

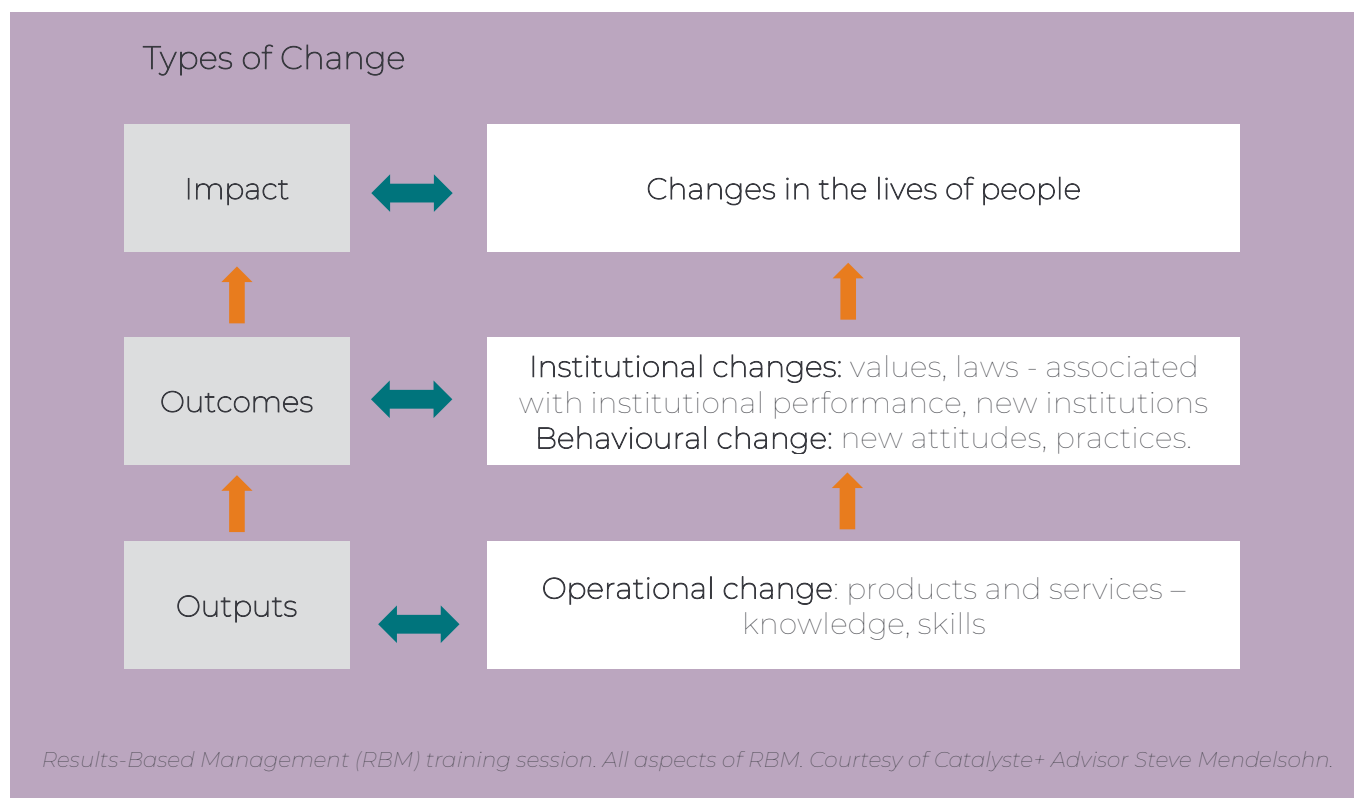
Using Modern Tools of Good Governance in the Caribbean – Results Oriented Monitoring Public Policy and Program Implementation

For more than five decades Catalyste+ has been supporting governments and organizations worldwide to meet internal and external expectations for demonstrating accountability, transparency, and results. One powerful public management tool to achieve these objectives is a results-based monitoring and evaluation system for government programs. Canada, for example, began its move to results-based management of government services in the 1990's.

Delivering effective results for citizens is a perennial challenge facing policy makers and service delivery practitioners everywhere, including in the Caribbean Region. Since the Program's inception in 2021, Catalyste+ Advisors have teamed up with country partners on more than 10 assignments, strengthening capacities in results-based management (RBM), monitoring, and evaluation (M&E) across six of CCEDM's nine Caribbean partner countries.

As a catalyst for sustainable development, Catalyste+ offers a broad range of expertise in results-based management approaches to evidence based policy and program development, implementation, monitoring, evaluation, and communication.

Below is a sampling of Catalyste+'s recent (2022/23-2023/24) Results Based Management, monitoring, and evaluation advisory capacity development assignments in the Caribbean.



Providing more Targeted Social Services to Vulnerable Citizens in Guyana and Belize

In Guyana and Belize Government Ministries delivering social protection and safety net programs to address the needs of vulnerable populations wanted to measure the effectiveness and efficiency of their services offered to citizens including victims of family violence, disadvantaged persons and people living with disabilities.

In late 2022 and early 2023 Catalyste+ results-based management Advisor, Steve Mendelsohn provided training and consulting services to **Guyana's Ministry of Human Services and Social Security** and the **Belize Ministry of Human Development, Families and Indigenous Peoples Affairs**.

After two-week assignments in both countries, working with Ministries, staff emerged with an improved understanding of results-based management principles, were taking these processes seriously, and were well on their way to developing results-based monitoring frameworks and reporting systems for their various areas.

"It becomes a human resource issue in the end (at the country level). You have to get high level buy-in and put in a system for a national policy on monitoring and evaluation."

Steve Mendelsohn, Catalyste+ Advisor

Catalyste+ RBM Advisor Raymond Gervais reported a similar experience on his results-based management training assignment. Committed to breaking the cycle of poverty and improving lives, the **Belize Social Investment Fund (BSIF)**, has implemented hundreds of infrastructure projects and social programs since 1996. Working in partnership with the Belize government, the Caribbean Development Bank, and local community groups, it has prioritized projects in health, education and rural development related to the specific needs identified by its community partners, such as the technical vocational school in Hope Creek Village.



Hope Creek Village Technical and Vocational Education Training (TVET) facility, Belize.
Courtesy of Catalyste+ Advisor Raymond Gervais.

The Fund's projects were well done, very successfully planned and executed from a technical perspective, said Advisor Raymond Gervais, and they want to go deeper in measuring the impact of their projects on citizens. "For example, the Fund could easily monitor successful delivery of a water tank in a community, but needed help in tracking how households were being empowered by having access to proper water resources." Gervais said.

In August and September 2023, following an intense pre-assignment engagement, Gervais delivered capacity building workshops in how to plan and conduct results-based monitoring and evaluation for several BSIF on-going projects. Going forward, as part of an improved results monitoring framework resulting from the sessions, the Fund has decided to increase community groups' involvement of project implementation and monitoring of the infrastructure projects in their communities.

Implementing a major Gender Vision Policy in Suriname

In Suriname, the Bureau of Gender Affairs was interested in setting up a system to better track and assess the results of interventions associated with its Gender Vision Policy 2021-2035, but it lacked the resources to develop one on its own. Through several assignments (virtual and in-country) Catalyste+ Advisor Cheryl Hebert worked with the Bureau and its key stakeholders to develop a plan to support the monitoring and evaluation framework for the Policy.

"Time will tell, but we see some positive signs. We have to take more action to closely involve our stakeholders. I think from our part, we have to follow up on what we need achieved at the end of the project".

Shiefania Jahangier, Head of the Bureau of Gender Affairs

Through a series of workshops with key stakeholders including gender focal points at various ministries, planning officials and statistics officials, and nongovernment and community-based organization representatives, the Bureau and Advisor Hebert finalized the Monitoring and Evaluation plan and deepened the commitment of multiple stakeholders to collectively implement the M&E plan. The department now has the mechanisms to collect data and report on national, regional, and international gender equality goals.

Going forward, the Bureau intends to focus on strengthening its network of stakeholders who will help them assess the effectiveness of the policy and adjust to improve its impact.

Leading Transformation in Grenada

In Grenada, a new Ministry responsible for advancing the implementation rates of state projects and programs, the Ministry of Mobilization, Implementation and Transformation, wanted support in strengthening its results-based monitoring and evaluation reporting skills and tools.

In September and October 2023, Catalyste+ Advisor Steve Mendelsohn spent two weeks with 15 Senior Technical Officers responsible for monitoring evaluation at the Ministry and its three partner ministries, Agriculture, Health, and Public Works. Their time together focussed on learning the principles of management for results and setting up monitoring systems for key projects.

“We worked to develop a monitoring and evaluation framework with indicators to measure intended results for each project”, said Mendelsohn. Now back in Canada, the Advisor said that after these first key steps he’s continuing follow up with the officials through virtual meetings targeted at assisting them with monitoring and reporting. “Look at how long it took us to fully implement results-based approaches in Canada”, he said. Grenada is at the early stages of this process.

Tracking Jamaica’s Tourism Sector Contributions to Sustainable Development

In Jamaica the Ministry of Tourism, responsible for leading on the development of a globally competitive tourism sector, had identified a need to measure and monitor its tourism-related policies’, strategies’, programs’, and projects’ impacts on Jamaica’s sustainable development. Spurred on by a Prime Minister’s Office decision to adopt Results Based Management as the government’s new model for planning, monitoring and evaluation, the Ministry was looking for focused support on this important transition.

Through two assignments in late 2021 and mid 2022 Catalyste+ results-based monitoring and evaluation Advisor, Raymond Gervais, delivered a comprehensive training (8 virtual format sessions) in results-based management, monitoring, and evaluation functions to a dozen Tourism Ministry officials. Following this initial training, Gervais spent two weeks working with these officers, using their own draft new Ministry water sport policy, to guide them define options on how to plan, monitor and evaluate the new policy and its related programs.



Jamaican Ministry of Tourism workshop participants discussing results-based planning, monitoring and evaluation with Catalyste+ Advisor Raymond Gervais

“The Ministry had been using old approaches to monitoring and evaluation and Ministry of Tourism participants were fascinated by the Theory of Change concept and quickly understood that it was key to measuring actual results”, said Gervais. Essentially, everything was seen as a problem that could be solved by an activity but wasn’t linked to an overall sense of the relationship between issues, activities, and change. By learning the theory of change concept, “people started understanding how to start structuring policies and programs and why, in the past, (many of) their policies and programs had not led to concrete changes”, he said. In Results Based Management the Theory of Change is a tool that describes how an initiative is expected to bring about change in the lives of its beneficiaries. It outlines the causal relationships between the initiatives’ activities and their impact.

In the months ahead, it’s expected that the Ministry of Tourism will continue to enthusiastically implement results-based planning and monitoring and may become a reference resource for other Jamaican departments transitioning to these modern approaches.

Tracking Results in National Resource Management in Antigua and Barbuda

It’s a similar story at the Ministry of Health, Wellness and Environment in Antigua and Barbuda, where the Department of Environment’s Project Implementation Unit approached Catalyste+ for assistance in updating its Results Framework and enhancing its operations and performance related to protecting the country’s environment and participation in networks addressing regional and global environmental problems.

In May 2023 a Catalyste+ Advisor met with the Ministry’s Project Management Unit Team and other stakeholders at the Department to assess their current Project Management capacity and develop a strategic plan to effectively enhance the Unit’s operations through a Theory of Change and a Results-based monitoring and evaluation plan that the Unit can develop jointly with their Catalyste+ Advisor.

Why are Caribbean Countries Moving Towards Results Oriented Approaches?

While the countries and sectors varied, the Caribbean partners expressed one common reason for their interest in adopting a results-oriented approach. Essentially, **given limited resources, government Ministries seeking to turn policy ideas into results want to get maximum value for money spent**, and ensure their programs are of high quality, effective, efficient and that they’re **designing policies based on lessons learned from the impact of past policies**.

Overall, focusing on the intended objectives of policies and programs is important for several reasons:

- ✓ **Quality assurance:** Monitoring and evaluating public services helps to ensure that the services are of high quality and meet the needs of the people they are intended to serve.
- ✓ **Continuous improvement:** Monitoring and evaluation can help identify areas for improvement in services. By using the information gathered through monitoring and evaluation, service providers can make changes to improve the effectiveness and efficiency of the services they provide.
- ✓ **Evidence-based decision making:** Monitoring and evaluation provide data and evidence that can be used to inform decision-making about social services. By regularly monitoring and evaluating services, policymakers and service providers can make informed decisions about how to allocate resources and improve service delivery.
- ✓ **Accountability:** Government services are typically funded by public or private sources, and as such, those who fund these services want to ensure that they are being used effectively and efficiently. Monitoring and evaluating social services provide accountability and helps ensure that the services are meeting their intended objectives.

Case Study

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