

CURRICULUM VITAE

MICHELE A. Y. ROBINSON

Tel: +1 876 969 5879 | Mobile: +1 876 990 7228 | Email: consult@michelerobinson.net

Website: www.michelerobinson.net

CAPABILITIES

- Expert debt management consultant with 30 years of national and international experience in public debt management. Main international and regional clients and partners include the Asian Development Bank, Commonwealth Secretariat, Crown Agents, Debt Relief International, the Eastern Caribbean Central Bank, the Inter-American Development Bank, the International Monetary Fund (IMF), IMF technical assistance centres (CARTAC, PFTAC); and the World Bank. Work has spanned over 20 countries in Africa, Asia, the Caribbean, Eastern Europe, and the Pacific.
- Extensive experience in the area of governance, especially assessing institutional arrangements and governance framework for public debt management; organisational reform; capacity and management of internal operations; debt recording, reporting and statistical compilation; and analysing issues and challenges related to small state debt.
- Expert writer of numerous debt policy papers and briefs as well as debt management operational documents, which include: operational and procedures manuals for debt management offices; and user manuals for the Commonwealth Secretariat debt management software.
- Experienced, effective and highly-rated trainer in public debt management. Extensive experience in the delivery of technical assistance/training on public debt management; loan evaluation and negotiation; debt restructuring, debt portfolio analysis, debt statistics, institutional arrangements and the use of the debt management software (the Commonwealth Debt Recording and Management System - CS-DRMS).

MAJOR ACHIEVEMENTS

- Author of several publications including: **“Introducing Hurricane Clauses – The Grenada Experience”**, Commonwealth Secretariat (October 2016); **“Assessment of Debt Restructuring Operations in Commonwealth Small States”**, Commonwealth Secretariat (July 2015); and co-authored, **“Debt and Development in Small Island Developing States”**, edited by Damien King and David Tennant (Palgrave Macmillan, 2015) and **“Public Sector Debt in the Caribbean: An Agenda for Reduction and Sustainability”** commissioned and published by the Caribbean Development Bank (2013).
- Successfully recommended and assisted in achieving major institutional reforms in public debt management in Barbados, Grenada, Jamaica, St. Lucia, and Suriname, including the establishment of the Suriname Debt Management Office.
- Wrote all the content material for the 2016 Commonwealth Secretariat **CS-DRMS** external debt e-Learning programme as well as the 2010 **CS-DRMS** e-learning programme.
- Developed own website, www.michelerobinson.net, which provides comprehensive information on debt and debt related developments relevant to the Caribbean.

EDUCATION

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|------|------------------------------------------------------------------------------------------|
| 1983 | QUEENS UNIVERSITY, Kingston, Ontario, CANADA
M.A. Economics (Honours) |
| 1979 | UNIVERSITY OF THE WEST INDIES, Mona, Kingston, JAMAICA, WI
B. Sc. Economics (Honours) |

PROJECT EXPERIENCE

- 2018 (Jun-Jul)** **ECCB/DEBT MANAGEMENT ADVISORY SERVICES (DMAS)**
Consultant
- Documentation:* TA project to strengthen public debt management by writing debt management procedures manuals for each of the 7 Eastern Caribbean Currency Union (ECCU) member countries.
- 2018 (May)** **ASIAN DEVELOPMENT BANK**
Consultant
- Capacity Building.* TA to help to strengthen the **Myanmar** Debt Management Division by evaluating CS-DRMS data quality, assessing staff capacity, training in the use of CS-DRMS, and documenting business procedures for the use of CS-DRMS.
- 2017 (Aug) – 2018 (Mar)** **ECCB/DEBT MANAGEMENT ADVISORY SERVICES (DMAS)**
Consultant
- Institutional Reform:* TA to strengthen the Debt Management Unit in **Antigua and Barbuda** by implementing recommended reforms, building capacity in public debt management and improving performance.
- 2017 (June)** **ECCB/DEBT MANAGEMENT ADVISORY SERVICES (DMAS)**
Trainer/Facilitator
- Capacity Building.* Developed/delivered customised training to OECS Debt Managers in managing a DMO, code-of-conduct/conflict of interest, developing an annual borrowing plan.
- 2017 (May)** **ECCB/DEBT MANAGEMENT ADVISORY SERVICES (DMAS)**
Consultant
- Institutional Reform:* Assessed the institutional framework for public debt management in **Antigua and Barbuda** and developed a reform framework.
- 2017 (Jan) and 2016 (Nov)** **INTERNATIONAL MONETARY FUND**
Consultant and Trainer
- Capacity Building.* Delivered training in various areas of public debt management as well as the advanced features of the CS-DRMS analytical module to **Eastern Caribbean** junior debt managers as a component of the IMF-ECCB Junior Debt Managers Programme (JDMP).
- 2016 (May)** **COMMONWEALTH SECRETARIAT**
Consultant
- Policy:* Prepared policy brief on precedent-setting provision in **Grenada** debt restructuring for presentation to the Commonwealth Finance Ministers' Meeting, subsequently published by the Commonwealth Secretariat (October 2016).
- 2016 (April/June)** **CENTER FOR LATIN AMERICAN MONETARY STUDIES (CEMLA)**
Debt Management Consultant
- Operational.* Assessed and developed a comprehensive operational manual on back office functions for the **Guyana** debt management office.
- 2016 (February)** **LINPICO**
Debt Management Consultant
- Evaluation.* Assessed capacities, using training-needs assessment and SWOT analysis, in order to develop a three-year capacity strengthening and training plan for the Department of Public Debt and Aid Management in **Lesotho**.

- 2015-16 INTERNATIONAL MONETARY FUND**
Consultant, Jamaica
Operational. Developed a comprehensive operational manual covering front, back, and middle office procedures for the Debt Management Unit in **Jamaica**.
Capacity Building: Trained debt management staff in principle/ practices of public debt management.
- 2015 COMMONWEALTH SECRETARIAT**
(Feb – Nov) Consultant and Expert Content Writer
Documentation: Wrote the instructional materials and the content on debt management principles, and the use of the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS) external debt module for the revamped CS-DRMS e-learning programme.
- 2013 - 2015 COMMONWEALTH SECRETARIAT**
Consultant
Training: Delivered in-country training in recording and reporting using CS-DRMS in Trinidad and Tobago (June 2014); using CS-DRMS for recording domestic debt in **Guyana** (March 2014); developing an annual debt bulletin in Barbados (June 2015).
Institutional Reform and Documentation: Reviewed institutional arrangements in **Trinidad and Tobago** and developed comprehensive procedures on debt operations (Oct 2013).
Policy: Prepared comprehensive paper on debt restructuring operations in Commonwealth small states subsequently published May 2015.
- 2013 - 2015 ECCB/DEBT MANAGEMENT ADVISORY SERVICES (DMAS)**
Consultant, Grenada, St. Lucia
Capacity Building: Developed and presented a one-day programme on “Professionalising Debt Management Staff” for Eastern Caribbean debt managers (February 2015).
Institutional Reform: Developed a strategy for strengthening the institutional framework for public debt management in **Grenada** (April/November 2015) and **St. Lucia** (May 2013).
- 2011-2013 THE WORLD BANK**
Change Advisor to the Debt Management Branch, Jamaica
Institutional Reform: Implemented reforms and provided change management support to operationalise the newly established Debt Management Branch (DMB) in **Jamaica**. Activities included: recruiting staff to the newly established entity; developing a business plan; writing a comprehensive debt operations manual; developing a 3-year training plan; and providing training in debt management.
- 2011 IMF-PACIFIC FINANCIAL TECHNICAL ASSISTANCE CENTRE (PFTAC)**
(May/June) Short-Term Expert in Public Debt Management
Evaluation: TA mission to **Tonga** identify system weaknesses and capacity gaps in the debt management area in the Ministry of Finance and propose an action plan for institutional strengthening.
 - Reviewed Tonga’s Medium Term Debt Strategy and debt management operations and prepared a technical assessment report on steps to strengthen public debt management.
- 2010 – 2011 IMF-CARIBBEAN REGIONAL TECHNICAL ASSISTANCE CENTRE (CARTAC)**
Short-Term Expert in Public Debt Management
Under the supervision of the Macro-Fiscal Adviser at CARTAC, developed and delivered a technical assistance programme in public debt management for CARTAC member countries, including:

- *Debt Management Reform*: Facilitated the organisational reform of the Debt Management Unit in **Jamaica** by developing and implementing the recruitment plan to fill 32 new positions.
- *Institutional Assessments*. Assessed the existing institutional framework for public debt management and recommended actions to strengthen public debt management in both **Barbados** and **Trinidad and Tobago**.
- *Debt Data Validation*. Undertook comprehensive database validation exercises, in **Barbados** and **Suriname**.
- *Training*. Delivered training on *Techniques and Preparation for Debt Renegotiation* to senior government officials in the **Turks and Caicos Islands**.

2009-2010 COMMONWEALTH OF LEARNING
Content Expert and Writer for CS-DRMS e-Learning Programme

- *Technical Assistance*: Developed the instructional materials and wrote all the content on debt management principles, and the use of the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS), for an innovative and pioneering CS-DRMS e-Learning programme. Appointed as senior tutor for first cohort of e-Learners.

2003 - 2008 CROWN AGENTS FOR OVERSEA GOVERNMENTS
Consultant

Undertook various debt management projects for the Crown Agents:

- *Institutional Assessments*. In 2008, conducted an institutional and legal review of public debt management in **Azerbaijan** and developed recommendations for institutional strengthening. Assessed and recommended the requirements establishing a fully effective and operational debt management office in **Kenya** in 2007.
- *Reform Implementation*. Successfully completed a project to design and establish a debt management office (DMO) in the Republic of **Suriname**, including defining the detailed functions of the debt management office and ensuring implementation
- *CS-DRMS Training*. Delivered comprehensive training in the CS-DRMS modules (debt recording and analytical modules) in **Cape Verde, Nigeria, Suriname, and UK**.
- *Training*. Designed new course and delivered training in Loan Negotiation and Evaluation in public debt management. Delivered training in Portfolio Analysis, New Challenges in Debt Management and Debt Restructuring Techniques.
- *Strategic Advice*. Provided technical assistance to **Nigeria's** Debt Management Office (DMO) by advising on restructuring strategies for Paris Club debt leading to the successful 2004 renegotiation of Nigeria's debt.

2003-2010 COMMONWEALTH SECRETARIAT
Consultant

- *Training*. Planned and conducted intensive CS-DRMS workshops in the use of the Domestic Debt, External Debt, and Management Tools modules for debt management officials in Barbados (2010), **Malawi** (2009), **Swaziland** (2009), **Jamaica** (2004, 2008) and **Dominica** (2006) and undertook comprehensive data validation exercises (Barbados).
- *Institutional Arrangements*. Assisted in the restructuring of the debt management unit at the Ministry of Finance, Jamaica (2010).
- *Policy papers*. Drafted background paper on debt relief options for small vulnerable economies (2010) and debt restructuring in Commonwealth small states (2013).
- *Facilitation*. Chaired and facilitated the flagship CS-DRMS User Group Forums in 2011 and 2006; the Expert Consultative Group and Caribbean Consultative Meetings in 2010; and

the international Debt Management Forum in 2008 and 2011.

- *Documentation.* Wrote and illustrated two **User Manuals** for the Commonwealth Secretariat namely: *Management Tools* and *CS-DRMS 2000+ Data Entry Sheets* for distribution to all CS-DRMS sites worldwide.

2002 - 2007 DEBT RELIEF INTERNATIONAL (DRI)

Consultant

- Assigned as a resource person for the **Guyana** National Debt Strategy Workshop (2007) and the *Domestic Debt Strategy Workshop* - Banjul, **The Gambia** (June 2002)
- Acted as a mentor in *HIPC CBP Distance Learning Programme* (2006- 2007)

WORK EXPERIENCE

2000- 2003 MINISTRY OF FINANCE AND PLANNING

Debt Consultant, European Union Support to the Economic Reform Programme (SERP)

- Guided and advised on debt strategy formulation, built capacity within the Debt Management Unit and developed an effective debt management framework.

1998 - 2000 MINISTRY OF FINANCE AND PLANNING, JAMAICA

Consultant/Senior Director, Debt Management Unit (DMU)

Established and managed the Debt Management Unit within the Ministry of Finance and Planning and formulated and implemented the Government of Jamaica's medium term debt strategy.

- Drafted the Government of Jamaica's debt strategy and implemented a policy of its annual public disclosure in the National Budget presentation.
- Developed and implemented the auction system for the Government of Jamaica's medium and long-term securities. Successfully held the first auction in October 1999 with all primary dealers participating.
- Structured new issues of Government of Jamaica securities.

1997 - 1998 BANK OF JAMAICA: Kingston, Jamaica, WI

Director, Debt Management Department (DMD)

Advised and oversaw the transfer of the debt management functions from the central bank to the Ministry of Finance and Planning.

1996 - 1997 COMMONWEALTH SECRETARIAT: London, United Kingdom

Chief Project Officer (Economic)

Monitored and managed debt projects in five Commonwealth countries. Arranged 3 regional training workshops and trained over 70 debt management officers in the Commonwealth Secretariat's debt recording and management system (CS-DRMS).

1987 -1996 BANK OF JAMAICA: Kingston, Jamaica, WI

Director, Debt Management Department (DMD)

The first head of the Debt Management Department in the Bank of Jamaica. Led a team of 30 staff members to manage Jamaica's public debt including developing strategies leading to the successful negotiation of debt-restructuring packages with official bilateral creditors (Paris Club) and commercial banks.

MEMBERSHIP

- Committee Member – **Public Debt Management Committee** (PDMC), Jamaica
- Select Partner - **OECD Public Debt Management Network**
- Member - **Latin America and Caribbean (LAC) Debt Group**