

CARIBBEAN DEVELOPMENT BANK



**NOTIFICATION OF APPROVAL BY THE PRESIDENT OF THE USE OF FUNDS -
ENHANCED REGIONAL DISASTER RISK MANAGEMENT PROCUREMENT AND
LOGISTICAL CAPACITY - REGIONAL**

This Document is being made publicly available in accordance with the Bank's Information Disclosure Policy. The Bank does not accept responsibility for the accuracy or completeness of the Document.

Notified at the Two Hundred and Eighty-Fifth Meeting of the Board of Directors
held on March 28, 2019

MARCH 2019

Any designation or demarcation of, or reference to, a particular territory or geographic area in this Document is not intended to imply any opinion or judgment on the part of the Bank as to the legal or other status of any territory or area or as to the delimitation of frontiers or boundaries.

CARIBBEAN DEVELOPMENT BANK

TWO HUNDRED AND EIGHTY-FIFTH MEETING OF THE BOARD OF DIRECTORS

TO BE HELD IN BARBADOS

MARCH 28, 2019

PAPER BD 16/19

**NOTIFICATION OF APPROVAL BY THE PRESIDENT OF THE USE OF FUNDS -
ENHANCED REGIONAL DISASTER RISK MANAGEMENT PROCUREMENT AND
LOGISTICAL CAPACITY - REGIONAL**

In accordance with the authority delegated by the Board of Directors at its Two Hundred and Eighty-Third Meeting (Minute 283.27), the President approved the use of an amount not exceeding the equivalent of forty-nine thousand eight hundred and ninety-six United States dollars (USD49,896) from the Special Funds Resources of the Caribbean Development Bank to assist in financing the strengthening of the regional and national levels disaster risk management procurement and emergency response logistics capacity.

2. It is a condition of the aforementioned authority that each technical assistance project approved by the President and the terms and conditions thereof be reported to the Board at its first convenient scheduled Meeting after approval of the project.
3. The Board is therefore asked to note the approval by the President of the above-mentioned project.

CARIBBEAN DEVELOPMENT BANK

RECOMMENDATION AND APPROVAL OF TECHNICAL ASSISTANCE
(Under USD750,000)

1. Country: Regional	2. Project Title: Enhanced Regional Disaster Risk Management Procurement and Logistical Capacity	3. PRN: 4143		
4. Grantee: Not Applicable (N/A)	5. Beneficiary: Borrowing Member Countries (BMCs) of Caribbean Development Bank (CDB)	6. Executing/Implementing Agency: CDB		
7. Sector: 74010 Disaster Prevention and Preparedness	8. Date of Application: N/A	9. Type of Financing: Use of Funds (UOF)		
10. Source of Funds: Special Funds Resources (SFR)				
11. Legal Status: N/A				
12. Objectives and Priorities:				
CDB's Strategic Objective/s:	Supporting Inclusive and Sustainable Growth and Development			
CDB's Corporate Priority/ies:	Promoting Environmental Sustainability (Climate Change Resilience, Environmental Management and Disaster Risk Management).			
CDB's Country Objective/s:	N/A			
Regional/National Objective/s:	Caribbean Disaster Emergency Management Agency (CDEMA) Comprehensive Disaster Management (CDM) Strategy 2014-24			
CDB's Special Development Fund (SDF) 9 Strategic Theme:	Strengthening the Capacities of the Regional and National Institutions for Improved Environmental and Natural Resource Management.			
13. Gender Marker:				
The Gender Marker Analysis is summarised in Table 1 below. The project is:				
TABLE 1: <u>GENDER MARKER</u>				
Gender Marker	Analysis	Design	Score	Code
	0	1	1	NO
Further details on the Gender Marker Analysis are outlined in Appendix 1.				

14. **Budget:** The Proposed Budget is summarised below. Details provided at Appendix 2.

TABLE 2: BUDGET

Contributors	Amount USD	%
CDB	49,896	19
CDEMA	10,000	4
Department for International Development (DFID Caribbean)	(£160,000) 206,754	77
Total	266,650	100

15. Project Background:

CDEMA is the regional inter-governmental agency responsible for the coordination of disaster risk management in the Caribbean Community (CARICOM). The agency was established in 1991 as the Caribbean Disaster Emergency Response Agency. At that time its primary responsibility was that of coordinating emergency response and relief efforts for its Participating States (PS). Its mandate has expanded over the years to reflect the full embrace of the principles and practices of CDM¹ and as such has been required to show a commensurate development in its managerial and fiduciary procedures and processes. CDEMA PS are required to provide financial support for its core operations however, increasingly much of its programme financing (88%) is being supported by development partners including CDB through discrete programmes and projects. Currently they are managing projects valued at USD7.5 million (mn). Additional support anticipated over the next five years through European Union and Canadian funded initiatives will amount to approximately USD14 mn.

Under CDB's Disaster Management Strategy and Operational Guidelines (DiMSOG), CDEMA is named as a possible executing agency for Emergency Relief Grants (ERG) for those BMCs choosing to utilise its services for these purposes or where the Bank has determined that the affected BMC does not have sufficient capacity for execution of the grant. The administration and disbursement of ERGs executed by both CDEMA and beneficiary countries alike have been bedeviled by slow disbursement rates and often beneficiary countries have failed to utilise significant amounts of the grants. The reason for poor performance has in the main been attributed to poor contract administration, related to poor documentation of initial Advances from the grants.

In September 2016, CDB provided three man months of consultancy services to CDEMA to support strengthening its Procurement and Contract Management Policy. The scope of works included the design of a Procurement and Contract Management Manual, and associated standard bidding documents. Training in its use was provided to the CDEMA staff responsible for the procurement function. In addition, a training workshop was held with the staff of the National Disaster Offices (NDOs) of CDEMA's PS to introduce them to the new processes and requirements. A key recommendation from the consultancy was the need for further coaching and training of both the CDEMA Coordinating Unit (CU) and the NDOs. It was further suggested that the CDEMA staff member with responsibility for the procurement and logistics management function, could benefit from "on the job" coaching and short-term technical support using an experienced emergency procurement and logistics professional.

In 2017, two Category 5 hurricanes, Irma and Maria, impacted the Caribbean region, leading to unprecedented levels of damage in British Virgin Islands, Turks and Caicos Islands, Anguilla, Dominica and Antigua and Barbuda, and stretching regional and national response systems. There was substantial financial and technical support provided to the Region from the development community, including CDB. The Bank provided two grants of USD150,000 to CDEMA to support logistics and damage assessment needs of BMCs. There was evidence of operational weaknesses in the regional response system coordinated by CDEMA. In particular, the multi-island

¹ CDM is an integrated and proactive approach to disaster management and seeks to reduce the risk and loss associated with natural and technological hazards and the effects of climate change to enhance regional sustainable development.

impact of two events within a short time span also underscored structural administrative weaknesses in the response system which must be addressed, to enable an effective response under similar circumstances in the future. Improvements to the procurement and logistics management function was therefore identified as a critical priority.

CDEMA commissioned a rapid review of the regional response in the aftermath of the 2017 hurricane events which was funded by DFID Caribbean, Canada and United Nations International Children's Emergency Fund. The assessment found that response timeliness was compromised by the uncertainty of transportation related logistics, finance and availability of critical assets to provide essential services and to maintain public infrastructure. The national level responses also showed similar weaknesses with limited availability of personnel trained in procurement and logistics, weak transport and weak management of relief supplies and limited warehousing space including those at sea and airports. This resulted in unnecessary delays in the delivery and distribution of much needed relief and recovery supplies. It was clear that CDEMA's capacity to support external cooperating institutions was severely stretched and that work was needed to strengthen its logistical and warehousing operations as well as to improve the capacity of its PS.

By letter dated May 14, 2018, CDEMA requested CDB's help to procure additional assistance to strengthen its procurement and logistical management function with short-term consultancy services. CDB requested support from DFID Caribbean to collaboratively finance short-term technical advisory services to assist CDEMA. It was agreed that CDEMA would provide dedicated staff resources as a technical counterpart to the externally financed Procurement and Logistics Consultant (the Consultant). Further it was agreed that the CDEMA Procurement Officer would complete the CDB online procurement course during the period of implementation of the advisory services.

A small Working Group was established by CDB, DFID Caribbean and CDEMA to design the work programme for the advisory services and to select the Consultant who subsequently assumed duties on September 2, 2018. Under the agreed work programme, CDB's support will finance the Consultant's travel to selected PS to better understand local conditions and to inspect warehouse facilities in BMCs, as well as conduct "best practices" training in warehouse management for the sub-regional focal point countries. The Terms of Reference (TOR) for the Consultant is attached at Appendix 3.

16. Proposal/Description:

It is proposed that CDB approve the use of an amount not exceeding the equivalent of forty-nine thousand eight hundred and ninety-six United States dollars (USD49,896) from CDB's SFR to assist CDEMA in financing the training of staff in the CU and from the PS, and travel cost of the Consultant to assist CDEMA in strengthening its procurement and logistics management capacity (the Project). The Project includes:

- (a) financing of travel and per diem of the Consultant to BMCs to assess their warehousing facilities, logistics and procurement procedures and conduct a Logistics Capacity Assessment Audit; and
- (b) developing and facilitating a three-day training workshop on procurement, logistics, warehousing and inventory for CDEMA staff and 18 officers (one each) from the NDOs.

17. Project Outcome:

The overall objective of this Project is to further strengthen the procurement and logistics systems, procedures and capacities of CDEMA, its staff and NDOs, to ensure a timelier and effective response post disaster, in the areas of logistics and procurement management. This will contribute to the effectiveness of post disaster assistance provided by CDB to both its BMCs and CDEMA.

18. Project Justification and Benefits:

The DiMSOG is intended to support and inform the following areas of intervention: (a) proactive assistance to BMCs to reduce risk through institutional strengthening, knowledge management, risk reduction measures and

enhanced community resilience; (b) post disaster response; (c) mainstreaming disaster risk management (DRM) into CDB’s grants and loans; and (d) effective collaboration by CDB with regional and national DRM partners. The recent evaluation of the DiMSOG highlighted inter-alia that “a revised DiMSOG should refocus its strategic intention into proactive DRM, while retaining sufficient capacity for disaster response.” It also emphasised that CDB with its strong stakeholder relationships, and knowledge of the regional context, should use the opportunity to consistently exert influence to persuade BMCs to take proactive measures to raise their own resilience against the effects of disasters. It is in light of these that CDB is undertaking this Project to support regional and national partners.

The Consultant will provide advisory operational support to CDEMA and NDOs in the operationalisation of the new Procurement Manual and Contract Management Procedures, and assess CDEMA’s logistics management capability and make recommendations for improvements. This will enable CDEMA to incorporate the emerging “best practices” and innovations in public procurement and logistics coordination, and to support more effective and efficient administration of externally financed projects, including efficient disbursements of CDB’s ERGs to PS.

The Project is aligned with CDB’s Strategic Objective of Supporting Inclusive and Sustainable Growth and Development, and CDB Corporate Priority of Promoting Environmental Sustainability (Climate Change Resilience, Environmental Management and DRM). It is also in alignment with the stated priority of the Special Development Fund (Unified) objective of “Strengthening the Capacities of the Regional and National Institutions for Improved Environmental and Natural Resource Management”.

The Project’s Performance Assessment score is 3.75 or Highly Satisfactory. Details of the rating are shown in Appendix 4.

19. Risks and Mitigation Measures:

Risk Category	Risk Type	Description of Risk	Mitigation Measures
Developmental	Implementation	CDEMA is unable to provide the support and resources to the Consultant due to the activation of their emergency response systems due to a disaster.	The CU has assigned dedicated resources to support the Consultant.

20. Environmental Impact:	Major	Minor	N/A ✓
Social Impact:	Major	Minor	N/A ✓

21. Project Implementation:

The Project will be implemented over a period of eight months (September 2018 to April 2019). The Head, Procurement and Policy Unit of CDB and the Head of the DFID Caribbean Chase Office (UK) will be responsible for technical oversight of the services of the Consultant, with the support of the Environmental Sustainability Unit (ESU) and the DFID Caribbean Climate Change/Disaster Risk Reduction Adviser located in Barbados. The Working Group (CDB-DFID Caribbean-CDEMA) which designed the work programme will oversee the implementation of the consultancy. CDB will organise and host the training workshop with key stakeholders. ESU will liaise with CDEMA and the PS regarding the nomination of participants and undertake the administrative and logistic arrangements for the three-day workshop.

CDB's resources will be used to finance the following:

- (a) Costs for the training workshop namely:
 - (i) airfare and other travel costs, accommodation and per diem for participants;
 - (ii) meals and stationery supplies for the participants; and
 - (iii) support services, transportation and other incidentals for the participants attending the workshop.
- (b) Travel, accommodation and per diem of the Consultant to conduct country assessments.

The Consultant will be based at the CDEMA CU offices in Barbados for the duration of the assignment. He will be provided with administrative assistance and other logistical support by the CU. CDEMA will facilitate meetings with required CDEMA staff, member states and project financiers or relevant regional and international humanitarian partners. He will report to the Executive Director but will coach and work collaboratively with the Procurement Officer.

22. Cost and Financing

The total cost of the Project is estimated at USD266,650. CDB will fund 19% (USD49,896) of the project costs with DFID Caribbean providing counterpart funding of 77% (USD206,754) and CDEMA 4% (USD10,000). CDB will finance the related costs of airfare, accommodation and per diem for the Consultant to undertake the in-country assessment of warehouse and logistics facilities and capacities within six BMCs as well as a three-day training workshop. CDB's contribution will be met through a UOF from its SFR. Funds are available from within existing resources and/or programmes.

23. Procurement:

Procurement will be in accordance with CDB's procedures for UOF.

24. Recommendation:

It is recommended that the President approve UOF in an amount not exceeding the equivalent of forty nine thousand eight hundred and ninety six United States dollars (USD49,896) from CDB's SFR, to assist in financing the Project as stated in paragraph 16 above.

Daniel M. Best
Director, Projects Department

February 18, 2019
Date

25. Recommended by:

Monica La Bennett
Vice-President (Operations)

February 22, 2019
Date

26. Approved by:

W^m Warren Smith
President

February 28, 2019
Date

SUPPORTING DOCUMENTATION

- | | |
|------------|---|
| Appendix 1 | Gender Marker |
| Appendix 2 | Proposed Budget |
| Appendix 3 | Draft Terms of Reference: Consultancy Services for the Procurement and Logistics Consultant |
| Appendix 4 | Performance Assessment Summary |

GENDER MARKER

Project Cycle Stage	Criteria	Score
Analysis: Background	Sex-disaggregated data included in the background analysis, and/or baselines and indicators, or collection of sex-disaggregated data required in TOR.	0
	Socioeconomic/Sector/Institutional analysis considers gender disparities, or TOR require the identification of socioeconomic, sectoral and institutional gender issues.	0
Design: Project Proposal/Definition/Objective	TA interventions are designed, or will be identified as part of the project, that address gender disparities or enhance gender capacities.	1
	Project objective/outcome includes the enhancement of gender capacities, gender data collection, gender equality or the design of gender-responsive policies or guidelines.	0
Maximum Score		
<i>Based on scoring code below, insert relevant description here, e.g. GM: gender mainstreamed: the project has the potential to contribute significantly to gender equality.</i>		
Scoring Code		
Gender Specific (GS) or Gender Mainstreamed (GM): 3- 4 points		
Marginally Mainstreamed (MM): if 2 points.		
NO: if projects score 0-1, if NO give justification why or indicate Not Applicable		

NO: no contribution to gender equality, it is not reflected in the project, or appears as a formal reference only.

**BUDGET
(USD)**

ITEM	CDB SDF(U)	CDEMA	DFID CARIBBEAN CHASE	TOTAL
1. Consultancy Services:				
Professional fees Accommodation/Transportation Communications/Report Preparation/Airfare United Kingdom-Barbados return			206,754	206,754
Sub Total Item 1			206,754	206,754
2. Project Management/Consultant Support:				
Office Accommodation, Equipment and Communications		10,000		10,000
Sub Total Item 2		10,000		10,000
3. Training Costs: 18 Participants:				
Air Travel and Transfers Per Diem and Incidentals Accommodation Meals, transportation and other incidentals for training workshop	35,960			
Sub-Total Item 3	35,960			35,960
4. Travel Costs of Consultant:				
Air Travel and Transfers Per Diem and Incidentals Accommodation				
Sub-Total Item 4	49,896			11,560
SUB TOTAL		10,000	206,754	264,274
Contingency				
TOTAL	49,896	10,000	206,754	266,650
Percentage (%)	19	4	77	100

**SUPPORT TO THE CARIBBEAN DISASTER EMERGENCY MANAGEMENT AGENCY
COORDINATING UNIT FOR STRENGTHENING LOGISTICS, PROCUREMENT AND
CONTRACT MANAGEMENT**

**DRAFT TERMS OF REFERENCE
PROCUREMENT AND LOGISTICS CONSULTANT**

1. BACKGROUND

1.01 The Caribbean Disaster Emergency Management Agency (CDEMA) is the regional inter-governmental agency responsible for the coordination of disaster risk management in the Caribbean Community (CARICOM). The development community, including Caribbean Development Bank (CDB), provides CDEMA with significant operational support, requiring the procurement of goods and services and contract management for both its routine operations and on behalf of its Participating States (PS) during and post disasters. Evaluations of CDEMA's operations have highlighted the need for significant improvements to its procurement and contract management processes.

1.02 CDEMA has just completed a technical assistance project, financed by CDB under which a procurement and contract management administration manual and associated standard bidding documents were developed and staff trained in their use. Training was also provided to administrative staff of National Disaster Offices (NDOs) from the PS. The CDEMA staff member with responsibility for the procurement and logistics management function has limited training and experience and could benefit from "on the job" technical support in the initial stage of operationalising the use of the manual. An evaluation of CDEMA's emergency response performance during the 2017 hurricane season also underscored the need for improvements to its logistics management functions.

1.03 CDEMA by letter dated May 2018, has requested CDB's help to procure additional assistance to strengthen its procurement and logistical management function with short-term consultancy services to coach and mentor its procurement staff.

2. OBJECTIVES

2.01 The general objective of the consultancy is to improve the implementing capacity of and provide operational support to the Executive Director, Procurement Officer, and relevant staff of the Coordinating Unit (CU) in the operationalisation of the new Procurement Manual and Contract Management Procedures, and assess CDEMA's logistics management capability and make recommendations for improvements.

3. SCOPE OF SERVICES

3.01 The Consultant will advise and provide technical support to the CDEMA CU, in the review of procurement and logistics plans, tender documents, tender evaluation reports, contract changes and modifications, matters of supply and logistics and conduct ex-post review of disbursement documentation.

3.02 Specifically the Consultant will:

- (a) Utilise the Procurement and Contract Management Policies and Procedures Manual, develop templates, including but not limited to items such as: tender documents/contracts for low value/routine procurement and framework contracts, appropriate for CEDMA's needs. Any appropriate changes to the manual and standard procurement documents shall be proposed and as agreed by CDEMA actioned.

- (b) Map procedures and guidelines that need to be developed and “rolled out” for the handling of complaints; detail sanctions approach for instances of fraud and corruption, and record keeping standards for procurement and contract management.
- (c) Provide guidance and direction in the planning, implementation, monitoring and evaluation of the supply chain operations.
- (d) Review supply documentation including requisitions, tender documents and contracts/purchase orders.
- (e) Provide guidance in the establishment of supply plans and forecasts, supply source and availability plans, logistics and distribution plans.
- (f) Review and assess the plans and procedures for the overall implementation of the supply and logistics response post disaster, when the Regional Coordination Centre is activated.
- (g) Assess the strengths and weaknesses of the warehouse operations in the sub-regional focal point countries and propose corrective measures for improvement.
- (h) Conduct training of warehouse staff in the sub-regional focal point countries in warehouse management best practices.
- (i) Coordinate the preparation, approval and revision of procurement plans and execution of operations and activities in accordance with the scheduled procurement Work Plan.
- (j) Develop procedures to track and report on procurement progress and “flag” variances from the procurement plan.
- (k) Coach the Procurement Officer and others involved in the procurement and contract management process to achieve high quality procurement outcomes, using “live” procurement exercises.
- (l) Assist CDEMA staff to review and analyse “no objection” requests from the executing agencies, where they are executing the procurement, and facilitate its timely submission in accordance with CDEMA CUs policies, procedures and service standard guidelines.
- (m) Determine the need for and as appropriate establish an effective order management system including pre-approved, preferred suppliers and framework agreements, to ensure that CDEMA has the “best value for money” for key supply contracts.
- (n) Establish warehouse stock management systems and ‘roll-out’ its implementation.
- (o) Provide technical advice on monitoring stock levels and on appropriate stocking and replenishment requirements to meet emergency demands.
- (p) Establish a centralised asset register to log assets and property, allow for regular updates and record assets disposed of in-keeping with CDEMA and or donor requirements.
- (q) Provide overviews of procurement and logistics requirements for the development of project proposals and project implementation activities.

- (r) Design a capacity-building programme including training to strengthen procurement and logistics capacity of the NDOs in CDEMA PS. including systems to mitigate against fraud.
- (s) Undertake wider activities aimed at developing capacity building within CDEMA and with its external stakeholders and partners, as agreed with CDEMA's management.
- (t) Participate in the monthly operations and portfolio meetings as required, as well as participating in relevant external events agreed with CDEMA.

3.03 The Consultant will be required to prepare a detailed Work Plan and key deliverables within one month of commencing the assignment. The Consultant will prepare monthly progress reports and a Draft Final Report for discussion with CDEMA and CDB, at least two weeks before completion of the assignment.

4. IMPLEMENTATION ARRANGEMENTS

4.01 The Consultant will work from CDEMA CU offices in Barbados for the duration of the consultancy September 1, 2018 to April 28, 2019 in the first instance. Administrative and logistic support will be provided by CDEMA. The Head, Procurement and Policy Unit of CDB and Head of United Kingdom Conflict, Humanitarian and Security Department (Department for International Development [DFID] Caribbean Chase) will be responsible for technical oversight of the services of the Consultant, with the support of the Operations Officer (Environment), Environmental Sustainability Unit and DFID Caribbean Climate Change/Disaster Risk Reduction Adviser.

4.02 CDEMA will:

- (a) provide office space and administrative support;
- (b) facilitate meetings with required CDEMA staff, staff of PS and project financiers; and
- (c) provide access to all documentation on current logistics, procurement and contract management practices on request.

4.03 The Consultant will:

- (a) report to the Executive Director but will work collaboratively with the Procurement Officer; and
- (b) carry out the duties listed at Section 3 of the Terms of Reference.

5. QUALIFICATIONS, SPECIALISED KNOWLEDGE AND EXPERIENCE

5.01 Post-graduate qualification in Procurement, Logistics, Business, Management, or public policy from a recognised University is required. A minimum of 15 years' experience as a procurement or logistics specialist, as well as experience on similar assignments is required. Professional experience in supervising and coordinating procurement activities and relevant procurement advisory/consultancy experience. Demonstrated knowledge and understanding of best practices in public procurement in an inter-governmental or multilateral organisation and experience in working on these issues in developing countries. Knowledge of project management and procurement/logistics in the disaster and post-disaster context will also be needed.

5.02 An appropriate professional qualification, such as from the Chartered Institute of Procurement and Supply would be an asset.

6.0 DURATION:

6.01 The consultancy will be undertaken for eight (8) months.

PERFORMANCE ASSESSMENT SUMMARY

Criteria	Score	Justification
Relevance	4	<p>Updated procurement and logistics management policies and systems as well as training programme should provide the CU as well as BMC NDO staffers with the knowledge and practical tools to achieve better logistics and procurement outcomes. It is anticipated that the mentorship provided by the Consultant will significantly enhance the CU capacity and redound to better management of the Regional Response Mechanism (RRM) and encourage renewed and increased investment by the development partners.</p> <p>The project will also ensure greater collaboration, accountability, transparency, and the efficient use of funds and resources which will reduce duplication of efforts and ensure resources are properly managed.</p>
Effectiveness	3	The programme will result in a more effective post disaster logistics and procurement process in the CU, both in terms of procurement under donors and development partner projects and on CDB financed projects such as the Emergency Relief Grants.
Efficiency	4	The concept of the Project is to meet the needs of the CDEMA CU to improve its logistics and RRM so as to enable greater efficiency and effectiveness in warehousing and post disaster response. This improvement of the regional response systems, policies and procedures should enhance confidence of the CU's abilities and capacities. It also provides an opportunity for CDB and other development partners to have a primary point of dialogue for information sharing related to CDB-financed projects.
Sustainability	4	An output of the consultancy, will be the long-term capacity building plan, that will guide CDEMA in further developing and upgrading of its procurement and logistics procedures and by extension its RRM. The Project also provides training for the PS/BMCs NDOs so there will be greater efficiency between CDEMA and countries when implementing projects, and improving NDO procurement, logistics and warehousing skills.
Overall Score	3.75	Highly satisfactory.

Highly Satisfactory (HS) > 3.25 and ≤ 4.00

Satisfactory (S) > 2.50 and ≤ 3.25

Marginally Unsatisfactory (MUS) > 1.75 and ≤ 2.50

Unsatisfactory (US) > 1.00 and ≤ 1.75