporates the management of TA to support initiatives related to RCI; Governance and Institutional Development; the Caribbean Technological Consultancy Services; and the Training Unit, which has responsibility for implementing the Public Policy Analysis Management and Project Cycle Management Training Programme.



## Contact Us

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