



DEVELOPMENT EFFECTIVENESS REVIEW 2018



TIC

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CURRENCY EQUIVALENT

[Dollars (\$) throughout refer to United States dollars unless otherwise stated]

ABBREVIATIONS

ANEW	-	Another Nexus in Education and Workforce Development
ASPIRE	-	Awakening Special Potential by Investing in Restoration and Empowerment of Youth
bn	-	billion
BMCs	-	Borrowing Member Countries
BNTF	-	Basic Needs Trust Fund
CARICOM	-	Caribbean Community
CARTAC	-	Caribbean Regional Technical Assistance Centre
CCRIF SPC	-	Caribbean Catastrophe Risk Insurance Facility
CDB	-	Caribbean Development Bank
CDRRF	-	Community Disaster Risk Reduction Fund
COSHOD	-	Council for Human and Social Development
CPA	-	Country Poverty Assessment
CSEC	-	Caribbean secondary education certificate
CSME	-	CARICOM Single Market and Economy
CSP	-	Country Strategy Paper
CTCS	-	Caribbean Technological Consultancy Services
CVQ	-	Caribbean Vocational Qualification
CXC	-	Caribbean Examinations Council
DAC	-	Development Assistance Committee
DDRRF	-	Dominica Disaster and Recovery Resilience Fund
DER	-	Development Effectiveness Review
DFC	-	Development Finance Corporation
DIMSOG	-	Disaster Management Strategy and Operational Guidelines
DRM	-	Disaster risk management
DRR	-	Disaster risk reduction
ECLAC	-	United Nations Economic Commission for Latin America and the Caribbean
EE	-	Energy efficiency
EID	-	Economic Infrastructure Division
EPA	-	Economic Partnership Agreement
GAC	-	Global Affairs Canada
GDP	-	Gross domestic product
GHG	-	Greenhouse gas
GWh	-	gigawatt hours
HLPF	-	United Nations High-Level Political Forum on Sustainable Development
IATI	-	International Aid and Transparency Initiative
IDB	-	Inter-American Development Bank
ILO	-	International Labour Organisation
IMF	-	International Monetary Fund
IPB	-	investment and policy-based
IRL	-	Immediate response loan
ISO	-	International Standardisation Organisation
km	-	kilometres
MDB	-	Multilateral development bank
MDG	-	Millennium Development Goal
MfDR	-	Managing for development results

ABBREVIATIONS CONT'D

mn	-	million
MOE	-	Ministry of Education
MPI	-	Multidimensional Poverty Index
MSMEs	-	Micro, small and medium-sized enterprises
MW	-	megawatt
MWh	-	megawatt hours
NDC	-	Nationally Determined Contributions
NDM	-	Natural disaster management
OA	-	Operations Area
OECD	-	Organisation for Economic Cooperation and Development
OECS	-	Organisation of Eastern Caribbean States
OIE	-	Office of Independent Evaluation
p.a.	-	per annum
PBL	-	Policy-based loan
PBOs	-	Policy-based operations
PCM	-	Project cycle management
PCR	-	Project Completion Report
PPAM	-	Public policy analysis and management
PPI	-	Portfolio performance index
PPMS	-	Project portfolio management system
PPP	-	Public-private partnership
PRISM	-	Project Resource Interface for Systematic Management
PSR	-	Project Supervision Report
RBM	-	Results-based management
RCI	-	Regional cooperation and integration
RE	-	Renewable energy
RISE	-	Resilience and Inclusive Social Empowerment
RMF	-	Results Monitoring Framework
RPG	-	Regional public good
RRLs	-	Rehabilitation and reconstruction loans
SDG	-	Sustainable Development Goal
SDF 9	-	Special Development Fund (Ninth Cycle)
SDF (U)	-	Special Development Fund (Unified)
SIDS	-	Small Island Developing States
SMEs	-	Small and medium-sized enterprises
SSD	-	Social Sector Division
TA	-	Technical assistance
TCD	-	Technical Cooperation Division
TDD	-	Terminal disbursement date
TFA	-	Trade Facilitation Agreement
TVET	-	Technical and vocational education and training
UN	-	United Nations
WB	-	World Bank
WBG	-	World Bank Group
YCT	-	Youth and Community Transformation



INTRODUCTION

The 2018 Development Effectiveness Review (DER) is a comprehensive report on the performance of the Caribbean Development Bank's (CDB's) operations in relation to the Results Monitoring Framework (RMF) of its 2015-2019 Strategic Plan. The four-level RMF is the central performance tool that allows CDB to translate its mandate and Strategic Plan into concrete actions and targets as well as tangible development outputs and outcomes.

The Report assesses the development trends, progress, and challenges across the Caribbean and, in particular, CDB's Borrowing Member Countries (BMCs) and looks at how CDB operations have contributed to their national, regional, and global development goals and commitments, including the Sustainable Development Goals (SDGs). It also focuses on how efficiently and effectively CDB manages its operations.

The 2018 DER provides Management, Staff and other stakeholders with a knowledge product that highlights CDB's successes and achievements and identifies areas that can be strengthened to improve service delivery with the ultimate goal being to transform the lives of Caribbean citizens and leaving no one behind. The DER is also a key resource document that demonstrates CDB's continued commitment to transparency and accountability to BMCs, its partners, and other stakeholders.



EXECUTIVE SUMMARY

REGIONAL PROGRESS AND CHALLENGES

There was modest economic recovery for most of the Borrowing Member Countries (BMCs) in 2018, however, growth remained fragile. Caribbean economies showed signs of improvement in 2018, with an average gross domestic product (GDP) growth rate at 1.9% compared with 1% in 2017, when six BMCs were adversely impacted by two major hurricanes in the latter half of the year.

The rebound in economic activities was due mainly to favourable commodity prices, namely in Belize, Suriname, and Trinidad and Tobago, and strong growth in the tourism sector for many BMCs. Indeed, economic growth since the start of the strategic planning period in 2015 has been driven mainly by a robust upturn in tourist arrivals to the Region. During the year, the Caribbean attracted an estimated 25 million (mn) tourists who spent some \$32 billion (bn).

Despite the upturn in economic activities, the macroeconomic situation in many BMCs remained fragile due largely to:

- (a) heavy dependence on few sectors, namely financial services, including offshore banking; commodity exports; and tourism. According to the World Travel and Tourism Council, the Caribbean is the most tourism-intensive Region in the world. In 2017, of a total of 13 regions, the Caribbean was ranked the highest with respect to the total contribution of travel and tourism to GDP (15.2%) and employment (13.8%); and
- (b) ongoing impacts of climate-related events, which have increased in intensity and frequency in recent

years. The Caribbean is one of the most disaster-prone regions in the world. The 2019 Global Climate Risk Index, listed Dominica and Haiti as among the 10 most-affected countries in the world during the period 1997 to 2017. The two countries had the highest and third highest average disaster losses per unit GDP of 21.2% and 2.6%, respectively.

The high and rising debt levels coupled with the high direct and indirect costs of exogenous shocks continue to jeopardise the achievement of fiscal sustainability and retard economic growth and development in the Region. Nevertheless, over the years, governments in the Region have invested heavily in the social sector, particularly education, and water and sanitation. These investments have yielded positive results, e.g., near universal enrolment at the primary level and access to safe drinking water, sanitation, and hygiene.

The efficiency and quality of public service delivery is essential to economic development in the Region. Despite the critical role of the public sector, the largest owner of assets and employer in the Region, the governance arrangements are usually rigid, lengthy and time-consuming resulting in high transaction costs and low competitiveness within Caribbean economies. In addition, the services provided by government ministries, agencies and departments are largely paper-based and inefficient. This conclusion is supported by the World Bank Group (WBG) Worldwide Governance Indicators for the period 2014-2017. While there was general increase in the WBG Doing Business scores due to various reforms, 11 out of 14 BMCs saw a decline in their ranking as countries from other regions implemented significant reforms, which improved their level of competitiveness and ease of doing business.

Against this backdrop, the Caribbean Development Bank (CDB) continued with its resource mobilisation efforts during the year. As a result, the pool of resources available increased by \$92 mn to a total of \$711 mn over the planning period. Funds will be used to support initiatives aimed at building resilience and sustaining development in the BMCs, including energy and climate change mitigation and adaptation.

CDB'S ACHIEVEMENTS IN 2018

CDB continued to demonstrate strong commitment to its mandate, by assisting BMCs to address environmental, financial, social and economic challenges and realise their global, regional and national development goals and obligations. Investments through loans, grants and technical assistance (TA) have produced tangible results and benefits across key sectors and the Region, supporting meaningful change to the lives and livelihoods of Caribbean people.

ECONOMIC AND SOCIAL INFRASTRUCTURE DEVELOPMENT

Investments in transport, water, and sanitation are key to closing the infrastructure deficit in the Region. Since 2015, CDB's support for the construction and rehabilitation of 182.7 kilometres (km) of roads has resulted in increased movement of goods and improved access to social and economic services, such as schools, hospitals, businesses, work, and markets. Investments in roads have benefitted 255,436 persons, including 129,785 females.



In addition, the quality of life of over 22,140 households was improved through better access to safe and reliable water and sanitation facilities. CDB's initiatives strengthened the governance arrangements and upgraded water resources management systems and service delivery. They enhanced the provision of safe and reliable water supply through upgraded and installed water systems.

EDUCATION AND TRAINING

CDB continued to build human capital through investments in the physical learning environments and training and capacity building across the education system from the primary to secondary and tertiary levels, including technical and vocational education and training (TVET). The resources supported the construction of 72 additional classrooms and provision of the necessary equipment and furniture, tools, and materials, which brings the total to 586 classrooms since the start of the strategic planning period. These initiatives have benefitted and continue to benefit about 128,445 students (including 57,227 students in 2018).

Instructional quality, governance and management of the education sector was enhanced through various training programmes offered to 2,045 teachers, principals, industry experts, and administrators benefitted from various training programmes. A total of 4,606 education personnel have been trained since 2015.

The combined impact of these interventions will provide a stronger foundation for students and is expected to bring about higher learning outcomes and better-prepared students for the labour market leading to increased productivity and earnings.

ENVIRONMENTAL SUSTAINABILITY

Climate change and commitments made through the Paris Agreement have influenced activities and investments in physical infrastructure, disaster risk reduction, climate change, energy, regulatory framework, *ex-ante* and *ex-post* financing, capacity building, as well as policy framework. These initiatives have impacted individuals, communities, businesses, governments, and regional institutions.

In the energy sector, investments in the Street Lighting Project in Antigua and Barbuda, and Jamaica generated energy savings of 4.2 gigawatt hours (GWh). Under the Community Disaster Risk Reduction Fund (CDRRF), 42 community-based disaster risk reduction initiatives were completed at the end of 2018. The investments, mainly training and capacity building, have contributed to enhancing physical and livelihoods resilience at the community level, thereby benefitting 507 men and 292 women, as well as their households. Beneficiaries are in a better position to prevent or minimise loss and damage to life, property and the environment, and at the same time, shorten recovery time following a disaster.

PRIVATE SECTOR OPERATIONS

In 2018, financial intermediaries facilitated access to credit of \$3.2 mn to 103 individuals and businesses to support a range of sectoral interventions in BMCs, thereby expanding businesses, promoting growth, and increasing the potential to improve livelihoods. To date, 916 individuals, including 72 women and businesses have been able to access credit through development financial institutions. The institutional and advisory capabilities of Staff of development financial institutions were also strengthened aimed at providing quality technical advice and support to clients.

The Caribbean Technological Consultancy Services (CTCS) Network remained CDB's main vehicle for providing capacity building and training to the private sector, especially micro, small and medium-sized enterprises (MSMEs). Institutional strengthening activities under CTCS Network allowed a total of 719 persons, including 341 women, from MSMEs and business support organisations in 19 BMCs to enhance their managerial capacities. The areas of focus included general management and business development, agro-processing, construction, hospitality and tourism, and the creative industries.

GOVERNANCE AND ACCOUNTABILITY

In 2018, CDB supported various initiatives to enhance institutional and technical capacities of public sector officials, as well as strengthen public financial systems and policies.

Training opportunities were provided under the Public Policy Analysis and Management (PPAM) and Project Cycle Management (PCM) Programme, reaching 1,647 public sector officials across all 18 BMCs in 2018 alone, bringing up the total to 1,933 since 2015. Areas of focus included public policy, project appraisal and design, monitoring and evaluation, results-based management (RBM) and managing for development results (MfDR).

Through Compete Caribbean, a private sector development programme, CDB supported two business climate and competitiveness enhancement projects. The projects are expected to contribute to a sound legal and institutional framework and a robust financial sector and business climate, improve collaboration between public and private sectors aimed at reducing risks throughout the project life cycle, and foster green economic growth and development.

CDB continued to make progress in boosting the capacity of BMCs toward better management of public-private partnership (PPP) arrangements. This was facilitated through various TA modalities, such as workshops and technical advice. These activities benefitted over 100 individuals and firms in the sectors of education, and water and sanitation.



ORGANISATIONAL EFFECTIVENESS AND OPERATIONAL EFFICIENCY

Disbursement challenges remained in 2018, with weak institutional capacity within BMCs as a contributing factor. At year end, the disbursement ratio for investment loans—excluding policy-based loans (PBLs), which are designed to be quick-disbursing loans—stood at 11% (compared with 16% in 2017). The results achieved in 2017 are attributable to exceptional efforts made by CDB to respond to affected BMCs immediately following the devastation and destruction caused by Hurricanes Irma and Maria. The decline in the disbursement ratio in 2018 was influenced by the large undisbursed balances of newly signed projects and loans, and lengthy project implementation periods linked to factors, such as lengthy contracting processes and weak institutional capacity of executing agencies.

Lessons learnt from completed projects and loans are essential for informing new country programming. Information from the project completion reports (PCRs) is also used to improve the supervision of ongoing projects and programmes. In 2018, significant efforts were made by CDB to prepare PCRs through the engagement of consultants working with Staff. These efforts proved fruitful with a completion rate of 95% compared with 36% in 2017.

Overall, CDB continued to modify and improve its systems, procedures and plans to better respond to the requirements of its internal and external clients. This will be further enhanced through an Operation Process Review initiative, which commenced in September 2018. The objective of the Review is to map current value streams of the Operations Area (OA) and determine future state improvements that would ensure that it functions more efficiently. CDB also embarked on a transformation exercise with a major emphasis on the use of information communication and technology (ICT). The aim is to leverage technology to strengthen the Bank's operation and improve service delivery to better meet the needs of its BMCs. The new information technology model, as outlined in the Information Technology Strategy (2019-2022), will support the digital transformation of CDB and will be centred on business processes, operational performance, internal communications, organisational transparency, and development of new products. Essentially, the reforms being undertaken by CDB should lead to a robust, agile

and flexible organisational structure and business processes that fully support CDB's mandate of being responsive to the needs of its BMCs and at the same time maintain integrity, transparency, and accountability.

The increase in disbursements in 2018, triggered mainly by policy-based loans (PBLs), led to a favourable result in the administration expenses per \$1 mn of project disbursements, which amounted to \$140,000 (compared with \$168,000 in 2017). This is in keeping with the reduction trend and target envisaged in the 2015-2019 Strategic Plan. Further improvements are expected with the reorganisation and strengthening of the Projects Department with emphasis on project supervision to improve disbursement and portfolio performance, complete projects in a timely manner, and reduce delays in realising project outcomes.

One of the key messages of the 2030 Sustainable Development Agenda is that resilience must be entrenched in the institutional, social, economic, financial, and environmental dimensions of sustainable development. To achieve the 2030 Sustainable Development Goals (SDGs), development financing in the Caribbean Region will require deeper partnerships at the global and regional levels. It must encompass new approaches to resource mobilisation involving the private sector, foundations, and civil society organisations. This ambitious goal and its associated indicators are clearly articulated in SDG 17—*strengthen the means of implementation and revitalise the global partnership for sustainable development*—and also form part of the 125 Caribbean Community (CARICOM) Core SDG Indicators approved by the Caribbean Heads of Government in May 2018.

Development support through concessional funding is key to building resilience for sustainable development. Many BMCs are classified as middle-income countries and despite their high vulnerability to exogenous shocks, relatively high levels of income inequality, and sizeable pockets of poverty, access to significant volumes of concessional funds is limited. CDB concessional resources are therefore essential to financing BMCs' development and meeting their investment needs.

THE WAY FORWARD

CDB completed the fourth year of the 2015-2019 Strategic Plan with the associated Results Monitoring Framework (RMF) and made significant strides toward realising its corporate goals. During 2018, CDB revised the RMF targets to reflect progress made over the previous years, and new opportunities as well as challenges and trends, while adhering to its strategic objectives and priorities. The changes are geared at improving performance, transparency and accountability, as well as advancing the implementation of the Plan.

CDB will continue to monitor its performance in 2019, the final year of the Strategic Plan in relation to the RMF targets. The Bank will also commence preparations for its new Strategic Plan (2020-2024) taking into consideration lessons learnt and new developments at the regional and global levels.

Aside from the many challenges facing BMCs, geopolitical tensions and disruptions and rapid technological changes pose additional threats to the achievement of their development agendas. In order to minimise the impact of these downside risks, the following are key areas to be considered in the 2020-2024 Strategic Plan:

REFRAMING DEVELOPMENT THROUGH RESILIENCE THINKING

The Caribbean is faced with a number of interrelated risks from multiple sources, which impact on human well-being, infrastructure, and the natural environment. In addition, achieving national development goals and SDGs under the theme leaving no one behind are being undertaken in different circumstances from previous years. The environment is more dynamic and complex and the Fourth Industrial Revolution, characterised by artificial intelligence and robotics, further compounds the situation. The principle of building and bouncing back better has been expanded to embrace transformation. As a result,

CDB has taken the necessary steps to take a more holistic and multi-sectoral approach to address the challenges and threats facing the Region by deepening resilience thinking in its operations at the institutional and project levels aimed at improving organisational efficiency and effectiveness and at the same time enhancing development effectiveness and results. This approach is consistent with the core message of SDG Agenda, which focuses on 17 interconnected goals based on three dimensions, namely, economic, social and environmental geared at building resilient capacities and achieving resilient development outcomes.

DESIGNING NEW LENDING PRODUCTS AND TARGETING NEW AREAS

CDB needs to expand its operations to new areas and, at the same time, remain cost-effective, focused and relevant. Potential new areas comprise:

- (a) marine ecology or Blue Economy, and capitalising on its potential in a climate-smart, inclusive and sustainable manner; and
- (b) digital technology to transform government services and transactions.

ACCELERATING SDG IMPLEMENTATION

Despite the approval of the 125 CARICOM Core SDG Indicators by the Council for Human and Social Development (COSHOD), implementation has been slow. The main challenges to SDG implementation consist of:

- (a) lack of an institutional framework at the national level to guide overall coordination of SDG implementation;
- (b) absence of long-term development plans aligned with SDGs; and



- (c) scarcity of reliable data to improve decision-making and guide monitoring and reporting on SDGs.

There is urgent need to accelerate efforts to realise SDGs. This will require broader and more inclusive partnerships and innovative solutions to address development challenges within the Region.

IMPROVING DATA MANAGEMENT SYSTEMS

The developments in technology, big data and data analytics are changing the way businesses interact, operate, make decisions and report on their results. BMCs, in collaboration with CDB, other development partners in the Region, and other stakeholders need to explore the opportunities of technological developments and seek to modernise and transform data management systems and improve data quality. This is consistent with SDG 17¹ and the Busan Action Plan for Statistics, which speaks to a partnership to ensure reliable and accessible statistics to improve decision-making, document results, and heighten public accountability.

USING DIGITAL TECHNOLOGY TO IMPROVE SERVICE DELIVERY

Digital technology is transforming service delivery and client engagement with flexibility, resilience and readiness as key elements to the transformation process. BMCs and organisations, such as CDB, have to make sure that their skillset, procedures and processes, strategies and policies are aligned with and adaptable to the fast and constantly changing environment. Although some BMCs are using ICT to improve service delivery, there is room for further improvements. CDB should support public sector reforms within BMCs, using digital technologies, geared at having more cost-effective and efficient government service.

¹SDG Target 17.18: enhance capacity-building support to developing countries to increase significantly the availability of high-quality, timely and reliable data.

IMPROVING RESULTS TRACKING AND MONITORING

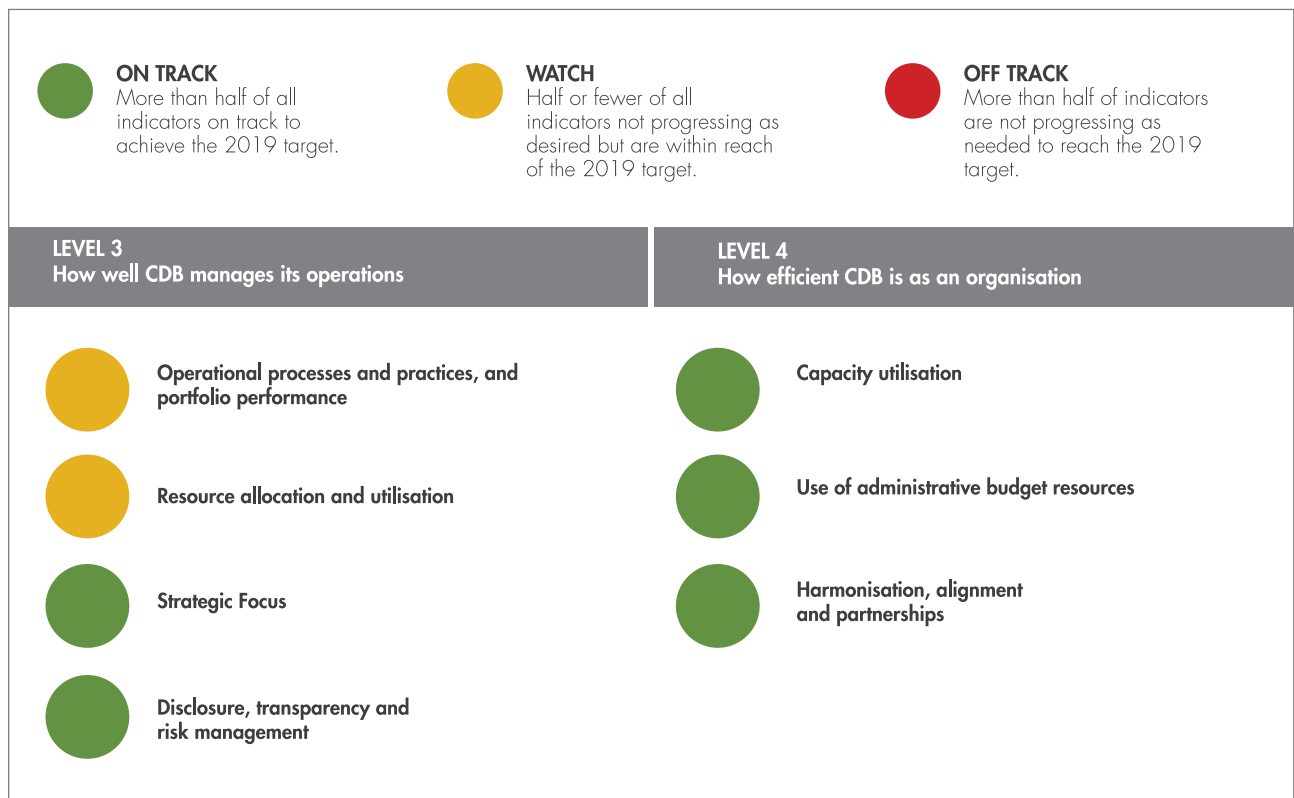
While significant progress has been made in embedding results into CDB’s operations, the focus so far has been at the programming and appraisal stages of the project cycle. There is need to expand this to include results-oriented supervision, monitoring and reporting. Improved and high-quality supervision efforts, such as an effective information system, would allow for better oversight of project performance, proactive decision making and better reporting of results stories.

Nevertheless, improved supervision by CDB is dependent on the systems at national levels. In many cases, monitoring and reporting at the project and country levels are inadequate due mainly to inefficient data collection systems and weak institutional capacities. As a result, financial support is needed to enhance data collection and analysis, as well as strengthen monitoring and reporting systems in BMCs.

PERFORMANCE SCORECARD

CDB applies a scorecard approach to help manage efforts towards its targets for improved operational efficiency and effectiveness. The summary scorecard for 2018 (Figure 1) captures overall achievements and challenges.

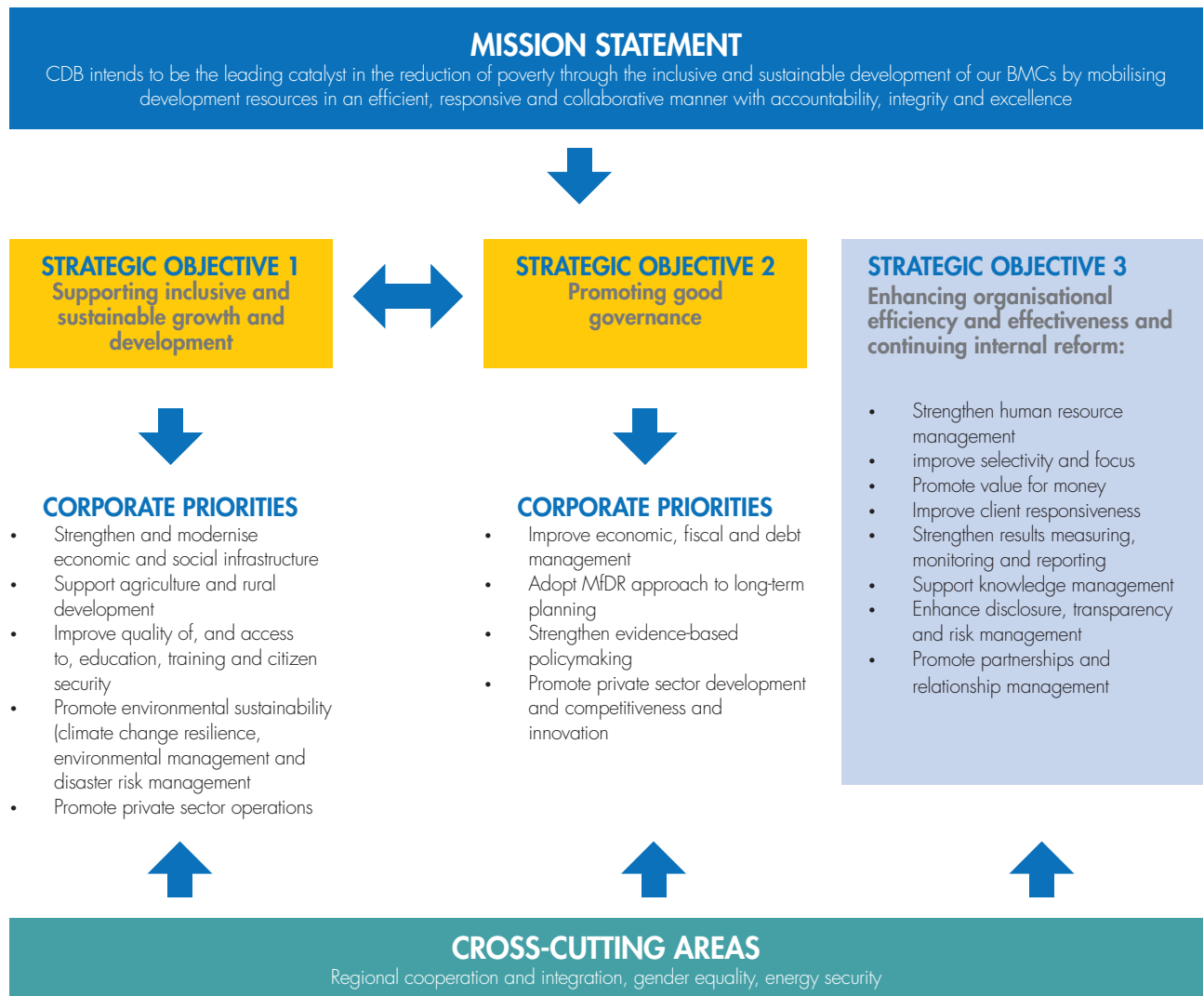
Figure 1: Summary Performance Scorecard, 2018



CARIBBEAN DEVELOPMENT BANK'S STRATEGIC FRAMEWORK

The Strategic Plan 2015-2019 has two development objectives: supporting inclusive and sustainable growth and development; and promoting good governance. These are supported by a focus on promoting organisational efficiency and effectiveness and by three cross-cutting areas, which are regional cooperation and integration, gender equality, and energy security. CDB focuses its resources through 17 corporate priorities. The framework of the Strategic Plan 2015-2019 is presented in Figure 2.

Figure 2: Strategic Framework, 2015-2019

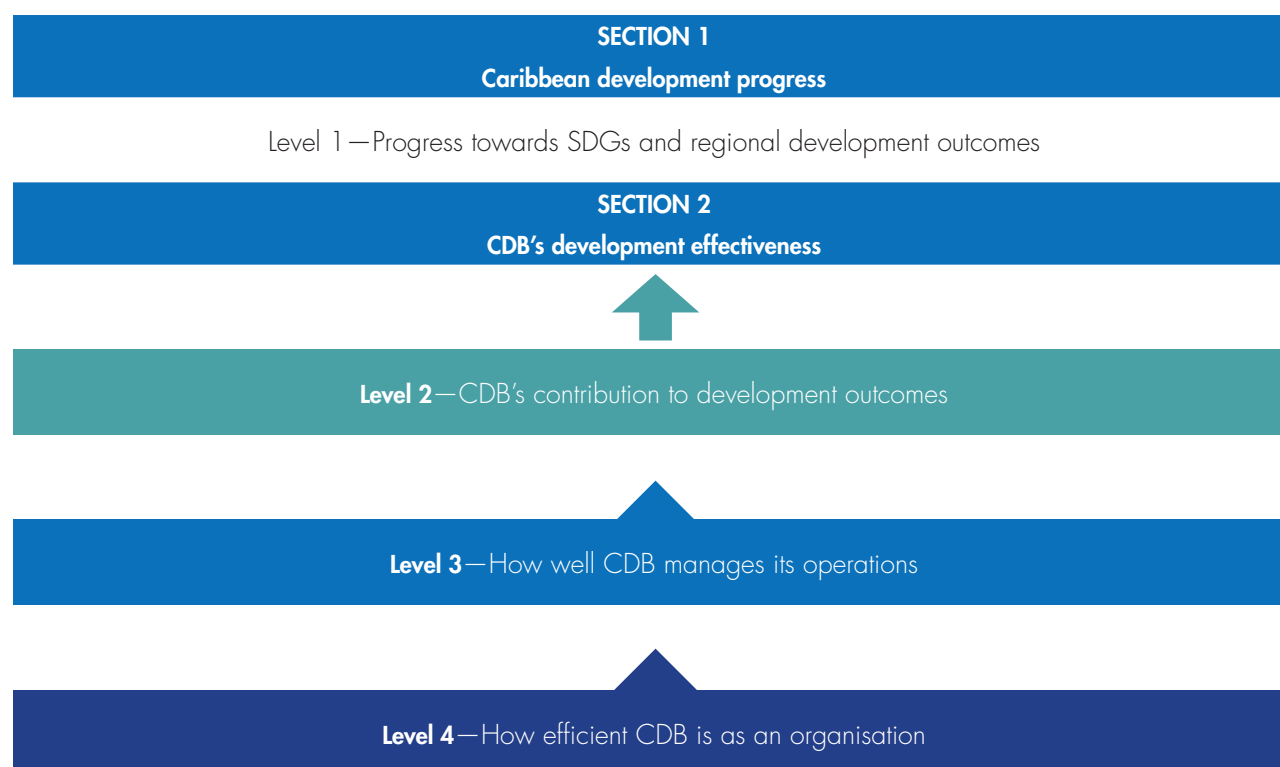


The 2018 DER is underpinned by CDB's enhanced and revised corporate RMF², which includes 79 indicators divided into four levels, organised into two sections (Figure 2). The RMF is designed to assess the Bank's progress towards its strategic objectives by using performance indicators that track progress towards CDB's corporate priorities. A detailed RMF is included in Annex 1, while technical notes describing each indicator are provided in Annex 2.

Section 1 includes Level 1, which tracks BMCs' progress at a regional level towards long-term development goals. Level 1 does not assess CDB's performance, rather, it reflects the results of combined efforts of BMCs and other international development partners. This information provides the context to inform CDB's strategic direction.

Section 2 includes Levels 2, 3, and 4, and tracks CDB's performance in relation to the RMF of the Strategic Plan 2015-2019. Level 2 focuses on how CDB is contributing to country and regional development through the results achieved by its ongoing and recently completed operations. Levels 3 and 4 measure progress towards enhancing the Bank's operational effectiveness and efficiency, respectively.

Figure 3: Structure of CDB's Results Monitoring Framework



Effective performance monitoring requires analysis of trends over time, including across strategic planning cycles. To provide this overview, the performance trends over the past five years since 2014 are reported for RMF indicators at Levels 1, 3 and 4 in Appendix 1.

² The RMF was enhanced in 2016 to reflect the objectives and priorities agreed upon by contributors to the Special Development Fund (Ninth Cycle) (SDF 9).

CARIBBEAN PROGRESS TOWARDS
DEVELOPMENT GOALS AND OUTCOMES

LEVEL



LEVEL 1

CARIBBEAN PROGRESS TOWARDS DEVELOPMENT GOALS AND OUTCOMES

CDB assesses and monitors the progress of its BMCs in achieving their long-term development goals and outcomes at Level 1 in the corporate RMF. This exercise provides a regional context and direction for CDB's operations in line with its strategies and policies.

The 19 indicators outlined in Level 1 of CDB's 2015-2019 RMF show BMCs' progress on development goals and outcomes in the following areas:

- (a) inclusive and sustainable growth and development, including poverty and inequality, sustainable economic growth, education, training and employment; and
- (b) building resilience, securing sustainable energy and adapting to a changing environment.








CDB's RMF Level 1 indicators contain general trends and targets to be achieved by the end of the strategy period in 2019. The indicators are also directly aligned with SDGs 1, 4, 6, 7, 8, 10, 13, and 15. Level 1 illustrates performance in 2018, with arrows to show the direction in which regional performance is trending relative to the baseline³.







³ New data is only available periodically for some of the indicators. Therefore in some cases, there is no change in the baseline information. Access to timely and reliable data at the country and regional levels have prevented proper monitoring and reporting on progress on Level 1 indicators and development goals, including SDGs.

A. INCLUSIVE AND SUSTAINABLE GROWTH AND DEVELOPMENT

Table 1 shows regional performance for indicators related to inclusive and sustainable growth and development.

Table 1: Level 1 – Inclusive And Sustainable Growth And Development

Indicator	Borrowing Member States				
	Baseline ¹ (year)	Latest 2018 ²	Target 2019	Performance Trend	Related SDG
Economic inclusion: reducing poverty and inequality					
1. Percentage of population below the national poverty line	44.0 (2012)	n.a	34.0	n.a	
2. Percentage of population below the indigence line	22.0 (2012)	n.a.	17.0	n.a.	
3. Multidimensional Poverty Index (MPI) [Headcount (%)]	10.1 (2012)	n.a	Reduction	n.a	
4a. Countries with high-income inequality (number of countries with Gini coefficient exceeding 0.4)	6 (2012)	n.a	Reduction	n.a	
4b. Share of national consumption, richest quintile vs. poorest quintile	n.a	n.a.	Reduction	n.a	
5. GDP per capita growth rate (%)	1.5 (2013)	1.3	Increase	↓	
Quality education, training and employment					
6a. Net enrolment ratio in basic education (%)					
Primary:					
- Female	87.7 (2013)	91.6	90.0	↑	
- Male	87.7 (2013)	91.6	90.0	↑	
6b. Net enrolment ratio in basic education (%)					
Secondary:					
- Female	88.7 (2013)	85.5	90.0	↓	
- Male	79.5 (2013)	79.6	86.0	↑	

Indicator	Borrowing Member States				
	Baseline ¹ (Year)	Latest 2018 ²	Target 2019	Performance Trend	Related SDG
Quality education, training and employment					
7. Secondary school graduates achieving five Caribbean Examination Council (CXC) General Proficiency or equivalent in National Assessment passes or more, including Mathematics and English (%)					
- Female	29.8 (2013)	31.7	Increase	↑	
- Male	24.0 (2013)	28.8		↑	
8. Proportion of students starting from Form 1 who reach Form 5 (survival rate)					
- Female	82.0 (2013)	91.0	Increase	↑	
- Male	82.6 (2013)	84.0		↑	
9. Students completing at least one Level 1 course in TVET (%)					
- Female	62.2 (2013)	52.0	Increase	↓	
- Male	63.9 (2013)	55.0		↓	
10. Unemployment rate ³ (%)					
- Female	13.8(2013)	11.9	Reduction	↓	
- Male	9.0(2013)	9.5		↑	
Sustaining growth: building competitive economies					
11. Intra-regional trade as a percentage of total regional trade					
	12.0 (2013)	15.0	Increase	↑	
12. Doing Business average score					
	100 (2013)	56.4	Improvement	↑	

Scorecard Legend

- ↑ Regional performance (rounded) progressed from the baseline.
- ↓ Regional performance (rounded) declined from the baseline.
- No change since the baseline.
- * 2019 target met or exceeded.
- n.a. No new data available since the baseline year, unable to assess progress.

¹ Baseline values are updated as new data becomes available, or corrections are recorded.

² Where no new data is available since the baseline 'n.a.' is marked. Data reported represents the latest available data since the baseline.

³ Latest data is for 2017 from 10 BMCs: The Bahamas, Barbados, Belize, Grenada, Guyana, Jamaica, Saint Lucia, Saint Vincent and the Grenadines, Trinidad and Tobago, and the Virgin Islands.

ECONOMIC INCLUSION: REDUCING POVERTY AND INEQUALITY

Poverty data for most of BMCs are generally collected through the conduct of country poverty assessments (CPAs) and survey of living conditions. However, many BMCs, with the exception of Jamaica, do not carry out regular surveys. As a result, data on poverty and income inequality is inadequate and, often times, outdated. The lack of accurate and reliable social data has hampered results monitoring at the regional level and at CDB, especially for Indicators 1 to 4. CDB has provided resources to the Region to support poverty assessments through the ongoing Enhanced CPA Programme. The installed capacity should allow for better information gather and reporting going forward.

Nevertheless, according to the WBG⁴, Haiti is reported to be the poorest country in the Western Hemisphere. Haiti is ranked fourth in the world regarding income inequality, according to the 2018 Central Intelligence Agency World Factbook⁵. A World Bank (WB) report pointed out that 20% of Haiti's population holds more than 64% of the total wealth, while 20% holds 1%⁶.

Caribbean economies showed signs of recovery in 2018, recording an increase in GDP growth rate of 1.9%, compared with 1% in 2017. This growth was driven by robust a tourism industry and favourable commodity prices. This is coming from a year marked by low commodity prices (Belize, Suriname, and Trinidad and Tobago), and two major hurricanes (Irma and Maria) that negatively impacted the economies with respect to low productivity and damage to infrastructure in Anguilla, Dominica, and the Virgin Islands.

The GDP per capita growth rate, which is a measurement used to assess a country's standard of living (not personal income), was 1.3% in 2018 compared with 1.2% in 2017. Notwithstanding the improvement reported in 2018, the result was below the 2012 baseline of 1.5% and the global yardstick of 7% per annum, deriving from SDG Indicator 8.1.1. Factors contributing to the downward shift from the baseline include a low-growth dynamic coupled with high debt that many BMCs are facing, which results in investment spending being displaced by debt service obligations.

The low GDP per capita income in 2018 also speaks to the wide gap in GDP per capita among BMCs as shown in Figure 4. The Cayman Islands, which has one of the smallest populations in the Region (62,348 in 2018), had the highest GDP per capita (\$62,086), driven by its high-end tourism industry, construction sector, and offshore financial services.

The three BMCs immediately following the Cayman Islands—in descending order, Virgin Islands, The Bahamas, and the Turks and Caicos Islands (between \$20,000 and \$30,000)—share similar characteristics as the Cayman Islands. On the other hand, the lowest ranked BMC, Haiti, has GDP per capita of less than \$1,000 due to a combination of factors, such as domestic unrest, political instability, and negative impacts of natural disaster.

Notwithstanding, the wide gap in per capita income among the BMCs, the average GDP per capita for BMCs was \$14,909. This was above other regions⁷, namely East Asia and South Pacific (\$13,737), South Asia (\$6,485), Sub-Saharan Africa (\$3,489), and Latin America and the Caribbean Region (\$14,469) as a whole.

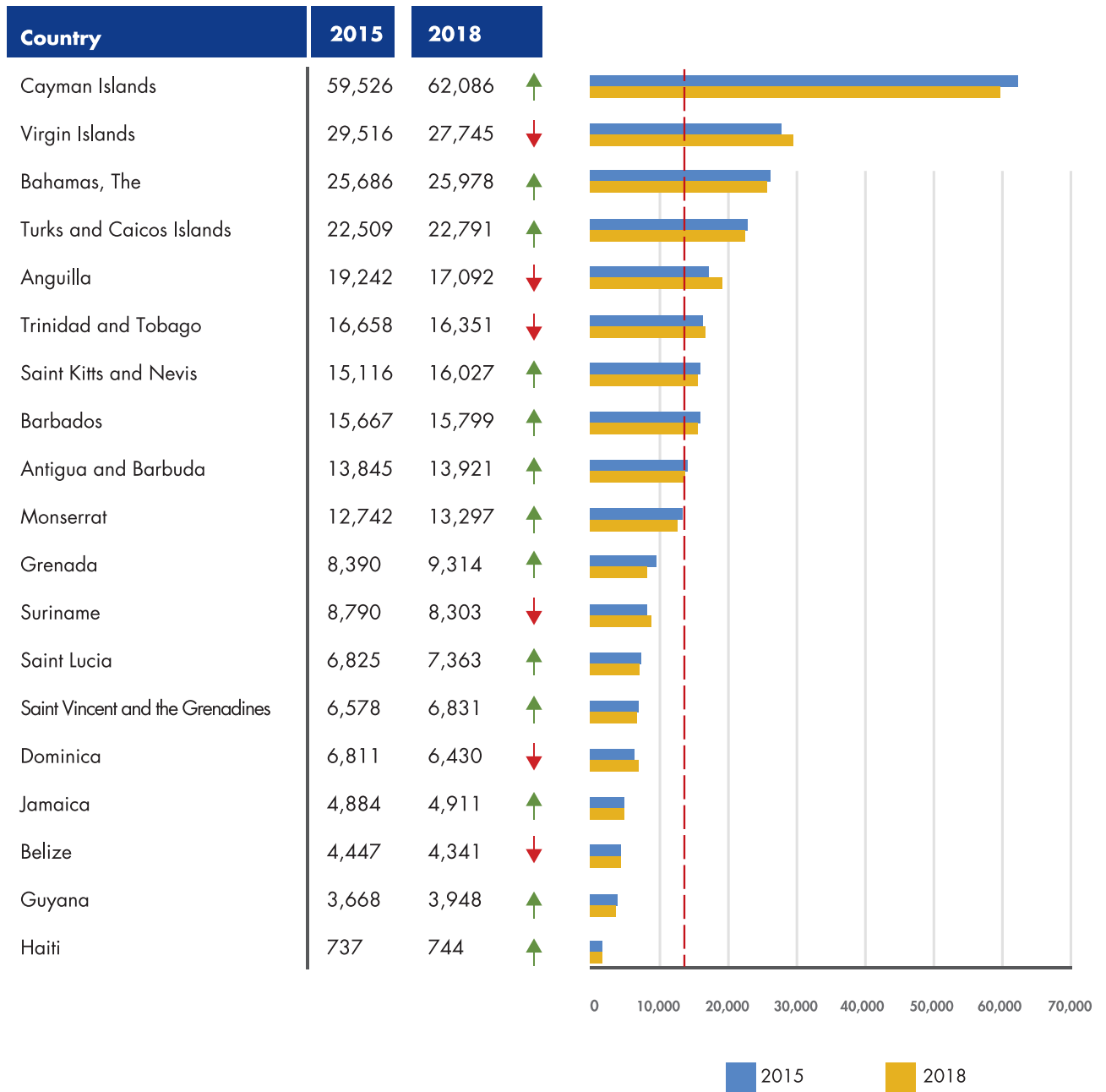
⁴ <https://www.worldbank.org/en/country/haiti/overview>

⁵ <https://www.cia.gov/library/publications/the-world-factbook/rankorder/2172rank.html>.

⁶ <http://www.worldbank.org/en/news/feature/2014/07/11/while-living-conditions-in-port-au-prince-are-improving-haiti-countryside-remains-very-poor>.

⁷ 2018 UN HDI Report.

Figure 4: GDP per Capita for BMCs, 2015 and 2018 (USD)



Source: CDB

QUALITY EDUCATION, TRAINING AND EMPLOYMENT

With the ongoing focus on achieving SDG 4—*ensure inclusive and equitable access to quality education, and promote lifelong learning opportunities for all*—BMCs continue to make incremental strides in improving key indicators of access and equity, quality and relevance, and well as internal efficiency of the education system. Based on new data available in 2018, the regional average for net enrolment ratio in basic education was 91.6% for both boys and girls at the primary level, and 85.5% for girls and 79.5% for boys at the secondary level.

While most countries have achieved universal secondary education, the regional target is impacted by the significant low levels of access in Haiti and Suriname, where 20% and 40%, respectively, of the age cohort access formal education. Like Haiti, expanding access to secondary education continues, is also a priority for Belize, Guyana, Jamaica, and Suriname, which have not reached universal secondary education.

The survival rate in secondary education, which is the proportion of students starting in Form 1/Grade 7 who reach Form 5/Grade 12, has remained stable at 91% for girls and 84% for boys. Retention throughout the secondary cycle remains a concern for some countries with lower than expected survival rates recorded in upper secondary, notably in Belize and Guyana.

School and system-level interventions are needed to address the factors contributing to internal inefficiency, such as diversifying the curricula to align with student interests; mainstreaming teacher effectiveness to support learners of varying ability and competency levels; providing targeted student support services; and promoting mastery of learning outcomes as the basic instructional strategy for student achievement.

Although improvements in academic performance have been maintained since the 2013 baseline, there was a decline in the proportion of both female students (32%) and male students (29%) of the secondary school graduates achieving five or more subject passes in CXC General Proficiency, or the equivalent National Assessment. The continued weak performance in Mathematics, in particular with 30% pass rate in 2018 (compared with 36% in 2017), limits the sustained improvement in overall student performance in core subjects in basic education.

Similarly, the completion rates on average for TVET declined (54%), with 52% of females and 55% of males, who enrolled completing at least one Level 1 course in TVET.

Notably, there were significant declines in countries like Dominica, and the Turks and Caicos Islands, which have been adversely impacted by the 2017 extreme weather events. Damage to school infrastructure, e.g. laboratories and workshops, and sustained gender differentiation in subject selection constrained wider engagement with skills development in basic education. Overall, the regional focus is on three measures, namely:

- (a) improving access to quality basic education;
- (b) enhancing relevance of the education and training system; and
- (c) addressing learners at risk of failure, continues to be an appropriate policy imperative for the investments that BMCs make in human resource development.

While BMCs continue to sustain enrolment for both girls and boys, the results are not the same at the secondary and tertiary levels, where universal secondary education remains elusive for some countries, where there are higher levels of female enrolment. With girls tending to stay longer

in secondary schools, as evidenced by the survival rate for girls versus boys, overall they perform better than boys. The relatively high drop-out rates among boys are driven by socioeconomic reasons and factors such as disengagement related to traditional focus of curricula and limited capacity to address differentiated learning.

Overall, the academic performance at the secondary level for both females and males is below requirements needed to enter the labour market. Internal and external inefficiencies⁸ in the education systems across the Region lead to low productivity levels and low wages. The groups at highest risk include boys, children in remote and rural areas, poor people who are vulnerable to inequalities in the education system, and the indigenous population⁹.

Despite higher female academic performance at the secondary level, there are obvious gender disparities in school-to-work transition in the Region. The unemployment rate for the Caribbean Region in 2018 (10.8%) was comparatively lower than in other regions, e.g. Latin America and the Caribbean Region overall (17.9%) and Northern Africa (29.9%). Women in the Caribbean recorded a higher rate (11.9%) compared to men (9.5%). The gender unemployment gap was most noticeable in Belize, Jamaica, and Guyana with unemployment rates for women (10%-16%), exceeding that for men (5%-10%).

However, Jamaica saw a record low unemployment rate (8.4%) in 2018 (compared with 12.4% in 2017). The country's main drivers for employment include investments in business process outsourcing, tourism and hospitality, and large-scale construction, which is heavily male-dominated.

Trinidad and Tobago, and the Virgin Islands recorded full employment—that is rates below 5%—influenced by the oil and gas industry, high-end tourism market, and financial services, including offshore banking.

Although regional unemployment for females fell below the 2013 baseline, youth unemployment ranged from 12% to 45% (see Figure 5) and is substantially above adult unemployment¹⁰. According to the International Labour Organisation (ILO) and the HDI Report, youth unemployment in the Caribbean for the period 2012-2017 averaged 26%, which is alarmingly high. Latin America and the Caribbean Region as a whole and Small Islands Developing States (SIDS) amounted to 18.5% and 16.1%, respectively.

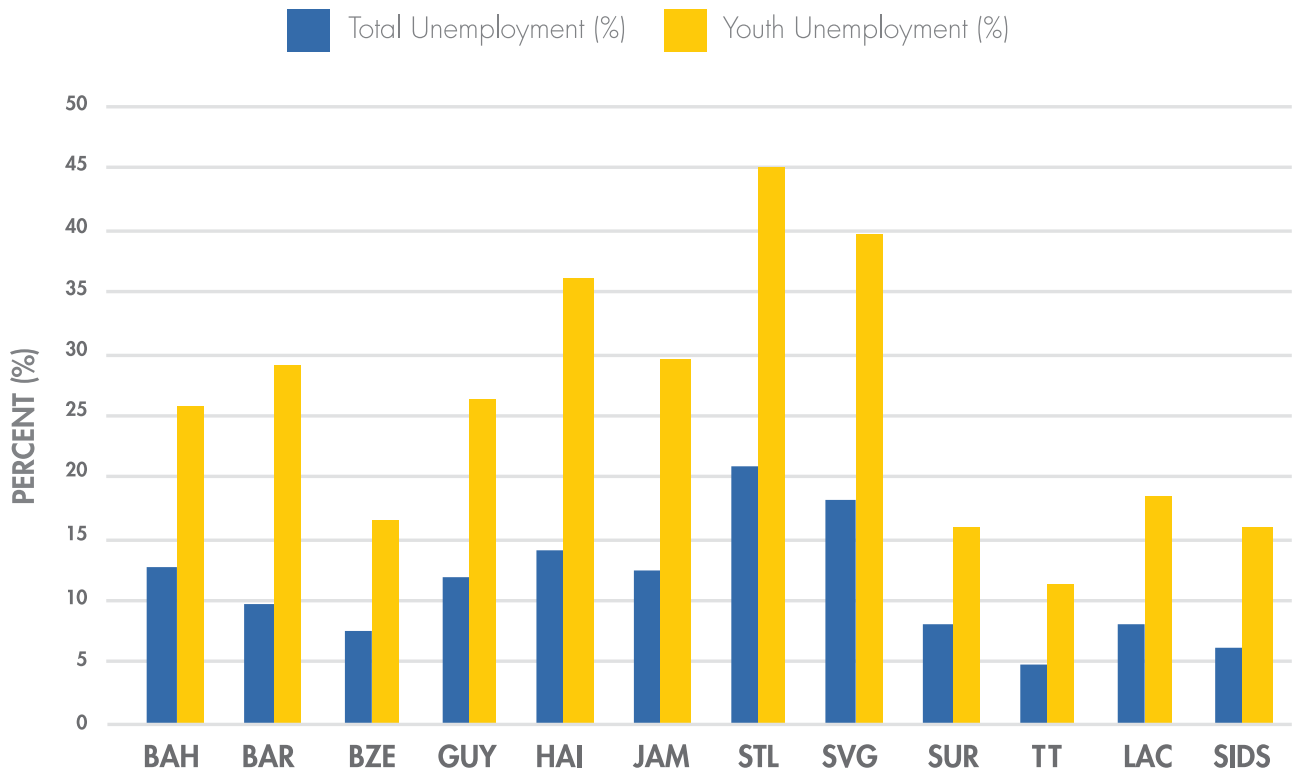
Factors contributing to the relatively high unemployment at the regional level, especially for women and youth, include low economic growth, and mismatch of supply and demand of skills. The public sector, traditionally the largest employer in most BMCs, has been containing its wage bill as part of a broader fiscal adjustment programme. In addition, secondary school graduates are entering the labour market with low skill levels and skills mismatch.

⁸ Internal efficiency is the relationship between the outputs and inputs of an education system, as measured by the level of dropouts and repeaters. External efficiency is the extent to which graduates of the education system are adequately prepared for the job market.

⁹ Indigenous groups include the Mayans in Belize, the Kalinagos in Dominica, the Amerindians in Guyana, and the Maroons and Amerindians in Suriname.

¹⁰ Board paper 123/17: Technical Assistance—Review of the Youth Development Context in Borrowing Member Countries and Preparation of the CDB's Youth Policy and Operational Strategy (October 2017)

Figure 5: Total and Youth Unemployment Rates in Selected BMCs, 2012-2017 (average)



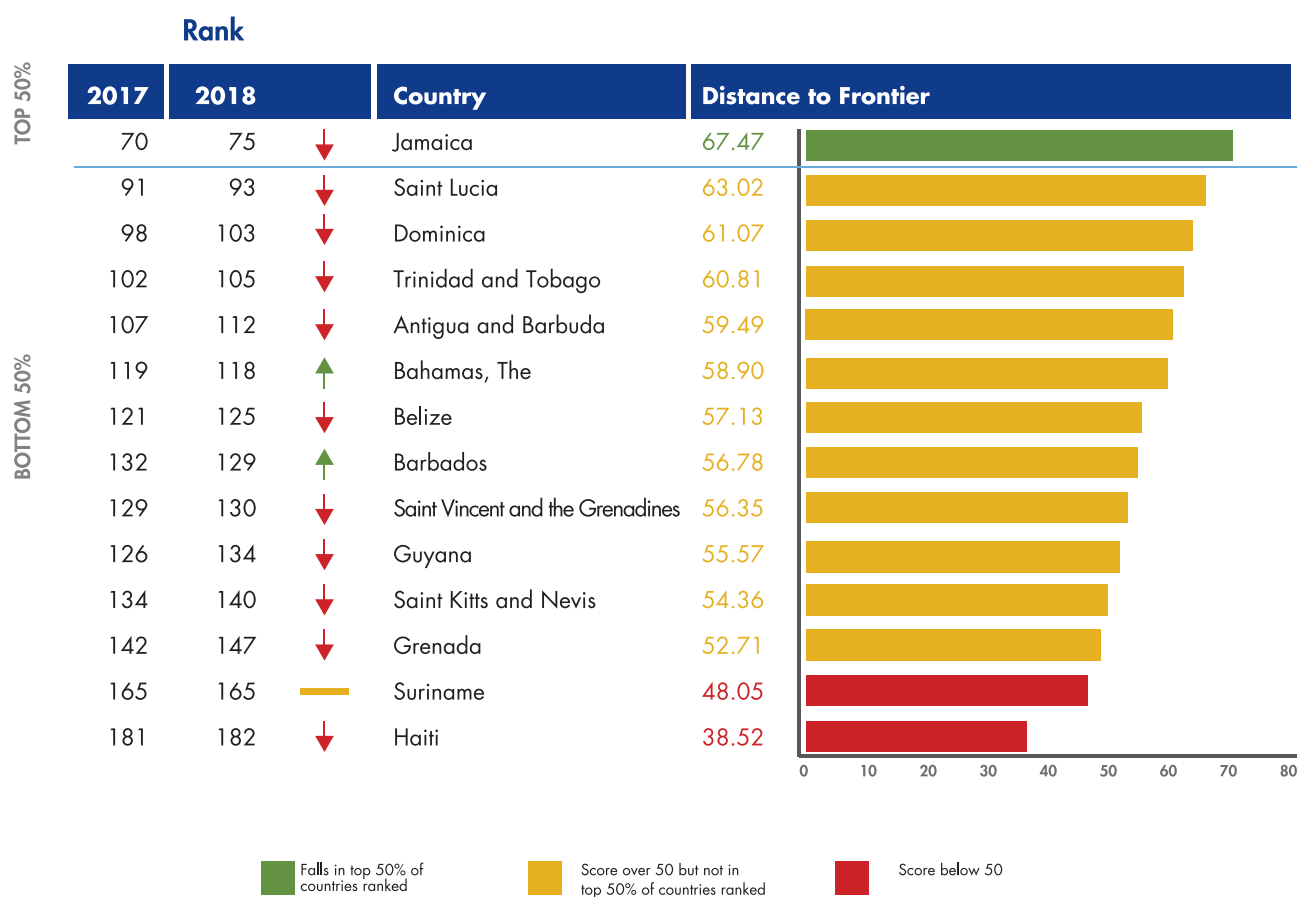
Sources: 2018 HDI and 2017 ILO Reports



SUSTAINING GROWTH: BUILDING COMPETITIVE ECONOMIES

Caribbean countries continue to face institutional and efficiency challenges with respect to the ease of doing business. The WBG's 2019 *Doing Business Report*¹¹ showed that only two BMCs, Jamaica and Saint Lucia, scored above the global average score of 62.91. Although Jamaica recorded a reduction in its score in 2018, it is the only BMC listed in the top 50% out of 190 countries. Haiti and Suriname continue to be the lowest ranked BMCs. Ten BMCs showed improvements in their respective scores over the past year due mainly to improvements in access to credit information¹². Despite these improvements, BMCs are lagging behind the rest of the world with respect to implementing significant reforms to boost competitiveness and improve the ease of doing business. However, BMCs saw a decline in their ranking (see Figure 6) as countries from other areas were implementing reforms at a faster rate.

Figure 6: BMC Scores for Ease of Doing Business, 2019



Source: WBG Doing Business Reports

¹¹ The British Overseas Territories, namely, Anguilla, Cayman Islands, Montserrat, Turks and Caicos Islands, and the Virgin Islands are not covered in this Report. Amerindians in Guyana, and the Maroons and Amerindians in Suriname.

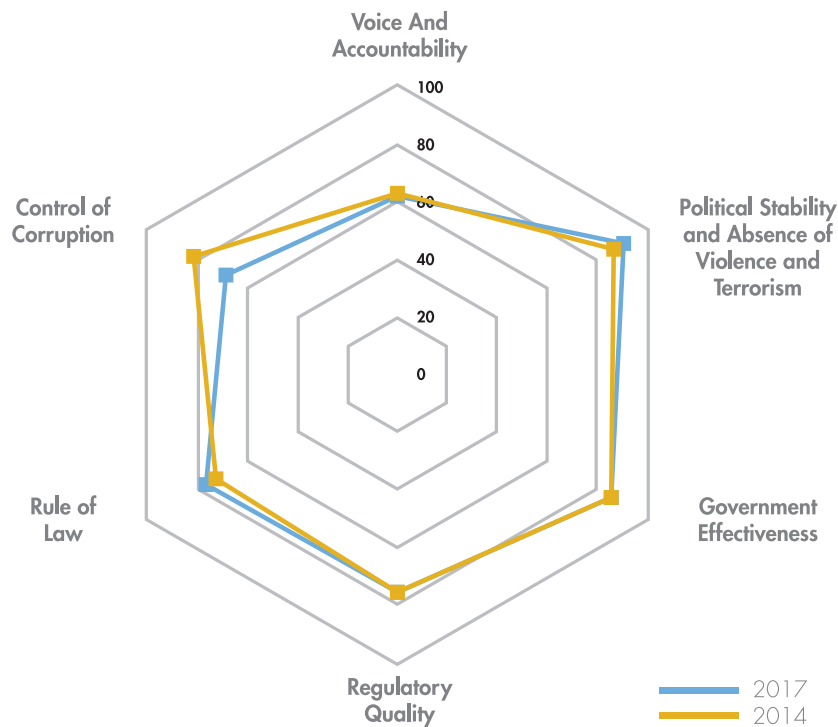
¹² Improvements included establishing regulations governing credit bureaus, setting up online systems for filing and paying value-added tax, and distributing data from utility companies.

The Cayman Islands is ranked in the top 25 out of 102 cities and jurisdictions that offer financial services in the 2019 Global Financial Centres Index (GFCI). This makes the country the highest ranked centre in Latin America and the Caribbean Region and also the highest ranked non-G20 centre.

Although GFCI ranking is focused on external businesses and financial services—as opposed to local businesses and trade in the *Doing Business Report*—Cayman Islands is known to be an attractive location in which to do business¹³. Factors contributing to this high rank include speed and simplicity, low transaction costs linked to modern, computerised facilities, which allow new companies to be processed for registration within two working days, a flexible and credible legal system, a stable political and social climate, and a well-functioning regulatory system.

A significant advantage for Cayman Islands is its tax-neutral offshore banking services. There is also the absence of direct taxation on corporations, trusts, individuals, estates and inheritances, as well as full protection and confidentiality, except in the case of money laundering, making it very attractive to external businesses and investors. The Cayman Islands is also one of the top regional performers in the area of governance, particularly in government effectiveness and regulatory quality. See Figure 7 for the governance indicators for 2014 and 2017 of the Cayman Islands.

Figure 7: Cayman Islands Governance Indicators, 2014 and 2017



Source: 2017 WBG Governance Indicators

¹³ <http://www.cayman.finance/2018/12/cayman-islands-records-highest-number-registered-companies->



In the example cited, there are differences, such as population, services and products offered and traded, and type of business (local versus foreign). There are also some obvious similarities, namely the use of technology as a key enabler to improving service delivery and reducing transaction costs, as well as the appropriate legal, administrative, policy, and regulatory frameworks to facilitate efficient and effective operation of businesses.

There are also lessons to be learnt. In order to become more competitive and attractive to businesses and investors, along with improve World Bank ranking, BMCs need to ramp up their reform efforts at a pace greater than other countries in Latin America and the Caribbean Region and other regions. Digitalisation and electronic transactions are key to the reform process. Areas of focus include increasing access to credit, improving processing time and reducing cost and time in cross border trading, and opening a business.

The results regarding CARICOM's main vehicle to achieving economic integration—CARICOM Single Market and Economy (CSME)—have been mixed. While governments indicate their commitments at meetings these have not been realised and in reality the implementation of various agreements has been slow. In addition the benefits of CSME have not very visible in BMCs' intra-regional trade balances. Most BMCs tend to incur deficits in the regional market while Trinidad and Tobago continues to record surpluses due to oil and petroleum sales. The performance of intra-regional trade cannot be measured








by trade in goods alone as there is substantive trade in services among CARICOM members. BMCs have also benefitted from increased regional investment in areas, such as tourism, distribution, and financial services. A significant benefit of CSME is connected to trade outside of the Caribbean Region. The main trading partners for most BMCs are the United States of America and European Union (EU), including the United Kingdom. Market access opportunities exist through CSME and other trade agreements including EU-CARIFORUM Economic Partnership Agreement (EPA), however, regional businesses mainly MSMEs have highlighted the difficulty in export trade especially to foreign markets.

Barriers to increased trade within and outside the Region include technical barriers to trade (such as costly packaging and labelling standards and stringent sanitary and phytosanitary measures), poor intra-regional logistics, complex customs procedures, high cost of transportation, limited connectivity, small economies with heavy reliance on primary products, limited diversification and economies of scale, high production and energy costs, as well as lengthy internal certification processes. These barriers impact the sustainability and competitiveness of private sector development and especially on MSMEs. Nevertheless, intra-regional trade as a percentage of total regional trade in 2018 was 16%, an improvement in relation to the 2013 baseline, triggered mainly by fluctuations in foreign exchange rates and prices and to a limited extent, volume.

B. BUILDING RESILIENCE, SECURING SUSTAINABLE ENERGY AND ADAPTING TO A CHANGING ENVIRONMENT

Table 2 shows regional performance for Level 1 indicators related to building resilience, securing sustainable energy and adapting to a changing environment.

Table 2: Level 1 – Building Resilience, Securing Sustainable Energy and Adapting to a Changing Environment

Indicator	Borrowing Member States				Related SDG
	Baseline ¹ (Year)	Latest 2018 ²	Target 2019	Performance Trend	
Clean water and sanitation					
13. Population with access to an improved water source (%)					
- Urban	96.9 (2013)	95.6	95.0	↓	
- Rural	90.1 (2013)	92.2	92.5	↑	
14. Population with access to improved sanitation (%)					
- Urban	86.4 (2013)	87.1	88.0	↑	
- Rural	82.4 (2013)	82.8	86.5	↑	
Affordable and clean energy					
15. Renewable energy as a % total energy mix produced					
	7 (2012)	11	20	↑	
16. Energy use per unit of GDP (barrels of oil equivalent 000s/ \$ mn GDP)					
	1 (2013)	n.a.	Reduction	n.a.	
Climate action; life on land					
17. Reported economic losses resulting from natural disasters and climate variability (% of GDP, 3-year average)					
	0.5 (2012-2014)	5.0	Reduction	↓	
18. Area protected to maintain biological diversity (%)					
	4.2 (2012)	2.8	Maintain or Increase	↓	
19. Proportion of land area covered by forest (%)					
	49.4 (2014)	47.0	Maintain or Increase	↓	

Scorecard Legend

- ↑ Regional performance (rounded) progressed from the baseline.
- ↓ Regional performance (rounded) declined from the baseline.
- No change since the baseline.
- * 2019 target met or exceeded.
- n.a. No new data available since the baseline year, unable to assess progress.

¹ Where data are not available for 2018, the latest available values are used. n.a.: new data has not been collected since the baseline year.

CLEAN WATER AND SANITATION

Access to reliable, clean and safe water and sanitation is a key prerequisite for improved quality of life and health of the Caribbean people. The importance of water and sanitation in development is highlighted in SDG 6—*ensure availability and sustainable management of water and sanitation for all*. Water-related ecosystems, such as rivers, lakes, aquifers, forests, and mountains play an important role in attaining the goal by providing drinking water, as well as for key sectors, such as agriculture and tourism.

Despite their importance, these ecosystems are being degraded due largely to physical encroachment associated with socio-economic and infrastructure developments, such as increased economic activities, rapid urbanisation, and population growth, which have negatively impacted these systems. The consequential risk factors comprise pollution, land degradation and deforestation, poor solid and liquid waste management and disposal practices, water scarcity, and deterioration of water quality, among others. The situation is exacerbated by climate change-related threats, such as sea-level rise and intense and frequent storms, hurricanes and lengthy drought periods.

In order to balance the growing and competing demand for water from various sectors and users, emphasis must be placed on protecting and restoring water-related ecosystems, increasing water efficiency, and improving water management. In addition to an effective and efficient water resources management system, there is need for adequate financing in water and sanitation services, including policies, strategies, regulatory frameworks, infrastructure, capacity building, and hygiene training.

CDB and other development partners continue to play a significant role in the water and sanitation sector at all levels. Initiatives financed by CDB and other development partners have contributed to the near universal access to

water facilities in the Region in urban (95.6%) and rural areas (92.2%). Nonetheless, access to sanitation services is lagging behind especially in rural areas at 80.6%. Efforts need to be made to improve the situation in line with SDG 6 and CARICOM Core SDG Indicator 6.2.1¹⁴.

AFFORDABLE AND CLEAN ENERGY

Consistent with SDG 7—*ensure access to affordable, reliable, sustainable and modern energy for all*—Caribbean countries continued to increase efforts to transform the energy sector through the implementation of energy efficiency and renewable energy initiatives, which should lead to improvements in energy security, as well as reductions in energy costs and carbon footprints. Transitioning to a more diversified energy system from one based on fossil fuels, requires Caribbean countries to consider cost-effective energy solutions and strategic financing, including TA for capacity building, low-cost capital to finance investments in concert with an effective and flexible legal and regulatory framework.

There have been notable investments in energy efficiency initiatives and renewable energy generation infrastructure, however, the regulatory reforms and capacity building required at the country level were greater than initially anticipated. The situation was made even more protracted because of the negative impacts of the hyperactive 2017 hurricane season. This has led to a lower-than-expected transition to renewable energy, which stood at 11% in 2018 of the total energy mix produced (see Table 2).

The lack of reliable and timely data for the energy use continues to be a major issue for the Region and CDB. Regional development partners and CDB have commenced efforts to work with governments, CARICOM Secretariat and other stakeholders in addressing this regional information gap.

¹⁴ Proportion of population using safely managed sanitation services, including a hand washing facility with soap and water.

CLIMATE ACTION AND LIFE ON LAND

The Caribbean Region is home to 2.9% of the world's endemic vertebrate species and also home to 23% of the world's forest and 31% of its freshwater¹⁵. The Region is considered as a biodiversity hotspot, which requires global priority for conservation purposes. The Caribbean islands have 11.3% of primary vegetation remaining and 2.3% of the World's known vascular plant species¹⁶. These natural resources are under strain due to a combination of economic, social and environmental factors. About two in five of the Caribbean people (some 18.5 mn) live along the coastlines and other high-risk areas and rely heavily on key natural resource-based sectors, e.g. tourism, agriculture, fisheries, and forestry, to sustain their livelihoods and well-being. This group also depend on the natural ecosystems for essential services, such as food and fuel. However, these sectors and systems are weather-sensitive and threatened by coastal erosion, sea-level rise, weak infrastructure and damage to biodiversity.

The situation is further exacerbated by increased frequency and intensity of climate-related natural hazard events. This has contributed to a downward trend in:

- (a) an area protected to maintain biological diversity; and
- (b) the proportion of land area covered by forest.

Poor and vulnerable people, such as rural population, indigenous groups, and women and children, are the most impacted by these climate-related events and natural hazards, which have the following impact:

- (a) adding pressure on the fiscal position of governments, which are the major owners of physical assets and properties;
- (b) weakening governments' ability to achieve their economic and social development goals, including SDGs and other global commitments; and
- (c) eroding fiscal buffers that prevent or delay countries from getting out of the trap of high debt and low growth.

¹⁵ http://www.isocarp.net/Data/case_studies/2354.pdf.

¹⁶ <http://datazone.birdlife.org/sowb/casestudy/saving-the-treasures-of-the-caribbean>.

A relatively inactive 2018 hurricane season resulted in a reduction in economic losses from natural disasters and climate variability to 5% (compared with 6.5% in 2017). During the year, many Caribbean countries focused on rebuilding after the catastrophic hurricane season in 2017.

Based on the environmental challenges facing the Region and the massive recovery costs involved following a natural hazard event, there is need to advance efforts to build resilience to shocks. This requires governments to develop disaster risk management frameworks that speak to actions at the individual, community, and national levels. This collective and inclusive approach to disaster risk management is particularly important to the Caribbean Region, which is considered highly vulnerable to climate-related risks. According to an International Monetary Fund (IMF) article¹⁷, many Caribbean islands are among the 25 most vulnerable nations in terms of disasters per-capita or land area, with their frequency and damages exceeding those for other small and larger states.

Disaster risk management involves five pillars:

- (a) risk identification;
- (b) risk reduction;
- (c) financial protection;
- (d) preparedness; and
- (e) response and recovery (post-disaster response).

The additional cost for incorporating resilient measures in designs, which are about 20%-25% higher than normal infrastructure, is expected to offset as resilient infrastructure help to reduce damage and the need for *ex-post* assistance in the long run. As rehabilitation and reconstruction costs decline, countries will have more fiscal space for investments in growth areas.

Critical to the resilience building process are *ex-ante* and *ex-post* disaster risk financing options. Risk transfer mechanisms, including insurance are essential for post-recovery initiatives. They also act as buffers and safeguards for public financial resources. Governments rely primarily on a regional sovereign insurance pool, Caribbean Catastrophe Risk Insurance Facility (CCRIF), an *ex-ante* financing mechanism that provides necessary liquidity to governments to meet their immediate needs and priorities. Since its inception in 2007, CCRIF has paid out about \$138.8 mn to 12 BMCs; and these were made within 14 days of the respective events. Payouts supported the agriculture sector, immediate repairs and clearing of roads and bridges, restoration of essential services, and budget support (see Box 1).


¹⁷ <https://www.imf.org/external/pubs/ft/fandd/2018/03/otker.htm>

BOX 1

IMPROVING FINANCIAL RESILIENCE IN THE REGION THROUGH SOVEREIGN CATASTROPHE RISK INSURANCE POOLING

- 1 RISK IDENTIFICATION**
Hazard analysis and monitoring, vulnerability assessment.
- 2 RISK REDUCTION**
Prevention and mitigation measures, such as land use planning and management, building codes.
- 3 FINANCIAL PROTECTION**
Budget planning, insurance, and sovereign risk transfer and pooling-catastrophe risk insurance (*ex-ante* risk financing).
- 4 PREPAREDNESS**
Early warning systems and other equipment, emergency planning and training.
- 5 RESPONSE AND RECOVERY**
Post-disaster efforts, such as rehabilitation, reconstruction and rescue services.

 **16** participating Borrowing Member Countries (BMCs)

 **38** payouts to
12 BMCs (within 14 days)
Total \$137,205,286

CCRIF payouts to BMCs 2007-2018 (\$ '000)

Haiti	31,162
Dominica	23,279
Turks and Caicos Islands	21,588
Barbados	19,304
Anguilla	12,023
Trinidad and Tobago	9,542
Saint Lucia	8,113
Antigua and Barbuda	6,795
Saint Kitts and Nevis	3,350
Saint Vincent and the Grenadines	1,623
Belize	261
Bahamas, The	164

- Provided general budget support
- Cleared and repaired roads and bridges
- Restored essential services
- Supported agricultural sector
- Repaired homes and schools
- Provided temporary feeding stations
- Purchased medication for children, and equipment, such as early warning systems

Caribbean Catastrophe Risk Insurance Facility

The first such multi-country facility in the world

CDB contributed about \$30 mn to CCRIF:

- start-up capital to CCRIF (\$5 mn);
- premium payments for 7 BMCs after the 2008 Financial Crisis (\$3.2 mn);
- part-payment to Haiti's premium for the 2010-11 and 2011-12 hurricane season (\$1.6 mn);
- full premium payments for Haiti between 2012-2017 (\$17.1 mn); and
- two-third premium payment for Haiti for 2018 (\$3.0 mn)

 **At least
1,400,000
BENEFICIARIES**

Increased access to *ex-ante* financing (catastrophe risk insurance) at affordable rates.

Increased awareness on financial resilience and disaster risk management.

Increased injection of liquidity to governments to maintain essential services and carry out immediate repairs.

BOX 2

CARIBBEAN HEADS OF GOVERNMENT COMMIT TO CORE REGIONAL SDGS IN 2018



A key activity in the implementation of the SDGs are voluntary reviews of national development plans by countries at the United Nations (UN) High-Level Political Forum on Sustainable Development (HLPF).

Although the reviews are voluntary, they indicate a strong signal of commitment from respective governments regarding the 2030 Agenda. Voluntary National Reviews (VNRs) aim to facilitate the sharing of experiences, including successes, challenges and lessons learnt, with a view to accelerating SDG implementation. They also seek to strengthen policies and institutions of governments and to mobilise multi-stakeholder support and partnerships.

To date, only three BMCs, have presented their VNRs to the UN, namely Belize in 2017; and The Bahamas and Jamaica in 2018. VNRs, have presented at the HLPF. Voluntary National Reviews are planned for Guyana and Saint Lucia in 2019, as well as Saint Vincent and the Grenadines and Trinidad and Tobago in 2020. By the end of 2020, only about a third of BMCs (seven out of 19) would have participated in the VNRs exercise. This is a low response rate when compared with Latin America where more than four in five countries (15 out of 18 countries) will have participated. Governments in the Region have increased efforts to pursue global and regional SDGs, as shown by the commitment made at the COSHOD with the approval of 125 CARICOM Core SDG Indicators in May 2018. There is need for CARICOM to accelerate commitment into action. With about 11 years remaining to 2030 more urgency and focus are needed by Caribbean governments and other stakeholders to realise these global goals.

Factors, which could slow down the SDG implementation process in the Region include:

- (a) a lack of an institutional framework or mechanism at the national level to guide the overall coordination of SDG implementation;
- (b) the absence of long-term national development plans aligned with SDGs; and
- (c) a paucity of reliable and timely data to improve decision-making and guide the development of plans and implementation and monitoring of SDGs.

CDB is committed to providing the resources to strengthen statistical capacity in BMCs and at the level of CARICOM with dedicated support through SDF 9.



CDB'S CONTRIBUTION TO
DEVELOPMENT OUTCOMES

LEVEL





LEVEL 2

CDB'S CONTRIBUTION TO DEVELOPMENT OUTCOMES

Level 2 of the RMF focuses on CDB's contribution to country and regional development through the results achieved by ongoing and recently completed projects¹⁸, in relation to priority areas of the Strategic Plan 2015-2019. The 32 indicators track the core operational results (outputs and, to some extent, outcomes). These corporate indicators do not cover all results delivered by CDB's operations. Instead, they provide a selection of sector results at the portfolio level. The specific expected outputs and outcomes of each CDB project are identified and monitored using project results frameworks.

Outputs track the types of activities financed by CDB, while outcomes track how project activities have affected institutions and the lives of people, which CDB seeks to support. Project supervision, completion reporting and validation, and evaluations are the principal means

through which CDB comprehensively assesses the outputs and outcomes of its initiatives. Summary findings of a validation of completion reports for a selection of rehabilitation and reconstruction loans (RRLs) and immediate response loans (IRLs) carried out by CDB's Office of Independent Evaluation (OIE) are included at the end of this section.

The results highlighted in this section of the Report were achieved by 42 recently completed and over 100 ongoing projects. With one year remaining of the 2015-2019 Strategic Plan, implementation progress and cumulative results achieved to date were assessed in relation to the 2019 targets. In 2018, CDB carried out a RMF review exercise, which led to various revisions to reflect the realities in BMCs. See Table 3 for details on the selected revisions.

¹⁸ Projects captured in the RMF include policy-based operations (PBOs), loan and grant-funded capital projects, and TA projects.

Table 3: Level 2—Revised Projections for Selected Indicators

Indicator	Revised Projection (2015-2019)	Original Projection (2015-2019)
Indicator 2.6: the number of households with access to improved sanitation and water supply.	33,450	22,000
Indicator 2.9: Land improved through irrigation, drainage and/or flood management (hectares).	400	2,500
Indicator 2.12: Students benefitting from improved physical classroom conditions, enhanced teacher competence, or access to loan financing (number).	186,000	180,000
Indicator 2.15: Conventional or renewable power generation capacity installed: megawatts (MW) -of which renewable (MW)	4.52 (3.0)	14.0 (9.0)
Indicator 2.19: Communities with improved capacity to address climate change and disaster risk management (number)	61	20

Progress towards targets is not expected to be consistent on a year-to-year basis. For several indicators, associated projects are not scheduled to be completed until later years of the Strategic Plan. Results derived from these projects are, therefore, not evenly distributed throughout their implementation periods. The dynamic nature of the development arena may trigger BMCs to change their national priorities and commitments. As a result, progress status may be adjusted to reflect the new direction of BMCs. A technical index providing information on indicator definitions and sources is provided in Annex 1.

A. ECONOMIC AND SOCIAL INFRASTRUCTURE DEVELOPMENT

CDB continued to partner with BMCs in an effort to build resilient infrastructure, which is a key pillar to increasing inclusive and sustainable growth, expanding employment, and reducing poverty. This is also consistent with SDG 9—*build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation*. Table 4 presents progress made through CDB operations in 2018 in the area of economic and social infrastructure.

Table 4: Level 2—CDB's Contribution to Development Outcomes in Economic and Social Infrastructure

Indicator	Progress 2018	Results 2015-2018	Projected 2015-2019	Progress to date %
Economic and social infrastructure development				
1. Transport: Primary, secondary and other roads built or upgraded (km)	0.7	182.7	250	73%
2. Transport: Beneficiaries of road projects (number)	15,643	255,436 ¹⁹	340,000	75%
- of whom female	8,284	129,785	n.s.	
3. Sea defences, landslip protection, and urban drainage (km)	1.5	3.0	9.0	33%
4. Water: Installed water capacity (cubic metres per day)	8,800	24,768	120,000	21%
- Urban	0	0	n.s.	
- Rural	8,800	24,768	n.s.	
5. Water: Supply lines installed or upgraded (length of network in km)	2.6	237.6	150	158%
- Urban	0	30.3	n.s.	
- Rural	2.6	207.3	n.s.	
6. Water: Households with access to improved sanitation and water supply (number)	30	22,140	33,450	66%
- Urban	-	600	n.s.	
- Rural	30	21,540	n.s.	
7. Beneficiaries of community infrastructure construction and enhancement projects (number)	5,904	35,565	108,000	33%
- of whom female	2,991	19,867	n.s.	

n.a. — not available

n.s. — no target set

Note: data reported by disaggregation category (e.g. urban versus rural) may not sum up to the total due to unavailability of disaggregated data for some projects.

¹⁹ The results recorded in 2017 was increased from 108,000 (54,000 females) to 178,611 (89,973 females).



San Antonio Health Centre, Belize



Sartenaja Health Centre, Belize

In 2018, approximately 0.7 km of primary roads were rehabilitated and constructed in Saint Lucia and Saint Vincent and the Grenadines, benefitting about 15,643 persons, including 8,248 females. This brings the total to 182.7 km of roads rehabilitated or constructed under the current Strategic Plan. Despite a minor increase in 2018, work during the review period focused on reconstruction and rehabilitation of bridges and drainage systems, which are key components for a resilient road infrastructure, in line with the theme of *building back better*.

During the year, 8,800 m³ of water capacity was installed in Dominica as part of the post-Hurricane Maria recovery. Approximately 2.6 km of water supply lines were installed or upgraded in The Bahamas. As a result, the quality of life of 30 households was improved through access to safe and reliable water and sanitation facilities.

Community infrastructure is another priority area for CDB. Achievements in this area were attributable to interventions under the Social Investment Fund II, a loan-funded project in Belize. During the year, two health centres were completed in the communities of Sarteneja (Corozal District) and San Antonio (Cayo District), where a combined total of 5,904 persons (2,991 females and 2,913 males) directly and indirectly benefitting from the services, e.g. through access to an improved physical environment for patient care and with better patient throughput and flow and shorter processing times. Increased health care services are expected at the two centres which will benefit mainly women and children. Staff and equipment will be provided by the Ministry of Health. As part of their contribution, members of the community will assist in landscaping and grounds maintenance activities.

B. AGRICULTURE AND RURAL DEVELOPMENT

CDB's agricultural sector portfolio is focused on interventions designed to improve and increase resilience to natural hazard events, and enhance the institutional and technical capacity of BMCs to meet international food safety requirements (see Table 5).

With the delays in the start-up of the irrigation project it is unlikely that these investments will be completed by 2019. As a result, the projected target of 900 hectares has been reduced to 400 hectares.

Through three training programmes and workshops, stakeholder capacity was enhanced in climate smart agriculture and compliance with internationally recognised food safety standards with interventions in Dominica, Grenada, Haiti, Suriname, and Trinidad and Tobago, where 1,010 (781 men and 229 women) farmers and government officials benefitted from the capacity building efforts.

Table 5: Level 2—CDB's Contribution to Development Outcomes in Agriculture and Rural Development

Indicator	Progress 2018	Results 2015-2018	Projected 2015-2019	Progress to date %
Agriculture and rural development				
8. Agriculture-stakeholders trained in improved production technology (number)	1,010	2,780	3,000	93%
- of whom female	229	841 ²⁰	n.s.	
9. Land improved through irrigation, drainage and flood management (hectares)	0	0	400	0%

n.s. — no target set

C. EDUCATION AND TRAINING

Education and training is critical to improving life chances and in breaking vicious poverty cycles. CDB takes a holistic approach to supporting the achievement of SDG 4—*ensure inclusive and equitable quality education and promote lifelong learning opportunities for all*.

Table 6 summarises CDB's contribution to development outcomes in education and training. In 2018, ongoing projects ameliorated the learning environment by building or upgrading 72 classrooms and educational support facilities across

²⁰ The cumulative result in 2017 was increased to 612 persons from 405.

Haiti, Guyana, Saint Kitts and Nevis, and Saint Vincent and the Grenadines. CDB also contributed to improving the quality of education by training or certifying 2,045 teachers and principals in Antigua and Barbuda, Barbados, Belize, Grenada, Montserrat, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, and the Turks and Caicos Islands.

Training initiatives ranged from financing degree and certificate programmes to capacity-building workshops in a wide range of subject areas, including TVET. There was also an emphasis on teacher effectiveness to support differentiated learning needs of students, improved mastery in Mathematics, competency-based education and training and early childhood development. With gender parity, 57,227 students benefitted from improved physical classroom conditions, enriched teacher competence or access to loan financing. As shown in Box 3, unemployed and at-risk youth and adults in Saint Vincent and the Grenadines are benefiting from demand-driven skills development programmes to enhance employability.

Through its network of financial intermediaries, CDB provided credit for students to pursue tertiary-level training in a range of disciplines. In support of inclusive and equitable quality education and opportunities for lifelong learning, CDB continues to make resources available through financial institutions on affordable terms. This allows eligible student to access financing for quality education at accredited educational institutions. During 2018, a total of 509 students benefitted from financing totalling \$5.5 mn made available for various tertiary-level training programmes, and of which three in five were female.

Table 6: Level 2 – CDB’s Contribution to Development Outcomes in Education and Training

Indicator	Progress 2018	Results 2015-2018	Projected 2015-2019	Progress to date %
Education and training				
10. Classrooms and educational support facilities built or upgraded, according to minimum standards (number), of which	72	586	950	
(a) basic	31	512	n.s.	62%
(b) post-secondary or tertiary	41	74	n.s.	
11. Teachers and principals trained or certified (number)	2,045	4,606	6,100	76%
- of whom female	n.a.	n.a.	n.s.	
12. Students benefitting from improved physical classroom conditions, enhanced teacher competence, or access to loan financing (number)	57,227	128,445	186,000	69%

n.s. — no target set

n.a. — not available

Note: data reported by disaggregation category may not sum to the total due to unavailability of disaggregated data for some projects.

BOX 3

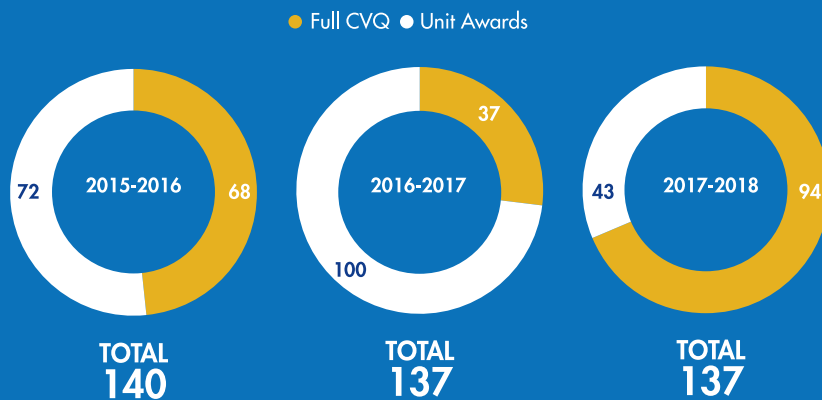
CERTIFYING THE NEXT GENERATION OF PROFESSIONALS IN TVET IN SAINT VINCENT AND THE GRENADINES

The development of the TVET sector is a priority for the Government of Saint Vincent and the Grenadines. Priority is placed on training for young people and adults who are at risk, vulnerable or unemployed, leading to better employment opportunities and a workforce that is trained and certified. The Another Nexus in Education and Workforce Development (ANEW) Programme is implemented under the CDB-funded TVET development project. The Project provides training and certification in an array of demand-driven Caribbean Vocational Qualification (CVQ) programmes for 17-45-year-old trainees across four technical institutes, Her Majesty's Prison, and the Saint Vincent and the Grenadines Community College. Upon completion of programmes, trainees may attain Unit Competency Awards, or a full CVQ Level 1

or 2 Awards. Areas of training include commercial food preparation, data operations, electrical installation, furniture making, food preparation and cookery, food and drink service, general construction, plumbing, welding, garment production. Plans are on-going to expand into areas, such as agro-processing, boating, and marine services to meet labour market demands.

The successes are significant. Over the past three years, 414 persons (235 females and 179 males) have been certified under the ANEW programme. Another 201 persons currently in training are being assessed for CVQ certification.

Figure 8: Number of CVQ Awards, 2015-2018



"The Data Operations Programme has helped me to get a job as soon as I completed training. I now have the skills in my job as a Customer Service Representative at Aeropost, Saint Vincent and the Grenadines."

Edson Providence

A trainee of the ANEW Programme

Sources: Sector Skills Development Agency, Ministry of Education





The newly constructed two-story classroom block at the Queen Square Primary School in Belize, which was financed under the Belize Social Investment Fund II Project. The new classrooms offer an improved learning environment for students in the Belize City District.

D. CITIZEN SECURITY

Tackling crime and violence through prevention and improvement in citizen security is a priority for many BMCs and is integral to SDG 16—*promote just, peaceful and inclusive societies*. Table 7 highlights CDB's contributions to this goal. Interventions comprised, The Youth and Community Transformation (YCT) and Youth Resilience and Inclusive Social Empowerment (RISE) projects in Belize; and Awakening Special Potential by Investing in Restoration and Empowerment of Youth (ASPIRE) in Grenada. The YCT and Youth RISE projects are comprehensive gender-sensitive social interventions, designed to reduce vulnerability of children and youth who are at risk for crime and gang membership in a number of vulnerable communities in Belize City (Belize District), and San Ignacio and Santa Elena (Cayo District). The ASPIRE intervention supports the establishment of a gender-responsive juvenile justice prevention and response system to divert juveniles and youth from coming into contact with the law and to rehabilitate young offenders through effective education and psychosocial services. In this regard, 4,271 persons (1,964 females and 2,307 males) benefitted from various training programmes in 2018. Areas of focus contained gang resistance education and training, self-esteem, basic literacy and numeracy, including computer-assisted learning, adaptive life skills, expressive arts, sports, community support, including summer camps, anger management, conflict resolution, independent living life skills, rehabilitation and re-integration programmes, and youth employability skills.

Table 7: Level 2—CDB’s Contribution to Development Outcomes in Citizen Security

Indicator	Progress 2018	Results 2015-2018	Projected 2015-2019	Progress to date %
Citizen security²¹				
13. Beneficiaries of community-based citizen security interventions (number)	4,271	14,060	5,000	281%
- of whom female	1,964	7,162	n.s.	
14. Beneficiaries of youth at risk interventions (number)	891	2,747	2,400	114%
- of whom female	430	1,272	n.s.	

n.s.—no target set

The four BMCs, Belize, Grenada, Saint Lucia, and Suriname, benefitted from 12 interventions, which focused on at-risk youth and juveniles. The whole systems approach was widely used to address youth offending and recidivism. The Gang Resistance Education and Training Programmes included family participation and interaction in efforts to break the cycle of crime and violence. Skills training and apprenticeship programmes were the main modality aimed at providing young people with the relevant skills required for the job market, thereby increasing the possibility of employment and entrepreneurship, and poverty reduction. In four BMCs, 891 at-risk youth (430 females and 461 males) received training in music, agriculture (crop production), beekeeping, clothing construction, furniture-making, customer service, sales and marketing, and IT. These beneficiaries also accessed training in critical soft skills, such as problem-solving, time management, strong work ethic, effective communication and social graces. Interventions in citizen security are expected to lead to improved academic achievements and enhanced behavioural responses, thereby reducing the probability of criminal activities.

E. ENVIRONMENTAL SUSTAINABILITY

Investments in a range of energy initiatives coupled with improved governance are key to boosting energy security and sustainable economic growth in the Region. Energy security is also a cross-cutting theme of the Strategic Plan 2015-2019 as highlighted in SDGs 7 and 11-15. Cost-saving and cost-reduction measures are becoming increasingly important and are key inputs to the decision-making process. While conventional energy sources will continue to meet the regional demand, there is growing interest in energy efficiency and climate-friendly solutions. Table 8 presents CDB’s contribution to key areas related to environmental sustainability.

²¹ The result recorded in 2017 for Indicator 13 was adjusted to 9,321 (from 8,071). The cumulative amount was increased to 9,789 from 8,539. The result recorded in 2017 for Indicator 13 was increased to 1,388 (from 725) of which 615 were females (from 356). The cumulative amount was adjusted to 1,856 (from 2,581) of which 842 were females (from 1,198).

Table 8: Level 2—CDB's Contribution to Development Outcomes in Environmental Sustainability

Indicator	Progress 2018	Results 2015-2018	Projected 2015-2019	Progress to date %
Environmental sustainability				
15. Energy: conventional or renewable power generation capacity installed (MW)	-	2.74	4.52	61%
- of which renewable (MW)	-	1.24	3.0	
16. Sustainable energy policy, legal and regulatory framework, or capacity deficits addressed (number)	-	19	10	190%
17. Energy savings as a result of energy efficiency and renewable energy interventions (GWh)	4.2	13.3	20	67%
18. Transmission or distribution lines installed or upgraded (length in km)	400	400	130	308%
19. Communities with improved capacity to address climate change and disaster risk management (number)	40	42	61	69%
20. National sector policies, strategies, plans or tools developed or implemented to improve capacity for climate resilience, conservation, rehabilitation or environmental management.	-	6	8	75%

Global actions in response to climate change challenges have resulted in countries establishing ambitious targets as part of the 2030 Sustainable Development Agenda and the Paris Agreement. These have served to catalyse the advancement of sustainable energy development in the regional energy sector, including increased activities in renewable energy, energy efficiency, greenhouse gas emission reduction, and the deployment of the relevant technologies.

In 2018, the key sustainable energy intervention was energy efficiency street-lighting retrofit, with the projects in Antigua and Barbuda, and Jamaica being the most advanced in implementation. In Jamaica, by the end of the year, some 41,000 lights were replaced by the Jamaica Public Service Company Limited yielding energy savings of about 13,900 megawatt hours (MWh) per year, which is the equivalent to the annual energy for supplying 7,500 homes. The total savings projected to the end of 2019 is estimated at 20,300 MWh per year, which is equivalent to the annual energy for supplying 11,000 homes. Based on total installation to the end of 2018, the energy consumption has been reduced by an average of 20% compared to the baseline, and a total of 8,600 tonnes of carbon dioxide avoided, thereby contributing to Jamaica's climate change targets (see Box 4). In Antigua and Barbuda 7,100 lights were replaced by the end of the year, yielding energy savings of 2,820 MWh per year, which is the equivalent to the annual energy for supplying 1,500 homes. This has realised emissions reduction of 1,800 tonnes of carbon dioxide.

Communities are usually the first responders in the event of a disaster. As a result, community-based disaster risk management interventions are essential for reducing vulnerabilities and strengthening the capacity of residents to cope during and after hazard events.

Under CDRRF, a total of 40 communities benefitted from interventions through four sub-projects in Belize and Jamaica in 2018. The interventions (training in climate smart agriculture practices; and awareness building about disaster risk management and the effects of climate change and adaptation) have contributed to better physical and livelihoods resilience at the community level, benefitting 507 men and 292 women, as well as their households. Beneficiaries are in a better position to prevent or minimise loss and damage to life, property and the environment, and accelerate the disaster recovery process. Another 24 communities in Belize, Jamaica, Saint Vincent and the Grenadines, and the Virgin Islands are expected benefitting from the Fund bringing the total communities to 61 by the end of 2019.

BOX 4

CDB COLLABORATING WITH JAMAICA TO IMPROVE ENERGY EFFICIENCY AND REDUCE CARBON EMISSIONS THROUGH THE STREET LIGHT RETROFITTING PROJECT

"JPS is pleased with the continued progress of the smart LED streetlight conversion project and its positive impact on overall lighting quality and the sense of security of citizens in Jamaica. This has definitely enhanced the quality of life of persons in the communities and road users in general."

Dameon Brackett
Engineer and Project Coordinator, Jamaica Public Service Company Limited

F. PRIVATE SECTOR OPERATIONS AND DEVELOPMENT

The private sector continues to play an important role in CDB's strategy for sustained growth (SDG 8) in its BMCs. Affordable long-term financing is an important enabler for private sector development and building competitive economies. It is also a major indicator used to compute the WB's Doing Business Index. Access to affordable finance, particularly by MSMEs, is a priority for CDB's support to the private sector. As a cost-effective channel for extending financing to the productive and social sectors, financial intermediaries are the Bank's primary medium for providing credit to MSMEs. In 2018, CDB made \$3.2 mn in credit available to 103 MSMEs (see Table 9), supporting interventions primarily to the tourism and services sectors in Belize, Grenada, and Saint Lucia (8.4% woman-owned and operated). Such financing also included critical support for institutional strengthening to a number of MSMEs.

Table 9: Level 2—CDB's Contribution to Private Sector Development

Indicator	Progress 2018	Results 2015-2018	Projected 2015-2019	Progress to date %
Private sector operations and development				
21. Value of credit made available to the private sector (\$ mn) (disaggregated by sector)	3.2	19.9	30	66%
22. MSMEs benefitting from credit (number)	103	916	370	248%
- of which female owned	8	72	n.s.	
23. Beneficiaries of mortgage programmes (number)	46	170	200	85%
- of whom female borrowers	8	40	n.s.	
24. Beneficiaries of TA interventions targeted at MSMEs	719	3,002	7,000	43%
- of whom female beneficiaries	341	1,528	n.s.	

n.s. — no target set

Over the years, CDB has worked with the Development Finance Corporation (DFC) in Belize in providing loan resources and technical advisory support to ensure business success for businesses. DFC, which is the only development bank in Belize, provides micro-sector enterprise loans, home loans for low- and middle-low-income groups, student loans, productive sector loans and since 2016, renewable energy and energy efficiency loans for businesses. Between 2015 and 2018, two lines of credit totalling \$30.5 mn were approved to DFC for on-lending to small and medium-sized enterprises (SMEs) and to finance agriculture and industrial activities. To date, DFC has funded 282 agricultural and industrial sub-loans and 95 SMEs, including 28 new businesses (see Box 5).

In support of SDG 11—*make cities and human settlements inclusive, safe, resilient and sustainable*—CDB makes credit available to BMCs to lower-middle-income households through participating financial intermediaries to finance home acquisition, expansion and improvement to the housing stock, thereby increasing access to safe, sustainable and affordable housing solutions. In 2018, there were 44 beneficiaries of housing finance solutions in Belize, Dominica, Grenada, and Saint Lucia. While the number of females accessing credit only accounted for about 23% of the total beneficiaries, it is anticipated that the target for number of total beneficiaries will be attained.

The CTCS Network delivered TA to MSMEs in the 19 BMCs. In 2018, 719 business people, including 341 women, participated in training workshops or benefitted from direct TA initiatives. The areas of focus included general management and business development, agro-processing, construction, hospitality and tourism, creative industries, and institutional strengthening. Feedback from beneficiaries, particularly MSMEs revealed that 75% (287 men and 254 women) have gained knowledge and skills to expand their operations.



**BOX
5****FINANCING SMALL AND
MEDIUM-SIZED ENTERPRISES
THROUGH PRODUCTIVE LOANS****CAR RENTAL BUSINESS IN BELIZE**

In 2016, DFC provided financing to Ian and Margaret Yearwood to re-open their auto and golf car rental business, Barefoot Services, in Placencia Village, located in Stan Creek, Belize after the business had closed following the separation of a third partner. The couple recognised the growing need for rental services in the area, which is a tourist destination. With support from DFC, they purchased 14 rental vehicles, including golf carts, sports utility vehicles, and refurbished their office space. Three persons were hired to assist with managing the business. According to DFC, the business is currently making a profit. The business has since been expanded to offer tours for tourists and two new employees have been hired.

"We are appreciative of CDB in allowing SMEs like Barefoot Services to access funds. Many small businesses are worried about borrowing and especially from commercial banks, therefore the opportunity for us to access funds through a development bank like DFC relieves some stress of meeting our goals of taking care of our families. We thank CDB for working toward the reduction of poverty and helping us to do our part."

Margaret Yearwood,
Part-owner, Barefoot Services

G. GOVERNANCE AND ACCOUNTABILITY

Good governance is central to the achievement of the Region's growth and development objectives, as well as the SDGs. As such, promoting good governance is one of three strategic objectives in the Strategic Plan 2015-2019. Table 10 shows results achieved by CDB's operations in this area for 2018.

Table 10: Level 2—CDB's Contribution to Good Governance and Accountability

Indicator	Progress 2018	Results 2015-2018	Projected 2015-2019	Progress to date %
Governance and accountability				
25. Financial institutions with enhanced capacity for credit delivery, business planning, or sustainability (number)	-	2	5	40%
26. Economic management systems upgraded and public sector investment programmes supported, including budget, treasury, accounting, debt, revenue, and procurement	2	10	10	100%
27. Stakeholders trained in results focused PCM or PPAM (number)	1,647	1,933	2,000	97%
- of whom female	1,038	1,228	n.s.	
28. Systems, processes and instruments supporting evidence-based policymaking and MfDR strengthened (number)	-	3	7	43%
29. Business climate and competitiveness enhancement projects implemented (number)	2	23	10	230%
30. BMCs with increased capacity to undertake PPP arrangements (number)	5	23	12	192%

n.s.—no target set

During the period 2015-2018, CDB financed eight PBOs to five BMCs totalling \$232.8 mn. These included three PBLs, which were fully disbursed in 2017 and two PBLs (Barbados and Virgin Islands) totalling \$125 mn, approved and fully disbursed in 2018. These BMCs were able to carry out reforms to stabilise public debt, strengthening fiscal management and improving public sector efficiency.

Public procurement reforms were on-going in Anguilla, Antigua and Barbuda, Montserrat, Saint Kitts and Nevis, and the Virgin Islands. Action plans will be prepared during the reform exercise. In 2018, 18 senior public procurement officials of the Organisation of Eastern Caribbean States (OECS) started a 12-month course for a Level 4-Chartered Institute of Procurement and Supply Diploma qualification. The training is delivered through an interactive virtual classroom, where students have to complete five modules with exams set for May and December in 2019.

In 2018, the PPAM and PCM Programme completed its last round of training in 18 BMCs. At year end, 1,647 civil servants (1,038 females and 609 males) and 74 Staff from CDB (36 females and 39 males) participated in face-to-face and online training, including on public policy, project appraisal, RBM, procurement, and monitoring and evaluation. Independent post-training evaluation exercise confirmed that the training had improved the participants' skills and technical capacity. A train-the-trainer module was also included in the Programme to provide training skills for public officials to continue to train others in PPAM and PCM. At year end, 250 individuals completed this module. In 2019, the Programme will complete the training in Suriname, the final BMC, and share the results of the programme with stakeholders in regional events. The Programme will transition to on-line content, so that CDB can continue to provide e-learning opportunities to BMCs' and Bank's Staff (see Box 6).

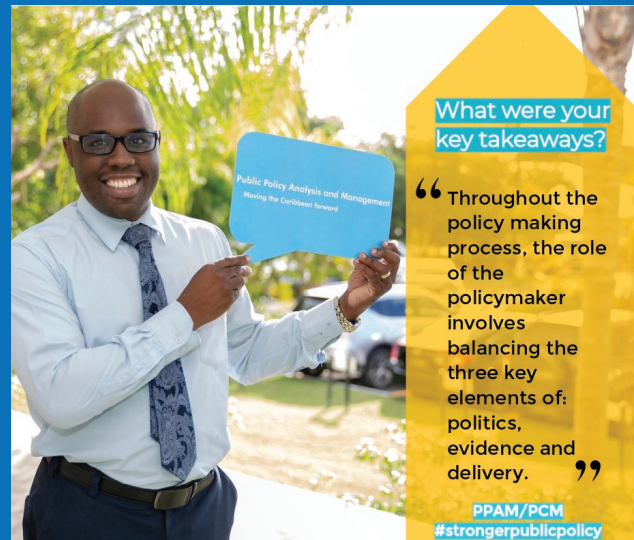
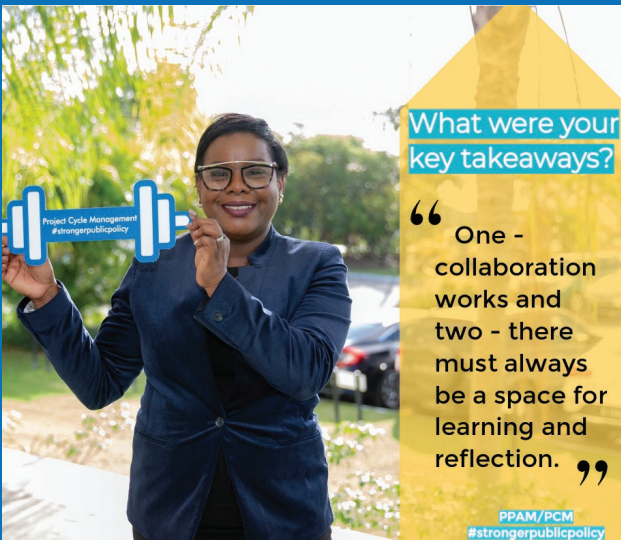


BOX 6

PARTICIPANTS' FEEDBACK ON PUBLIC POLICY ANALYSIS AND MANAGEMENT AND PROJECT CYCLE MANAGEMENT TRAINING

"The CDB train-the-trainer module 10 was excellent and the information learnt was extremely beneficial. I can say it will help me in my job which includes training and presentations."

A participant from Cayman Islands



"Although I may have covered aspects of monitoring and evaluation previously, the facilitator for the monitoring and evaluation module 6 was able to bring across concepts clearly which allowed for better understanding and the group exercises and examples enhanced my learning."

A participant from Saint Vincent and the Grenadines



Under the Enhanced CPA Programme in 2018, Saint Lucia was the first BMC to deliver its National Report of Living Conditions using cutting-edge multi-dimensional poverty analysis. The improved document is expected to provide a richer and more holistic analysis of poverty in the country.

With the support of CDRRF, a key output of the Programme was the development of a toolkit on disaster risk management and management, climate change and climate variability components, poverty and vulnerability mapping, and, importantly, mainstreamed gender. The Toolkit also included implementation guidelines and a monitoring and reporting framework, which complemented the introduction of multi-dimensional poverty analysis and the development of the MPI in BMCs (see Box 7). Workshops were also delivered to strengthen the capacity of relevant ministries within BMCs to be able to fully utilise the Toolkit in implementing all aspects of the Enhanced CPA Programme.

According to the Saint Lucia Report on Living Conditions, 24.2% of the population (172,640) is multi-dimensionally poor, mainly in rural areas. This share is only slightly lower than monetary poverty (25.0%). The information indicated that health and education issues mainly contributed to multi-dimensional poverty. Updated poverty data for Saint Lucia has placed policy-makers in a better position to understand the multi-dimensional nature of the phenomenon and how this affects its citizens. This will allow decision-makers to focus on different dimensions of poverty and use the information to support better targeting of social programmes and development of poverty reduction strategies to embrace income-generating interventions (see Box 7).

BOX 7

IMPROVING POVERTY TARGETING AND EVIDENCE-BASED POLICYMAKING AND DECISION-MAKING USING MULTIDIMENSIONAL MEASUREMENTS

SAINT LUCIA

The multi-dimensional poverty index (MPI):

- measure and tackle poverty
- better target social services, projects and programmes

CDB customised the UN MPI to the Caribbean, adding 2 dimensions:

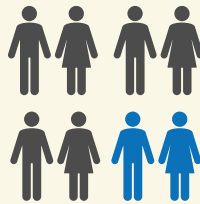
Education	Education	Education attainment, ICT, financial literacy and numeracy	
	Employment	Quality of employment, youth unemployment, unemployment	
	Environment and climate change	Experience climatic event, home owner insurance on dwelling unit, access to regular water supply	
Health	Health	Access to official health (facility), chronic illness, disability, full food security, health insurance	
Living standards	Living standards	Assets, crime victims, feeling safe, housing, overcrowding, toilet facility	

UN MPI

Customised MPI



Total population: 172,640



Multi-dimensionally poor people: 41,779 people (24.2%)

Multi-dimensionally poor population



31% Rural 26% Urban

Key dimensions for poverty: education and health

The exercise produced comprehensive data sets on:

- poverty and social indicators
- sex-disaggregated data and gender-related poverty issues

Achievements and Outcomes:

Knowledge transfer to national authorities: Training of key personnel how to design and implement an enhanced CPA exercise.	➔	Enhanced capacity of government ministries, agencies and departments to conduct multi-dimensional poverty assessments.
Policy change: Findings of the enhanced CPA and the customised MPI embedded in the quarterly national labour force survey.	➔	Improved decision-making and more effective policies, strategies, projects and programmes.
Improved poverty targeting: better access to social programmes by multidimensional poor people through inclusion of socio-economic dimensions in the customised MPI.	➔	Improved capacity to strengthen a graduation mechanism for social protection.
Enhanced the Social Safety Net Reform Agenda: making use of the Survey of Living Conditions and customised MPI.	➔	Enhanced poverty reduction strategy to incorporate income-generation interventions especially for vulnerable groups including women and youth.

The MPI is an index designed to measure poverty through the measurement of deprivations. The MPI combines two key pieces of information to measure acute poverty: the incidence of poverty, or the proportion of people (within a given population) who experience multiple deprivations, and the intensity of their deprivation—the average proportion of (weighted) deprivations they experience.

CDB continued to support Compete Caribbean in order to ameliorate business climate and competitiveness in BMCs. Compete Caribbean is a private sector development programme that provides TA grants and investment funding to promote productive development policies, business climate reforms, clustering initiatives and SME development activities. The programme, which is jointly funded by CDB, the Department for International Development, Global Affairs Canada (GAC), and the Inter-American Development Bank (IDB), assist business development projects in 15 participating Caribbean countries. CDB provides technical support through a financing agreement with IDB for implementation in OECS Member Countries. During 2018, two business climate and competitiveness enhancement projects were carried out in Guyana. These initiatives supported the implementation of the Secured Transaction Regime and Green Business Framework in Guyana, which included the drafting of secured transactions legislation in August 2018, and a Green Business Policy Framework in December 2018. The initiatives are aimed at:

- (a) contributing to a sound legal and institutional framework and robust financial sector and business climate; and
- (b) improving collaboration between the private and public sectors, reducing investor risk, and fostering green economic sustainability.

CDB continued to provide a full range of technical advisory services, to enable PPPs in the Region. In 2018, CDB assisted with the preparation of policies, which set the legal and regulatory frameworks for PPP development in The Bahamas and Guyana. About 150 participants from The Bahamas, Guyana, and Trinidad and Tobago benefitted from various stakeholder workshops. Trinidad and Tobago also received assistance in screening early-stage PPP projects in key sectors, such as water and solid waste. During the year, CDB worked with the University of the West Indies (Mona campus) to review and structure three PPP projects (student housing, bulk water and electricity generation), and carried out a workshop for 10 Staff members of the Development Bank of Jamaica PPP Unit.



H. REGIONAL COOPERATION AND INTEGRATION

Regional cooperation and integration offers an opportunity for small countries to accelerate growth, reduce economic disparities and facilitate closer policy coordination and collaboration on a range of issues affecting their development, including regional and global public goods. It is also a cross-cutting theme of the Strategic Plan 2015-2019. CDB provides direct support for regional cooperation and integration through TA initiatives and integrates regional cooperation and integration components into investment projects and loans. Results are summarised in Table 11.

Table 11: Level 2—CDB’s Contribution to Regional Cooperation and Integration

Indicator	Progress 2018	Results 2015-2018	Projected 2015-2019	Progress to date %
Regional cooperation and integration				
31. Regional public goods created or strengthened, e.g. statistical capacity, quality standards, procurement, and debt relief (number)	-	9	10	90%
32. Certification or accreditation systems supporting the free regional movement of goods and persons, created, strengthened, or expanded (number)	3	14 ²²	9	156%

The increase in the availability of information on health-related issues through multiple media sources has heightened the public’s interest and awareness of the effects of food borne-related illnesses and diseases. Consumers are now paying a lot more attention to food safety and quality of food supplies with respect to how food items are produced, processed and distributed. As a result, national regulatory entities are being monitored to ensure that food safety standards, such as the International Standardisation Organisation (ISO) and Hazard Analysis and Critical Point Control, are being enforced. This is aimed at safeguarding public health while helping to increase access to markets and exports. In 2018, CDB continued to support the enhancement of national quality infrastructure in BMCs through ISO17025 accreditation. Three laboratories²³ in the two BMCs (Belize and Jamaica) can now use the ISO certification to demonstrate to regulators and the market that the laboratories are formally recognised and competent. The certification is also a strong signal of the competency level of laboratories with respect to managing quality control and monitoring supplier and trader performance.

²² The result recorded in 2017 was adjusted upwards to six initiatives (from four). As a result, the cumulative amount was revised to 11 initiatives (from nine).

²³ Belize Bureau of Standards and Citrus Research and Education Institute (Citrus Growers Association), as well as the Bureau of Standards Jamaica.

In 2018, EU-funded EPA and CSME Standby Facilities, which are managed by CDB, were evaluated. All 28 projects financed under the two facilities were reported as highly relevant. These projects are making significant contributions to the CSME and EPA implementation process. Several projects involved hands-on capacity building and took the final beneficiaries or export agencies on trade missions, enabling them to get better insight into the neighbouring Caribbean markets (CSME) and European markets (EPA) in terms of requirements and preferences. CDB was commended for the mobilisation of additional own resources to facilitate, stabilise and extend project activities on the ground, thereby facilitating sustainability of the results.

I. INDEPENDENT EVALUATION

In 2018, CDB's OIE carried out a validation exercise which focused on a cluster of eight PCRs for natural disaster management interventions (five IRLs and three RRLs)²⁴. These loans were approved during the period 2000-2010. The objectives of the exercise comprised:

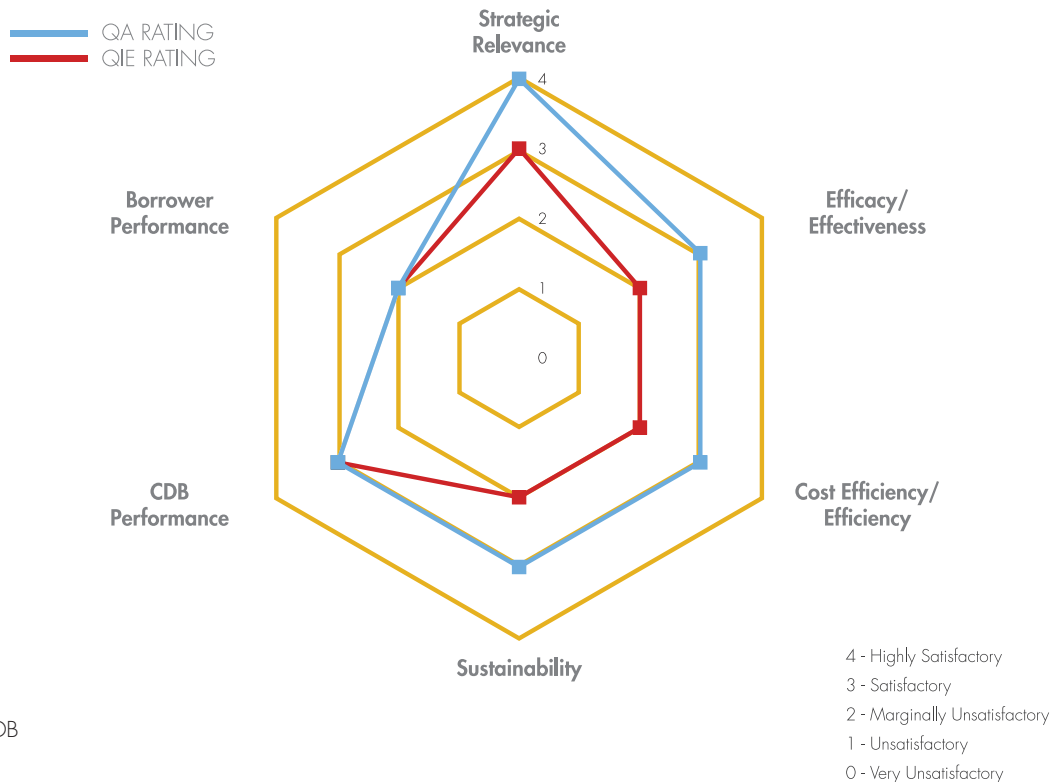
- (a) gathering evidence and lessons on successes, major issues and challenges; and
- (b) understanding the relevance and effectiveness of the Disaster Management Strategy and Operational Guidelines (DiMSOG), in relation to responding to disasters through IRLs and RRLs.

²⁴ While DiMSOG theoretically supports all areas of intervention across the Bank, post-disaster interventions are specifically delivered through emergency relief grants, IRLs and RRLs.

BOX 8

VALIDATION OF PCRS FOR EIGHT NATURAL DISASTER MANAGEMENT INTERVENTIONS

Ratings of RRLs by CDB's OA and OIE



Source: CDB

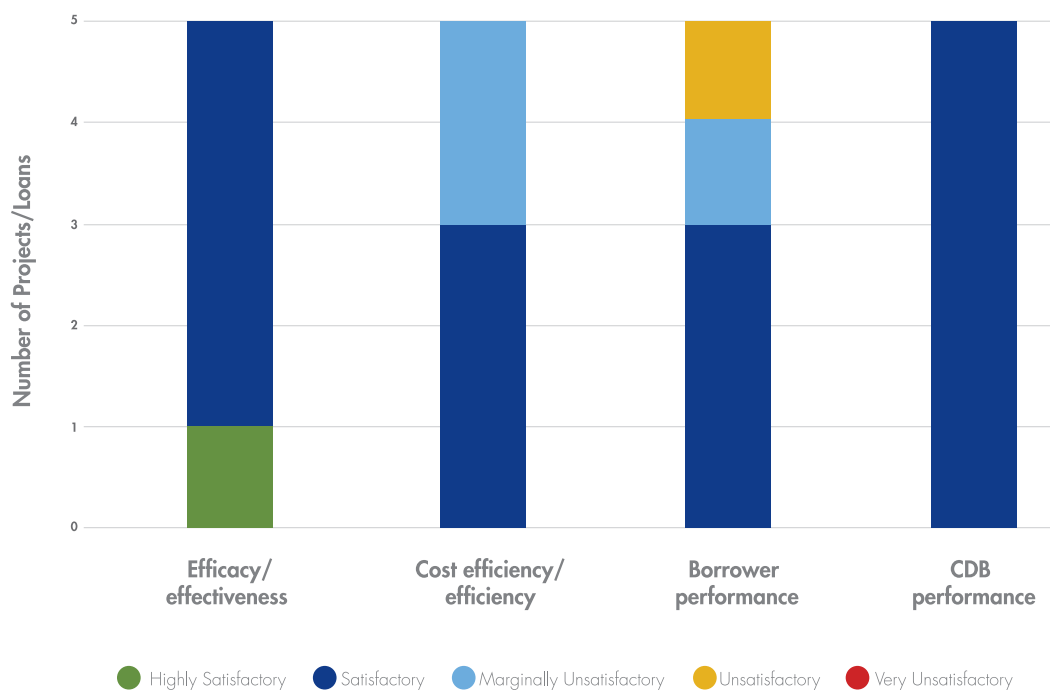
A. REHABILITATION AND RECONSTRUCTION LOANS (RRLS)

Objective: To contribute to the rehabilitation restoration and protection of critical sections of physical infrastructure as well as social and economic services affected by hurricanes or heavy rainfall.

KEY LESSONS LEARNT

- To improve the design of loans and projects by including a degree of flexibility in the terms and conditions, especially conditions precedent to first disbursement, which tend to be onerous, especially at a critical time while recovering from the effects of a natural disaster, and could further contribute to project delays.
- To encourage proactive decision-making during project supervision by including specific criteria in projects to trigger escalation and review, where targets are not met.
- To provide simple reporting templates and training in their use on the first supervision visit.
- To place greater emphasis on reporting requirements by BMCs by making compliance a condition for the first disbursement each year.
- To maintain a roster of pre-qualified consultants with specific expertise to shorten procurement and a boilerplate request and approval template to expedite the process.

Ratings of IRLs by CDB's OA and OIE



Source: CDB

B. IMMEDIATE RESPONSE LOANS (IRLS)

Objective: To assist governments in clearing and cleaning debris, re-establishing social and economic activities by residents, and in restoring essential public services.

KEY LESSONS LEARNT

- Need for early deployment of a team of a Project Coordinator, an Engineer and a Quantity Surveyor to assess and quantify the scope of works aimed at influencing the quality of the design and construction works.
- To build capacity in relevant ministries in the area of disaster response management.
- To assess the feasibility of the conditions precedent to first disbursement and their enforcement, so they do not negatively affect the project under implementation.
- To strengthen monitoring and reporting functions and improve documentation of results stories.
- Climate change mitigation design solutions should be included in post-tropical storm and hurricane restoration projects to improve resilience.

The results of the exercise were to be taken into consideration for the next iteration of DiMSOG. The validation exercise showed that there was a gap between the self-assessment of CDB's OA and OIE's assessment, especially in the areas of cost efficiency or efficiency, and sustainability. Nevertheless, performance ratings for Borrower (marginally unsatisfactory) and CDB (highly satisfactory) were the same for OA and OIE. The Report indicated that further improvements are needed in results reporting (outputs and outcomes). Key lessons learnt are highlighted in Box 8. Since the last decade, CDB made significant progress in embedding results into its operations, especially in its appraisal and supervision processes, including results management training, and development of a set of guidelines for preparing and using results frameworks.

HOW WELL CDB MANAGES
ITS OPERATIONS

LEVEL 3







LEVEL 3

HOW WELL CDB MANAGES ITS OPERATIONS

Level 3 of the corporate results framework focuses on 20 indicators to measure how well CDB manages its operations. Monitoring CDB's operations is key to ensuring that its loan and grant resources are utilised in an efficient and effective manner. This involves:

- (a) operationalising country strategies;
- (b) preparing well-designed projects and programmes;
- (c) carrying out satisfactory supervision support towards the identification and resolution of issues and problems that arise during implementation; and
- (d) sharing lessons and experiences to guide improvement of future strategies and projects.

Cross-cutting themes, such as gender, energy security, and regional cooperation and integration, are incorporated in the Bank's operations. By monitoring and managing improvements on Level 3 indicators, CDB will be in a better position to assist BMCs in the timely delivery of projects outputs and outcomes resulting in improvement in Level 2 indicators.

Five-year performance trends (2014-2018) on Level 3 indicators are included in Appendix 1. Annual milestone targets and performance measures have been established for each indicator at Level 3. These scales and measures, included in Appendix 2, were used to score the performance status of each indicator.

A. OPERATIONAL PROCESSES AND PRACTICES, AND PORTFOLIO PERFORMANCE

As at December 31, 2018, the Bank's portfolio comprised 322 operations valued at about \$1.5 bn. The portfolio consisted of 83 investment loans and PBLs, 232 TA loans and grants, and 7 capital grants. The effective management of operational processes and practices contributes to improved portfolio performance. Table 12 shows CDB's performance on key indicators in this area.

Table 12: Level 3—Operational Processes and Practices and Portfolio Performance

Indicator	Baseline 2014	Actual 2018	Target 2019	Status
Operational processes and practices, and portfolio performance				
1. Portfolio performance rating for implementation (% rated excellent to satisfactory)	100	98 ²⁵	90	*
2. PCRs prepared within two years of project completion (%)	53	95	95	*
3. Projects with annual supervision reports on the Project Portfolio Management System (%)	100	99	100	● ↓
4. Projects at risk (% of portfolio)	15	13	10	● —
5. Average time taken from appraisal mission to approval (months)	2.8	3.5	3	● ↓
6. Average time taken from approval to first disbursement (months)	9.1	4.0	6	*
7. Projects under implementation with extensions (revised final disbursement date) (%)	51	45	45	*
8. Average length of project extension (months)	36	33	18	● ↓

Scorecard Legend

- * Performance at/or above 2019 target. – Performance stable since 2017.
- On track—have met or exceeded desired progress to attain 2019 target. ↑ Performance improved since 2017.
- Watch—not progressing as desired but are within reach of 2019 target. ↓ Performance declined since 2017.
- Off track—at this rate, 2019 target will not be met.

The annual project supervision reports (PSRs) continued to be a key tool to CDB's self-evaluation system. Well-prepared PSRs are expected to provide meaningful information to guide the decision-making process for the Bank and Borrower or Executing Agency. PSRs were prepared for 82 investment and policy-based (IPB) loans and projects (99%) under implementation²⁶. The portfolio performance rating declined due largely to the commencement of the Project Portfolio Management System (PPMS) transition exercise to the Project Resource Interface for Systematic Management (PRISM). The two systems do not share common features. This did not allow for cross-comparability of data and analysis, including performance rating. Sixty projects had performance ratings included in their PSRs with the performance of 59 loans and projects (98%) rated as excellent to satisfactory. These projects and loans projects are likely to fully meet or make adequate contributions to BMCs' development objectives and realise most or some of their benefits.

²⁵ Excludes 15 projects in PRISM, 2 hurricane support and 5 IRLs, which are not usually rated and 1 project without scores.

²⁶ Indicators 3.2 and 3.3 consider investment loans or projects and PBLs only. Stand-alone grant projects are not included.

PCRs, which are usually prepared at the end of project completion, also form part of CDB's self-evaluation system. Lessons learning and sharing and reporting on outputs and development outcomes are also part of the PCR process. Information gathered from PCRs is used to improve the design and implementation of ongoing and future projects. PCRs prepared for the two-year period was 95%, which is a significant improvement over the previous year at 34%. In 2018/19, 42 PCRs were prepared for projects and loans that exited the portfolio in 2016 and 2017. Twenty-five of a total of 42 projects were reviewed. Overall, the performance rating for the PCRs reviewed (based on four criteria—relevance, effectiveness, efficiency, and sustainability) was classified as *satisfactory*. Box 9 provides a summary of the findings from the PCRs.

The time taken to appraise and approve IPB loans in 2018 increased to 3.5 months from 1.6 months in 2017, which was linked to efforts made by CDB to respond to the needs of BMCs during the devastating hurricane season. The result recorded in 2018 is in line with the usual 3-4 month appraisal period for investment-related projects or loans. Further improvements were made regarding the average time taken from approval by the Board of Directors to

first disbursement of 4.0 months (8.2 months in 2017) due mainly to the urgent need for rehabilitation support and fiscal and economic reforms in five BMCs (Anguilla, Antigua and Barbuda, Barbados, Dominica, and Virgin Islands).

Improvements were also recorded in project implementation with 45% of the projects in the portfolio having at least one extension of their terminal disbursement date (TDD)²⁷ (48% in 2017). Protracted delays in implementing 10 projects, including TAs, have resulted in a number of extensions of TDD. As a result, there was an increase in the median length of extension of TDD to 33 months (26 months in 2017). With enhanced supervision efforts, CDB will be on track to meet the 2019 targets of 18 months. The percentage of projects in the investment and PBL portfolio classified as *at-risk* remained unchanged at 13%, which is above the 2019 target of 10%. The number of *at-risk* projects and loans is expected to decline as CDB continues with its efficiency and improvement drive regarding implementation performance. This includes cancellation of projects and loans with protracted delays and slow disbursements.

²⁷ Indicators tracking project extensions (3.7 and 3.8) consider all loans, as well as grants of over \$1 mn and grants to Haiti.



B. RESOURCE ALLOCATION AND UTILISATION

CDB's performance-based resource allocation system is designed to provide financial resources for eligible countries, based on an objective assessment of needs and performance. As shown in Table 13, the Bank exceeded its target, with 76% of concessional resources distributed according to the performance-based allocation system under the SDF 9, including the Basic Needs Trust Fund (BNTF) 9 Programme.

Disbursement performance in 2018 was less than satisfactory. At year end the disbursement ratio—disbursement as a percentage of the undisbursed balance at the start of the year plus any new loans that entered the portfolio during the year—was 11% (16% in 2017), which is below the 2019 target. The decline in 2018 is attributable to the inclusion of newly signed projects and loans which increased the pool of undisbursed balances. Weak institutional capacity within BMCs is a major contributor to the lower-than-expected disbursements in 2018. Actual disbursement exceeded the projected amount for investment loans and projects under implementation in 2018 at 77%.

Table 13: Level 3—Resource Allocation and Utilisation

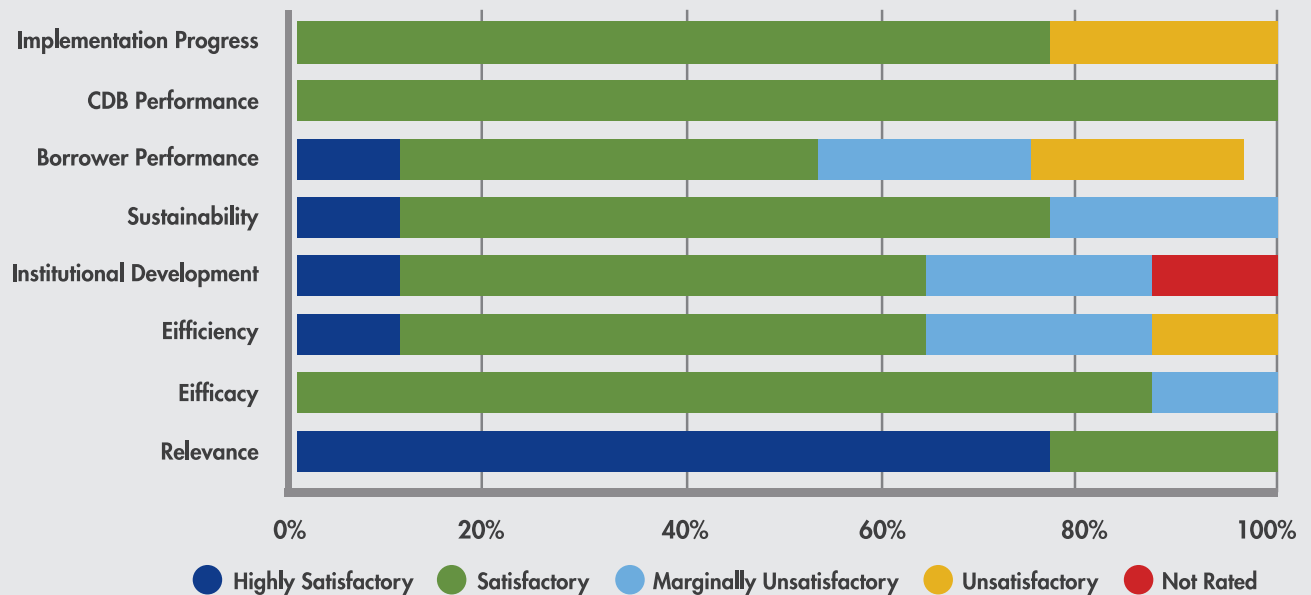
Indicator	Baseline 2014	Actual 2018	Target 2019	Status
Resource allocation and utilisation				
9. Concessional resources allocated according to performance-based allocation system (%)	58	76	≥ 60	*
10. Disbursement ratio (%)	14	11	18	● ↓
11. Disbursement (efficiency) rate (%)	76	77	80	● ↓

Scorecard Legend

- * Performance at/or above 2019 target. – Performance stable since 2017.
- On track—have met or exceeded desired progress to attain 2019 target.
- Watch—not progressing as desired but are within reach of 2019 target.
- Off track—at this rate, 2019 target will not be met.
- ↑ Performance improved since 2017.
- ↓ Performance declined since 2017.

BOX 9

PROJECT PERFORMANCE— LEARNING FROM THE PAST TO IMPROVE IN THE FUTURE



Source: CDB

PCRs are CDB's primary tool for self-assessment of project performance and the development effectiveness of its operations. PCRs rate project performance on four key criteria: relevance, effectiveness, efficiency, and sustainability. Forty-two PCRs were prepared in 2018/19 for projects and loans completed in 2016 and 2017. Of the 25 projects reviewed, the overall performance rating based on the four criteria was satisfactory.

The PCRs identified several common lessons learnt, of which the main ones are outlined as follows:

- Country ownership and commitment are necessary for the successful implementation of investment and PBLs.
- Continued consultation and engagement with stakeholders, especially in post-disaster context, is an effective strategy to set optimal expectations, manage the project implementation process and assure ownership of project deliverables.
- Close coordination with other multilateral development institutions during loan preparation and supervision enhances the impact of CDB's operations. It also reduces transaction costs associated with donor assistance to the client governments, which is especially important at the time of major economic crisis.
- Technical oversight should be formally integrated in the implementation work of project management activities to ensure adequate oversight and sustained implementation progress in cases where there are capacity constraints within ministries.
- As far as possible, counterpart contributions should be minimised in instances where BMCs are emerging from severe disaster events or are in a demonstrably weak fiscal position.
- Gender considerations and solutions should be integrated throughout the project cycle to increase and monitor development effectiveness.

C. STRATEGIC FOCUS

The indicators in this category reflect the level of financial support CDB provides to the core operating sectors and cross-cutting themes of CDB's Strategic Plan 2015-2019. As indicated in Table 14, CDB's performance was satisfactory with respect to most of the Strategic Focus indicators.

Table 14: Level 3—Strategic Focus

Indicator	Baseline 2014	Actual 2018	Target 2019	Status
Strategic focus				
12. Financing directed to less developed BMCs (% three-year average), including Haiti	48	77	≥ 51	*
13. Approved country strategies in use with results frameworks (number)	13	14	19	● ↑
14a. Approved projects with a gender specific or gender mainstreamed rating (as a % of total projects)	37	74	55	*
14b. Projects reporting on gender results during implementation (%) ¹	n.a.	n.a.	TBD	n.a.
15. Approvals supporting (as a % of total financing):				
(a) Environment, renewable energy, energy efficiency, and climate change	10.5	55.0	8-12	*
(b) Regional cooperation and integration	3	3.8	2-4	● ↑
16. TA projects in support of: (% of all TA financing)				
(a) Regional cooperation and integration	50	36.0	≥ 40	● ↓
(b) Private sector development and PPPs	23	4.0	≥ 15	● ↓

¹ This indicator was newly introduced in 2017. The 2018 value will set the baseline for performance measurement going forward.

Scorecard Legend

- * Performance at/or above 2019 target. – Performance stable since 2017.
- On track—have met or exceeded desired progress to attain 2019 target. ↑ Performance improved since 2017.
- Watch—not progressing as desired but are within reach of 2019 target. ↓ Performance declined since 2017.
- Off track—at this rate, 2019 target will not be met.



BMCs are classified as SIDS that share similar development challenges and constraints. Concessional financing is therefore critical to less developed BMCs. About 77% of CDB's financing was provided to less developed members. This is consistent with the mandate of CDB of having special and urgent regard to the needs of the less developed countries, in keeping with its mandate.

CDB works with each BMC to prepare a country strategy paper (CSP) which outlines the development strategy for, and partnership arrangement with, a country over the medium term. CSPs are CDB's primary platform for designing operations to deliver development results at the country level. Each strategy is underpinned by an RMF with clear and measurable goals. In 2018, there were 14 country strategies with results frameworks in use.

CDB continued to make satisfactory progress towards mainstreaming gender into its loan and grant operations. A gender marker was included in 74% of the projects approved in 2018. These loans are expected to contribute to gender equality, which will be monitored and tracked during project implementation.

In 2018, significant advances were made in channelling resources in the area of environment, renewable energy, energy efficiency, and climate change. About 55% of the total financing approved during the year will be channelled to immediate response; rehabilitation and reconstruction; hurricane recovery, street lighting retrofitting; climate-smart agriculture; feasibility studies; and audits, workshops, seminars and other forums at the country and regional levels.

Of note was the approval of an energy efficiency initiative, namely a street lighting project in The Bahamas. Some of the project outcomes were enhanced climate resiliency capacity and reduction in fossil fuel generated electricity for street lighting by the Bahamas Power and Light Company. The Project is expected to contribute to the planned reduction of greenhouse gas emissions of The Bahamas as part of the country's Nationally Determined Contributions (NDC) through energy efficient policy measures. These initiatives are in line with CDB's strategic direction of mainstreaming environment sustainability and promoting energy security.

Approvals also included two projects for Dominica following the devastating impact of Hurricane Maria in 2017, namely:

- (a) a climate resilience and restoration project with two components: reconstruction and rehabilitation of five primary schools; and premiums for the next two coverage cycles of CCRIF; and
- (b) rehabilitation and reconstruction transmission and distribution infrastructure. The expected outcomes of the project include a fully restored electricity system; and enhanced capacity of the Dominica Electricity Services Limited to improve the climate resilience of the electricity sector and deliver improved service to its clients.

In 2018, 3.8% of financing approved went to projects designed to facilitate initiatives related to regional cooperation and integration, e.g., strengthening of regional quality infrastructure, stakeholders' consultation on Caribbean CSME and improving building standards within the OECS. No capital loans approved in 2018 had regional cooperation and integration components (a similar result in 2017).

TA was the only modality used by CDB to develop regional cooperation and integration initiatives in 2018. In relation to TA financing, regional cooperation and integration accounted for 36.4% of the total in 2018. Of note was the approval of two projects related to trade and CSME, namely:

- (a) a regional workshop to build the capacity of CARICOM Member Countries to implement the Trade Facilitation Agreement (TFA) reforms consistent with the regional approaches and priorities identified in the TFA Strategy developed by CARICOM, and the OECS Commission with funding from the WB; and
- (b) a stakeholders' consultation to examine the CSME and its implementation as currently configured and identify what is necessary to make it more effective and useful. The recommendations from the Consultation is expected to inform the CSME review exercise.

The expected outcome of the TA is a more inclusive approach to developing the TFA strategy aimed at generating buy-in and building ownership among Member Countries.

Private sector development was another area of focus for TA financing in 2018. Approximately 3.9% of TA financing supported private sector development and PPPs. TA financing approved in 2018 include two CTCS initiatives at the regional level, namely, a Youth Business Caribbean Entrepreneurship Programme and a Caribbean Tech Entrepreneurship Programme.

D. DISCLOSURE, TRANSPARENCY AND RISK MANAGEMENT

CDB has a fiduciary obligation to its stakeholders, to ensure that proceeds from any loans, grants or TA are used only for the purpose for which they are intended. CDB is therefore accountable to its shareholders and is committed to transparency in its operations. CDB also continued investing in improving the user-friendliness of the information it publishes. The Bank's new web-based platforms, such as Facebook, Issuu, Twitter, LinkedIn, and SlideShare, have extended the reach and access to CDB's publications and knowledge products. In addition, CDB uploaded more content to its website, which forms part of its accountability function. As seen in Table 15, ● 26 evaluation reports and reviews have been published by OIE as at 2018, thus making progress towards its goal of 50 published by 2019.

Maintaining a good credit rating is a prerequisite for CDB to provide favourable interest rates to its BMCs. The Bank has maintained strong external credit risk rating with three international rating agencies. Low operational risk losses are an indicator of the quality of risk management systems and processes in place.

In 2018, CDB fully utilised its new automated risk system to manage the entire operational risk process. The system enables any member of the Bank to log risk issues online, which are escalated instantly to the Office of Risk Management for review and management. CDB also used the new platform to successfully complete the 2018 organisation-wide annual risk control self-assessment, which is currently an annual exercise. This will serve to continuously strengthen the Bank's business and provide continued assurance to its stakeholders on the adequacy of the risk and control environment. There were no operational risk losses in 2018.

Consistent with its information disclosure policy, CDB increased the flow of operational and corporate information (100 %) through submissions to the International Aid and Transparency Initiative (IATI) and the Organisation for Economic Cooperation and Development-Development Assistance Committee (OECD-DAC)²⁸.

Table 15: Level 3—Resource Allocation and Utilisation

Indicator	Baseline 2014	Actual 2018	Target 2019	Status
Disclosure, transparency and risk management				
17. Evaluation reports and reviews published on the website (no.)	17	26	50	● ↑
18. CDB's external credit risk rating	AA	AA+	Minimum of stable	* ●
19. Operational risk losses for any given event or combination of events (\$ mn)	0.05	0	≤ \$1 mn	* ●
20. Publish IATI data on capital projects approved (%)	100	100	100	* ●

Scorecard Legend

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 - Watch—not progressing as desired but are within reach of 2019 target.
 - Off track—at this rate, 2019 target will not be met.
- ↑ Performance improved since 2017.
↓ Performance declined since 2017.

²⁸ IATI was launched in 2008 at the Third High Level Forum on Aid Effectiveness in Accra, Ghana. It is a voluntary multi-stakeholder initiative aimed at improving transparency of aid, development and humanitarian resources in order to increase effectiveness in tackling poverty. At the Fourth High Level Forum on Aid Effectiveness in Busan, Republic of Korea in 2011 stakeholders agreed to “implement common open standard for electronic publication of timely comprehensive and forward-looking information on resources provided through development cooperation” that takes into account the statistical reporting of OECD-DAC and work of IATI. <https://www.aidtransparency.net/about/history-of-iati>.



HOW EFFICIENT CDB IS
AS AN ORGANISATION

LEVEL





LEVEL 4: HOW EFFICIENT CDB IS AS AN ORGANISATION

The fourth and final level of CDB's RMF focuses on the institution's capacity and ability to strategically and judiciously use its human, financial and technological resources to meet its development mandate in a timely and efficient manner.

Level 4 uses eight indicators to measure progress in managing human capital and relations, budget resources, and coordination with other partners to maximise costefficiency, and support operational effectiveness to deliver development

results, outlined in Level 2. Overall, CDB made very good progress in increasing its efficiency in 2018 (See Table 16).

CDB has established annual milestone targets and performance scales for each indicator at Level 4. These criteria, included in Appendix 2, were used to score the performance status of each indicator. Five-year performance trends (2013-2017) on Level 4 indicators are included in Appendix 1.

Table 16: Level 4—How Efficient CDB Is as an Organisation

Indicator	Baseline 2014	Actual 2018	Target 2019	Status
Capacity utilisation				
1. Budgeted Professional Staff in operations departments (%)	57	83	≥ 51	*
2. Ratio of Professional Staff to Support and Administrative Staff	1.49:1	1.91:1	1.72:1	*
3. Vacancy rate at management and professional levels (%)	5	4	≤ 5	*
4. Staff in management positions who are women (%)	38	40	45-55	●↑
Use of administrative budget resources				
5. Administration expenses per \$1 mn of project disbursements, three-year average (\$'000s)	181	140	Reduction	*
Harmonisation, alignment and partnerships				
6. Projects using common arrangements or procedures (as a % of total financing)	33	26	≥ 65	●↑
7. Capacity development support provided through coordinated programmes (as a % of total financing)	32	40	≥ 35	*
8. Projects financed by multiple sources, and CSPs and other DP missions conducted jointly with at least one other DP (% annually)	76	65	≥ 65	*

Scorecard Legend

- * Performance at/or above 2019 target. – Performance stable since 2017.
- On track—have met or exceeded desired progress to attain 2019 target.
- Watch—not progressing as desired but are within reach of 2019 target.
- Off track—at this rate, 2019 target will not be met.
- ↑ Performance improved since 2017.
- ↓ Performance declined since 2017.

A. CAPACITY UTILISATION

Rebalancing the distribution between the Professional Staff and Administrative Staff category in Corporate Services and the OA remained as a key resource allocation strategy for CDB in 2018. The upgrading of posts, and the reallocation of resources within and across the Bank with focus on the OA, without increasing the headcount, were some the measures carried out in 2018. As a result, the ratio of Professional Staff to Support Staff increased to 1.78:1 in 2017 to 1.91:1 to 2018, which exceeds the 2019 target of 1.72:1. Similarly, the Bank was on target regarding budgeted Professional Staff in operations departments (83%). This is in keeping with CDB's continued emphasis on technical resources and using technology to drive support services.

At year end, 40% of women on staff were in management positions, up from 38% in 2017. The result reported in 2018 was below the range outlined in the 2019 target of 45-55%. CDB will continue to pursue efforts to ensure good gender balance in all aspects of its operations, including recruitment.

The vacancy rate for Management and Professional Staff remained stable at 4%, which is within the target of 5%. CDB has maintained a 4% vacancy rate over the last four years, to allow for some flexibility in managing the resource needs of the OA and, at the same time, to ensure that the workforce is aligned with the strategic objectives of CDB.

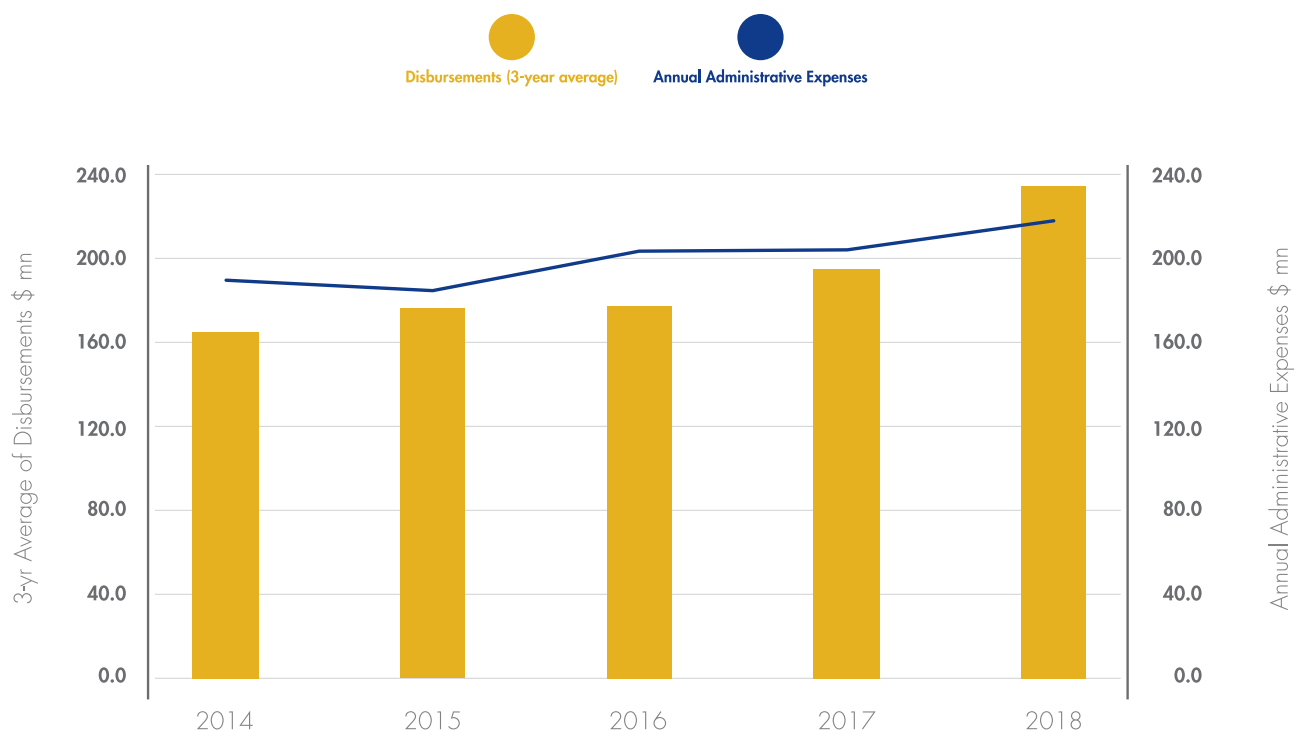
B. USE OF ADMINISTRATIVE BUDGET RESOURCES

A measure used to assess value for money or cost efficiency is the administrative expenses associated with a three-year average of loan and grant disbursements. The objective is to ensure optimal use of every dollar spent to deliver on its mandate and transform the lives of the Caribbean people. In 2018, the administration expenses per \$1 mn of project disbursements, amounted to \$140,000 (\$168,000 in 2017). This is in keeping with the reduction trend and target envisaged in the 2015-2019 Strategic Plan. The result reported in 2018 represented an improvement in performance over 2017 due largely to a significant increase in PBL disbursements in relation to administrative expenses (Figure 10).

C. HARMONISATION, ALIGNMENT AND PARTNERSHIPS

Relationship management particularly harmonisation, partnerships and alignment, is a key pillar of the various global commitments, including the 2030 Agenda, the Paris Agreement on Climate Change, Busan Partnership, the Global Partnership for Effective Development Cooperation, the Sendai Framework for Disaster Risk Management, and the SIDS Partnership Framework (SAMOA Pathway). Deepening the relationship with the donor community will enhance SDG monitoring and reporting and partnership arrangements, improve inclusiveness, facilitate effective solutions and maximise resource utilisation and results. Consistent with the undertakings of the various global agreements, CDB continued to strengthen its partnerships with bilateral and multilateral agencies, regional institutions, the private sector and civil society in order to leverage additional resources, share knowledge and expertise and develop and implement common approaches to resolving national and regional development problems.

In 2018, about 26% of CDB's financing was related to projects and loans using common arrangements or procedures. The process involves close collaboration with BMCs, as well as the donor community. In addition, CDB is an active participant in various multilateral development bank (MDB) groups working on topics, such as procurement, environment, portfolio management, MfDR, human resources, budget and work plan. The objectives of these groups are to share experiences and challenges, discuss common issues and explore common solutions. CDB's and other MDBs policies and procedures are generally harmonised with each other.

Figure 10: Administrative Expenses and Disbursements, 2014-2018

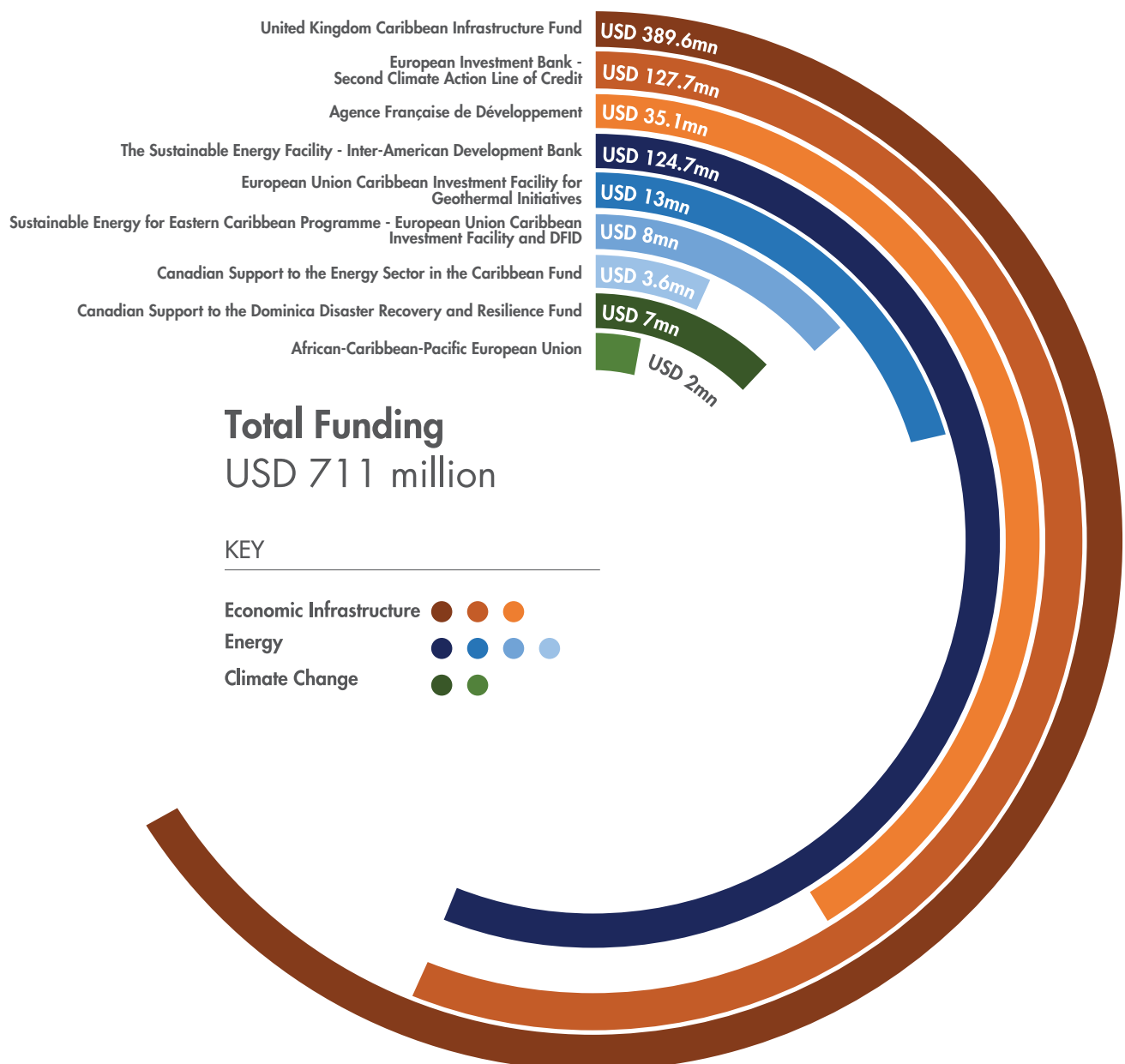
Similarly, 40% of financing approved in 2018 was directed to capacity development provided through coordinated programmes. CDB generally provides support for capacity development through stand-alone TAs or as a key component of investment or PBLs and projects. During the year, CDB approvals included:

- (a) continued support to the operations of the Caribbean Regional Technical Assistance Centre (CARTAC), which provides technical advice to countries in macroeconomic policy and analysis, as well as fiscal and public financial management. CARTAC is one of 10 regional TA centres operated by the IMF; and
- (b) assistance for the implementation of a performance management and delivery unit in Saint Lucia. The intervention is expected to assist the Government of Saint Lucia with completing its Strategic Development Plan 2019-2022, with focus on improving public sector project and policy implementation rates.

In 2018, the proportion of projects financed by multiple sources, and CSPs and other missions conducted jointly with at least one other development partner, exceeded the corporate target at 65%. During the review period, Global Affairs Canada (GAC) provided financial resources, through CDB, to assist in the restoration activities in Dominica, that is, the Dominica Disaster and Recovery Resilience Fund (DDRRF). All of CDB's country programming activities, including country strategies are usually carried out in consultation with other development partners. CDB participated in all IMF missions to OECS Member Countries aimed at enhancing coordination and reducing transaction costs to BMCs. Overall, CDB's financing model continues to reflect growing strategic partnerships with other development partners in areas, such as climate change and resilience, energy, private-sector development, and PPPs.

A strategic priority for the Bank is providing loans and grants at relatively low interest rates to its BMCs. CDB's resource mobilisation efforts continued to focus on three key areas, namely economic infrastructure, climate change and energy. During the review period, CDB mobilised additional resources totalling \$124 mn, comprising \$82.6 mn from the IDB for the renewable energy sub-sector in OECs countries; approximately \$2 mn from the EU (ACP-EU Programme) for disaster risk management initiatives in BMCs; and \$7.1 mn from GAC, specifically for restoration activities in Dominica through the DDRRF. This brings the total loan and grant financing sourced through various partnership arrangements to approximately \$711 mn (2015-2018).

Figure 11: Funds Sourced through Partnership Arrangements with Bilateral and Multilateral Agencies, 2015-2018



ACHIEVEMENTS AND THE WAY FORWARD

A. ACHIEVEMENTS

CDB has completed the fourth year of its 2015-2019 Strategic Plan and associated RMF and made significant strides toward realising its corporate goals. During the year, CDB updated the RMF targets to reflect progress made over the previous years (2015-2017), new opportunities and conditions, the global and regional challenges and trends. The changes are geared at improving performance, transparency and accountability as well as advance implementation of the Strategic Plan. The demand for CDB's financial and technical advisory services continued to grow in 2018 despite an increasingly difficult, dynamic, and complex environment. In essence, the Strategic Plan remained flexible and fit-for-purpose taking into consideration the similarities and differences of BMCs' situation and local context and tailoring its responses to fit the needs of each BMC. The Plan also continued to be aligned with the CDB's mandate and the relevant global agreements SDGs and the Paris Agreement on Climate Change, including NDCs.

CDB continued to collaborate with its BMCs in improving and increasing resilience for inclusive and sustainable development. CDB's support through the three main modalities, TA, loans and grants, facilitated the implementation of a number of interventions in 2018 in key sectors and thematic areas, including social and economic infrastructure, including education, roads, water and sanitation, along with energy, natural disaster management, disaster risk management, basic social services, community development, and agriculture and rural development. CDB continued to use lines of credit as its main interface with the private sector and aimed at enhancing the business climate and competitiveness in the Region especially MSMEs. The CTCS Network and Compete Caribbean remained the main conduits for CDB's resources used to build capacity and boost business development for MSMEs. CDB-funded initiatives also assisted BMCs in improving the movement of goods and services at the regional level and competitiveness through improved accreditation and certification requirement.

Grant- and loan-funded community development initiatives under BNTF, CDRRF, and the Social Investment Fund II generated positive results through increased access to basic social services, enhanced disaster risk management capacities within communities, and strengthened resilience of residents to cope during and after natural hazard events. Over 6,000 residents from rural and remote communities benefitted from these community-based initiatives. The various interventions carried out in 2018 are fully aligned with the two strategic objectives of CDB and development goals of BMCs with gender equality, energy security, and regional cooperation and integration as cross-cutting areas.

Resilience building has become a core component of the organisation's development thrust. Overall, the interventions completed during the year contributed to among other things, increased resilience, living standards, incomes, livelihoods, and employment opportunities within the Caribbean Region. In line with the resilience building culture, during the year, CDB developed guidelines using the joint MDB methodology for tracking and reporting on climate adaptation and mitigation finance. This will be tested in 2019 for full roll-out in the new five-year Strategic Plan in 2020. In addition, CDB approved its Climate Resilience Strategy (2019-2024) in December 2018, with resource mobilisation and partnerships, and results management as key components. The Climate Resilience Strategy highlighted CDB's continued commitment to leveraging its successful partnerships to secure more concessional and grant resources toward



achieving lasting results for its BMCs' climate resilience agendas. The Bank is expected to continue its support for resource mobilisation of CCRIF to enhance product offerings, including targeting specific key stakeholder groups, such as utilities, agriculture, fishing, and tourism.

Governance and capacity building, which is an essential pillar to sustainability, remained as a core activity for CDB in 2018. Weak governance and institutional capacities within the public sector continue to be major impediments to competitiveness and efficient service delivery. This is reflected in the lengthy project implementation periods that exceed the usual ex-ante projections of six to seven years (as shown in project appraisal reports) resulting in unsatisfactory disbursement performance and extended TDD. Most CSPs highlight to governance and capacity issues in BMCs and have included interventions geared at improving governance arrangements, accountability, and implementation performance. As part of its response efforts, CDB facilitated various training and capacity building activities through projects and programmes in 2018, which enabled 6,000 government and private sector officials, communities and organisations, including teachers, principals, business owners, and farmers to strengthen their capabilities in key areas, such as agriculture, disaster risk management, public policy analysis, RBM, monitoring and evaluation, and governance. CDB's capacity-building initiatives have benefitted over 14,500 persons between 2015 and 2018. Training, e.g. conflict resolution and skills development, was also extended to high risk communities, e.g. youth at-risk. To date 16,800 persons (50% females and males) have benefitted from these training programmes, including 5,000 persons in 2018 (see Box 10).

CDB's approvals have been increasing in cumulative terms but disbursement challenges remain. Over the last five years, CDB has seen a gradual growth in approvals from \$154.5 mn in 2013 to \$390.5 mn in 2017. At year end, approvals increased to \$366.6 mn due mainly to three PBLs and two hurricane recovery loans for a combined total of \$139.9 mn. This is a strong indication of CDB's commitment to collaborate with BMCs in meeting their immediate needs during a disaster or an economic crisis. Cumulative loan approvals over the strategic planning period totalled \$922.7 mn. However, disbursements have not kept pace with the increase in approvals. In 2018, disbursements on investment loans, excluding the fast disbursing PBLs, amounted to \$86.8 mn (\$144.5 mn in 2017). An area of concern is the rising undisbursed balances for both loans and grants, particularly the United Kingdom Caribbean Infrastructure Fund Programme. As a response, the Bank has stepped up supervision and implementation support. Additional Staff have been allocated to tackle these issues and work with BMCs to expedite implementation.

To date, the Bank has made good progress in delivering value for money at the institutional and project levels, MfDR and promoting evidence-based decision-making. In the fourth quarter of 2018, CDB commenced a business review of the OA. The review will provide recommendations for reforms geared at improving efficiency and effectiveness and at the same time having a business model that delivers on its lending and advisory responsibilities. The reforms are also aimed at having a business model that is agile and more responsive to the changing needs of CDB's clients and stakeholders, as well as provide more meaningful results. This is all within an environment of robust safeguard and internal control structure through independent oversight (integrity, accountability, audit, and risk management).

Significant progress was made in 2018 in the area knowledge management and lesson learning. At year end, CDB recorded a PCR completion rate 95%. This was achieved through the use of consultants and staff. It is envisaged that lessons learnt and shared during the process will enhance the quality of CDB's ongoing and future operations, including results monitoring and reporting.

Resource mobilisation efforts geared to increase capital and meet the needs of BMCs in a cost-effective manner remained high on CDB's agenda. During the review period, CDB added \$94 mn to its pool of resources (\$711 mn) through bilateral and multilateral partnerships mainly for climate adaptation and mitigation programmes. This is in line with the Bank's priority of building resilience for sustainable development within the Region.

CDB's received, once again, a favourable rating and outlook from three major international credit rating agencies. Following in-depth reviews of its operations and results, the three rating agencies affirmed an AA+ rating with a stable outlook (similar rating for the last three years) for CDB. Areas assessed included capital adequacy, business and financial profiles, stakeholder relationships, and governance and risk management practices. The positive rating allows CDB to access development financing at appropriate rates from market and institutional sources. The robust profile also enhances the Bank's competitiveness in continuing to support the needs of its BMCs, in line with its mandate.

BOX 10

CDB COLLABORATING WITH BMCS IN BUILDING CAPACITY IN THE REGION IN 2018



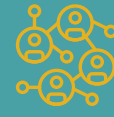
Public policy analysis & management (PPAM)/Project cycle management (PCM)

Improved skills and knowledge of public sector officials and CDB staff in key areas such as policy analysis, results-based management, project cycle management, procurement, and monitoring and evaluation.



Private Sector

Strengthened the capacity of entities in the public and private sectors in the area of public-private partnerships -policies, and legal and regulatory frameworks.



Caribbean Technological Consultancy (CTCS) Network - MSMEs

Increased knowledge and skills of individuals and businesses. Areas of focus included general management and business development, agro-processing, construction, hospitality and tourism, and creative industries.



Agriculture & Rural Development

Strengthened capacity and enhanced food security through training and capacity building for farmers and other stakeholders.

11,532
persons

including
4,294
women



Citizen Security

Strengthened the coping skills of children and youth in areas related to gang resistance, self-esteem, basic literacy and numeracy, adaptive life skills, expressive arts, sports, community support, anger management, conflict resolution, and youth employability skills.



Education

Enhanced instructional quality and governance and management through training programmes for education personnel.



Community Disaster Risk Reduction Fund (CDRRF)

Improved physical and livelihoods resilience at the community level through awareness building on disaster risk reduction and training in climate-smart agriculture practices.



Youth At Risk

Enhanced the capacity of at-risk youth towards improving livelihoods and employability. Areas of focus included beekeeping, clothing construction, furniture-making, sales and marketing and effective communication.

B. THE WAY FORWARD

Based on geographical location and economic factor endowments, the Caribbean Region will remain vulnerable to exogenous shocks, including economic fluctuations and natural hazard events, which are threats to achieving the SDGs in BMCs. They also erode the gains made from previous interventions and the attainments made in HDIs and at the same time, delay the realising of CDB's strategic goals and objectives, as outlined in its 2015-2019 Strategic Plan. Aside from the many challenges facing BMCs, geopolitical tensions and disruptions and rapid technological changes pose as additional barriers. In order to minimise the impact of these downside risks, the following are key areas to be considered over the short, medium and long terms:

Reframing development through resilience thinking. The Caribbean is faced with a number of interrelated risks from multiple sources which impact on human well-being, infrastructure and the natural environment. In addition, achieving national development goals and SDGs under the theme *leaving no one behind* are being undertaken in different circumstances from previous years. The environment is more dynamic and complex and the Fourth Industrial Revolution characterised by artificial intelligence and robotics, further compounds the situation. The principle of *building and bouncing back better* has been expanded to embrace transformation. As a result, CDB has taken the necessary steps to take a more holistic and multi-sectoral approach to address the challenges and threats facing the Region by deepening resilience thinking in its operations at the institutional and project levels aimed at improving organisational efficiency and effectiveness and at the same time enhancing development effectiveness and results. This approach is consistent with the core message of SDG Agenda which focuses on 17 interconnected goals based on three dimensions, namely, economic, social and environmental geared at building resilient capacities and achieving resilient development outcomes.

Designing new lending products and targeting new areas. Economic growth is regarded as the main driver of human development. It is also the most effective way of moving people and communities out of poverty and improving living standards. While an annual GDP per capita of 7% (SDG 8) is an ambitious goal for the Caribbean Region, which has recorded an average growth rate of 2% or less per annum, there is need to assess and implement new paths to growth and development and income equality. CDB needs to expand its operations to include new areas while being cost-effective and focused. This should encompass:

- (a) exploring the potential of marine ecology or Blue Economy and finding a niche market, based on in-depth research, aimed at capitalising on its potential in a climate-smart, inclusive and sustainable manner; and
- (b) using digital technology to transform government services and transactions. New approaches should also be explored to address a range of issues, such as trade, climate change, inequality, and social protection.



Accelerating SDG implementation. Although members of COSHOD have endorsed the global SDGs and approved 125 CARICOM Core SDGs Indicators, its implementation has been slow. The United Nations Economic Commission for Latin America and the Caribbean (ECLAC) and other development partners, including CDB, have been working within countries in the Region to address implementation bottlenecks and finance interventions consistent with SDGs. ECLAC has indicated three main challenges to SDG implementation:

- (a) lack of an institutional framework at the national level to guide overall coordination of SDG implementation;
- (b) absence of long-term development plans aligned with SDGs; and
- (c) paucity of reliable data to improve decision-making and guide the monitoring and reporting of SDGs.

There is urgent need to accelerate efforts to realise SDGs. This will require broader and more inclusive partnerships and innovative solutions to the development challenges facing the Region.

Improving data management systems. Data collection management and dissemination at the national and regional levels continues to be a major challenge for the Region. Lack of reliable and timely data limits the evidence-based decision-making process and hinders the development of appropriate and targeted policies and strategies in support of national and regional development pathways. In addition, many BMCs are often omitted from international comparisons due to poor and inadequate data. The situation is further compounded by inadequate monitoring and evaluation systems, which are critical to tracking, monitoring and reporting on progress of policies, strategies, SDGs and other initiatives as well as development results. Many BMCs use the traditional methods for collecting and analysing data which are heavily paper-based.

In order to compete at the global level and participate in the development landscape, data collection systems must produce high-quality data and be in-line with international statistical standards. The advancements in technology, big data and data analytics are changing the way businesses in the public and private sectors interact, operate, make decisions and report on their results stories. BMCs, in collaboration with CDB, ECLAC, CARICOM, active donors in the Region, and other stakeholders need to capitalise on the opportunities of technological developments and seek to modernise and transform data management systems and improve data quality in a time-and cost-effective manner.

Essentially, CDB should lead on the implementation of an information highway for the Caribbean Region—similar to other regions—using digital technology to improve data collection and other survey processes in support of SDGs and other national and regional development goals. This is consistent with SDG 17²⁹ and the Busan Action Plan for Statistics.

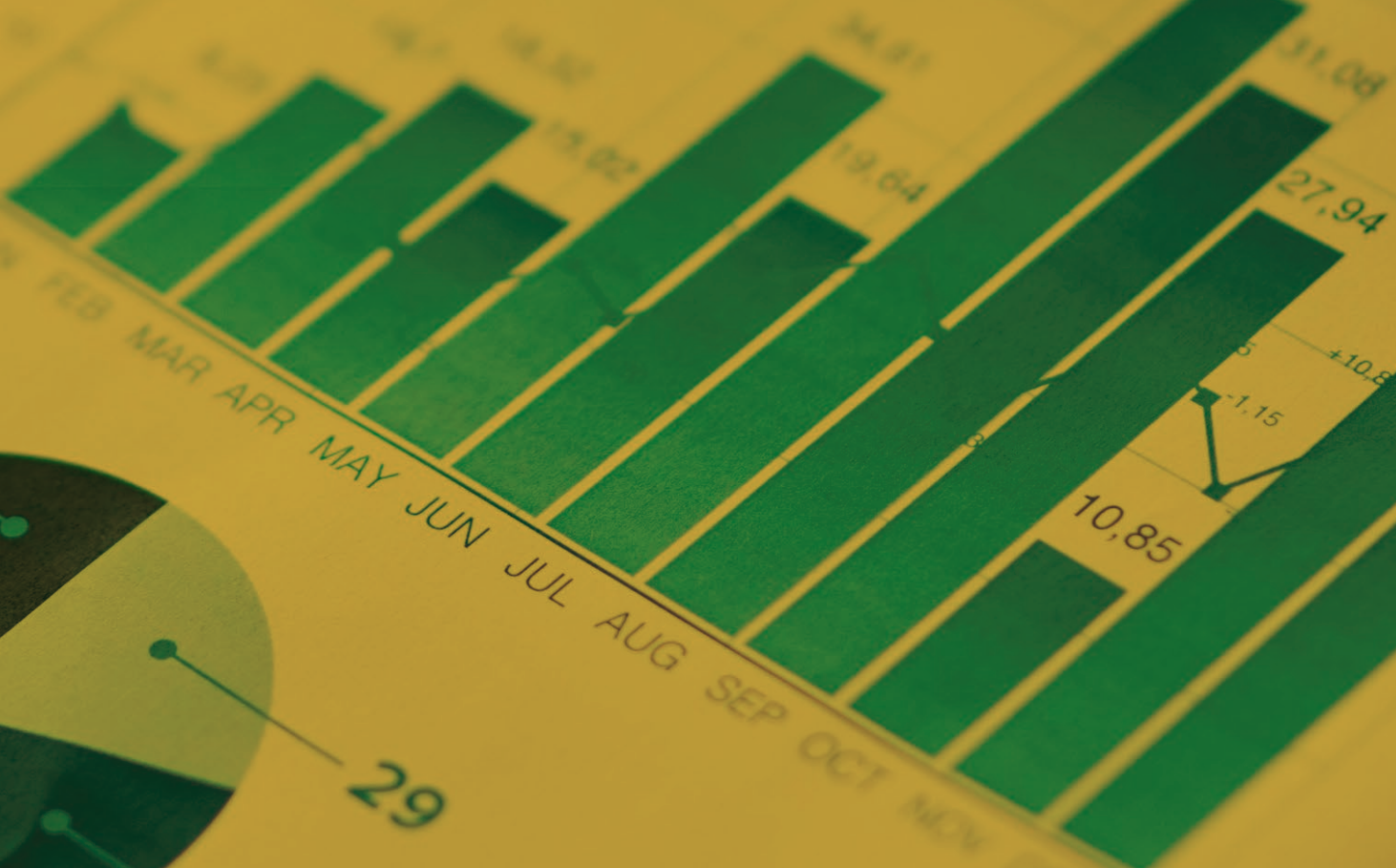
Using digital technology to improve service delivery. The Fourth Industrial Revolution is disrupting economies, societies, businesses and services. Digital technology is transforming the service delivery landscape and client engagement with agility, flexibility, resilience and readiness as key elements to the transformation process. BMCs and organisations, such as CDB, have to make sure that their human resource and skill set, procedures and processes, and strategies and policies are aligned with and adaptable to the fast and constantly changing environment. Although some BMCs have adopted ICT to improve service delivery, CDB should provide support through various instruments to assist them in using digital technologies to enhance public sector reforms that lead to a more cost-effective and efficient government service.

Improving results tracking and monitoring. While significant progress has been made in entrenching results into CDB's operations the focus has been at the programming and appraisal stages of the project cycle. There is need to expand CDB's focus to include results-oriented supervision, monitoring and reporting. This would allow for an appropriate balance between financial management—a shift away from the approvals and disbursement culture—and risk- and results-based management. Project supervision is a critical vehicle to achieving development impact—it facilitates proactive problem-solving and resolution of implementation bottlenecks and a focus on results, long-term development objectives, and robust management of risks. Improved and high-quality supervision efforts, including an effective information system, would allow for better management of project performance, proactive decision making and better reporting of results stories.

²⁹ SDG 17.18: Enhance capacity-building support to developing countries to increase significantly the availability of high-quality, timely and reliable data.

The background of the page is a yellow document with various green charts and graphs. There is a line graph at the top left, a donut chart in the center with the number '25' inside, and a bar chart at the bottom right with values '14' and '11' visible. The word 'APPENDICES' is written in large, bold, white capital letters across the center of the page.

APPENDICES



APPENDIX 1

PERFORMANCE TRENDS ON RESULTS INDICATORS, 2014-2018

Level 1: Progress towards Sustainable Development Goals and Regional Development Outcomes

	Indicator	Baseline year 2015-2019 RMF	Baseline value	2014	2015	2016	2017	2018	Trend
INCLUSIVE AND SUSTAINABLE GROWTH AND DEVELOPMENT									
Economic inclusion: reducing poverty and inequality									
1	% of population below the national poverty line	2012	44.1						
2	Proportion of population below the indigence line (%)	2012	22.4						
3	Multidimensional Poverty Index [headcount (%)]	2012	10.1					9.3	
4a	Countries with high income inequality (no. of countries with Gini coefficient exceeding 0.4)	2012	6						
4b	Share of national consumption, richest quintile vs. poorest quintile	2013	1.8						
5	GDP per capita growth rate (%)	2013	1.5	2.4	-1.0	0.0	1.2	1.3	
Provide quality education, training and employment opportunities									
6	Net enrolment ratio in basic education (%):								
(a)	Primary	Female	2013	87.7	89.4	90.0	88.1	91.6	
		Male	2013	87.7	88.0	90.0	88.1	91.6	
(b)	Secondary	Female	2013	88.7	87.3	88.2	87.0	85.5	
		Male	2013	79.5	80.9	80.2	89.6	79.6	
7	Secondary school graduates achieving five CXC General Proficiency passes or more, including Mathematics and English (%)								
		Female	2013	29.8	40.5	39.3	37.1	31.7	
		Male	2013	24.0	30.7	29.1	31.5	28.8	
8	Proportion of students starting from Form 1 who reach Form 5 (survival rate)								
		Female	2013	82.0	87.4	90.6	90.9	91.0	
		Male	2013	82.6	83.2	82.6	82.8	84.0	
9	Students completing at least one Level 1 course in TVET (%)								
		Female	2013	62.6	63.9	59.4	53.1	52.0	
		Male	2013	63.9	64.8	60.2	60.2	55.0	
10	Unemployment rate (%)								
		Female	2013	13.8	13.8	11.1	13.7	11.9	
		Male	2013	9.0	9.2	9.3	9.4	9.5	
Sustaining growth: building competitive economies									
11	Intra-regional trade as a percentage of total regional trade	2012	12	12	11	11	16		

	Indicator	Baseline year 2015-2019 RMF	Baseline value	2014	2015	2016	2017	2018	Trend
12	Doing business distance to frontier score (out of 100)	2013	100	59	57	56	56	56	
Building resilience, securing sustainable energy and adapting to a changing environment									
13	Proportion of population with access to an improved water source (%)								
	Urban	2014	96.2	96.2	95.5	95.3	95.6		
	Rural	2014	92.1	92.1	91.5	92.5	92.2		
14	Proportion of population with access to improved sanitation (%)								
	Urban	2014	86.0	86.0	82.8	86.2	87.1		
	Rural	2014	84.5	84.5	78.1	81.4	82.8		
15	Renewable energy as a % total energy mix produced	2012	7.0		9.6	9.6	9.8	11.0	
16	Energy use per unit of GDP (barrels of oil equivalent 000s/ \$ mn GDP)	2013	1.0						
17	Reported economic losses resulting from natural disasters and climate variability (% of GDP, three-year average)	2012-2014	0.5	0.5	2.0	2.2	6.5	5.0	
18	Area protected to maintain biological diversity (%)	2012	4.4	2.8		2.8			
19	Proportion of land area covered by forest (%)	2014	49.4	49.4	49.4	47.8	47.0		

Level 3: How Well CDB Manages Its Operations

	Indicator	Baseline year 2015-2019 RMF	Baseline value	2014	2015	2016	2017	2018	Trend
Operational quality and portfolio performance									
1	Portfolio performance rating for implementation (% rated excellent to satisfactory)	2014	100	100	95	99	99	70	
2	PCRs completed within two years of project completion (%)	2014	53	53	36	58	34	95	
3	Projects with annual supervision reports on Project Portfolio Management System (%)	2014	100	100	96	100	100	100	
4	Projects at risk (% of portfolio)	2014	15	15	12	21	13	13	
5	Average time taken from appraisal mission to approval (months)	2014	2.8	2.8	3.7	2.8	1.6	3.5	
6	Average time from approval to first disbursement (months)	2014	9.1	1.4	10.6	32.2	8.0	4.0	
7	Projects under implementation with extensions (revised final disbursement date) (%)	2014	51	51	60	61	48	45	
8	Average length of project extension (months)	2014	36	36	36	36	26	33	

Resource allocation and utilisation									
9	"Concessional resources allocated according to performance-based allocation system (%)"	2014	58	58	61	61	71	76	
10	Disbursement ratio (without PBLs)	2014	14	14	13	14	16	11	
11	Disbursement (efficiency) rate (without PBLs)	2014	76	76	73	72	139	77	
Strategic focus									
12	Financing directed to less developed BMCs (%; three-year average)	2011-2014	38	48	56	71	82	77	
13	Approved country strategies in use with results frameworks (number)	2014	2	13	14	15	13	14	
14a	"Approved projects with a gender specific or gender mainstreamed rating (as a % of total projects)"	2014	37	37	56	55	76	74	
14b	Projects reporting on gender results during implementation (%)	2014							
15	Approvals supporting (as a % of total financing):								
a	Environment, renewable energy, energy efficiency and climate change	2014	10.5	10.5	22	39	71.4	55	
b	Regional cooperation and integration	2014	3	3	1.2	7.2	1.3	3.8	
16a	"Technical assistance projects in support of regional cooperation and Integration (% of all TAs)"	2014		50	42	38	47	36	
16b	Technical assistance projects in support of private sector development and public-private partnerships (% of all TAs)	2014	23	23	21		7	4	
Disclosure, transparency and risk management									
17	Evaluation reports and reviews uploaded on the website (number)	2011-2014	17	17	2	23	25	26	
18	CDB's external credit risk rating	2014	AA	AA	AA	AA	AA+	AA+	
19	Operational risk losses for any given event or combination of events (\$ mn)	2014	0.05	0.05	0.0007	0	0	0	
20	Publish IATI data on capital projects approved	2017	100%				100%	100%	

Level 4: How Efficient CDB Is as an Organisation

	Indicator	Baseline year 2015-2019 RMF	Baseline value	2014	2015	2016	2017	2018	Trend
Capacity utilisation									
1	Budgeted professional staff in operations departments (%)	2014	57	57	65	59	83	83	
2	Ratio of Professional Staff to Support Staff	2014	1.49	1.49	1.55	1.55	1.78	1.91	
3	Vacancy rate at management and professional levels (%)	2014	5	5	8	4	4	4	
4	Staff in management positions who are women (%)	2014	38	38	39	42	38	40	
Use of administrative budget resources									
5	Administration expenses per \$1 mn of project disbursements (three-year average) \$'000s	2012-2014	181	181	167	177	168	140	
Harmonisation, alignment and partnerships									
6	Projects using common arrangements or procedures (as a % of total financing)	2014	33	33	24	27	24	26	
7	Capacity development support provided through coordinated programmes (%)	2014	32	32	23	27	35	40	
8	Projects financed by multiple sources, and CSPs and other development partner missions conducted jointly with at least one other development partner (% annually)	2014	76	76	75	82	75	65	

APPENDIX 2

2018 ANNUAL MILESTONE TARGETS AND PERFORMANCE SCALES FOR LEVELS 3 AND 4

RMF Level 3: How Well CDB Manages Its Operations?

Grouping/indicator	BMCs		Milestone targets & performance scales 2018		
	Baseline	Target	On track	Watch	Off track
	2014	(2019)			
Operational processes and practices, and portfolio performance					
1. Portfolio performance rating for implementation (% rated excellent to satisfactory)	100	90	≥90	80-89	<80
2. PCRs completed within two years of project completion (%)	53	95	≥80	64-79	≤65
3. Projects with annual supervision reports on PPMS	100	100	100	95-99	<90
4. Projects atrisk (% of portfolio)	15	10	≤12	13-15	>15
5. Average time taken from appraisal mission to approval (months)	2.8	3	≤3.4	3.5-4	>9.5
6. Average time from approval to first disbursement (months)	9.1	6	<7.5	7.5-9.0	>9
7. Projects under implementation with extensions (revised final disbursement date) (%)	52	45	≤50	51-59	≥60
8. Average length of project extension (months)	36	18	≤28	29-36	>36
Resource allocation and utilisation					
9. Concessional resources allocated according to performance-based allocation system (%)	58	≥60	≥60	58-59	<58
10. Disbursement ratio	14	18	≥16	15 to 12	<12
11. Disbursement (efficiency) rate	76	80	≥78	71-77	<70
Strategic focus					
12. Financing directed to less developed BMCs (% , three-year average)	48	≥51	≥51	40-50	<40
13. Approved country strategies in use with results frameworks (number)	13	19	>14	11-13	<10
14a. Approved projects with a gender specific or gender mainstreamed rating (as a % of total projects)	37	55	≥52	45-51	<45
14b. Projects reporting on gender results during implementation (%)			n.a.	n.a.	n.a.
15. Approvals supporting (as a % of total financing):					
(a) Environment, renewable energy, energy efficiency, and climate change	10.5	8-12	≥8	6 to 7	<6
(b) Regional cooperation and integration	3	2-4	≥2	1 to 1.9	<1
16a. TA projects in support of regional cooperation and integration (% of all TAs)	50	≥40	≥40	35 to 39	<35
16b. TA projects in support of Private sector development and PPP (% of all TAs)	50	≥40	≥15	11 to 14	<10
Disclosure, transparency and risk management					
17. Evaluation reports and reviews published on the website (no.)	17	50	≥20	6 to 19	≤5
18. CDB's external credit risk rating	AA	Minimum of Stable	AA stable	n/a	< AA stable
19. Operational risk losses for any given event or combination of events (\$ mn)	0.05	≤US1mn	≤US1mn	1.1mn-39.9mn	≥40mn
20. Publish IATI data on all projects capital projects approved	n.a.	100%	≥99%	81%-98%	≤80%

RMF Level 4: How efficient is CDB as an organisation?

Indicator	BMCs		Milestone targets & performance scales 2018		
	Baseline	Target	On track	Watch	Off track
	2014	(2019)			
Capacity utilisation					
1. Budgeted Professional Staff in operations departments (%)	57	≥ 51	≥ 51	45-50	<45
2. Ratio of Professional Staff to Support Staff	1.49:1	1.72:1	1.55-1.72	1.45 to 1.54	< 1.45
3. Vacancy rate at management and professional levels (%)	5	≤ 5	≤ 5	6 to 10	> 10
4. Staff in management positions who are women (%)	38	45-55	39 to 55	< 39	< 30
Use of administrative budget resources					
5. Administration expenses per \$1 mn of project disbursements (three-year average) \$'000s	181	Reduction	≤ 180	181-185	≥ 186
Harmonisation, alignment and partnerships					
6. Projects using common arrangements or procedures (as a % of total financing)	33	≥ 65	>35	25-35	≤ 24
7. Capacity development support provided through coordinated programmes (%)	32	≥ 35	≥32	23-31	≤ 22
8. CSPs, other DP missions, and project financings, conducted jointly with at least one other DP (% annually)	76	≥ 65	≥ 65	60-64	≤ 59

ANNEX 1

CDB'S RESULTS FRAMEWORK FOR THE STRATEGIC PLANNING PERIOD, 2015-2019

RMF Level 1: Progress towards SDGs and Regional Development Outcomes

Grouping/indicator	BMCs			SDF-eligible BMCs		
	Baseline		Target (2019)	Baseline		Target (2019)
	Year	Value		Year	Value	
Inclusive and sustainable growth and development						
Economic inclusion: reducing poverty and inequality						
1. % of population below the national poverty line ⁽¹⁾	2012	44.0	34.0	2012	48.1	38.0
2. % of population below the indigence line ⁽¹⁾	2012	22.0	17.0	2012	23.0	18.0
3. MPI [Headcount (%)]	2012	14.9	Reduction	2012	18.2	Reduction
4a. Countries with high income inequality (no. of countries with Gini coefficient exceeding 0.4)	2012	6	Reduction	2012	4	Reduction
4b. Share of national consumption, richest quintile versus poorest quintile	2012	n.a	Reduction	2012	n.a	Reduction
5. GDP per capita growth rate (%)	2013	1.5	Increase	2013	1.9	Increase
Quality education, training and employment opportunities						
6. Net enrolment ratio in basic education (%):						
(a) Primary						
- Female	2013	89.1	90.0	2013	89.6	95
- Male	2013	90.1	90.0	2013	89.7	95
(b) Secondary						
- Female	2013	88.3	90.0	2013	82.2	87
- Male	2013	84.0	86.0	2013	77.8	84
7. Secondary school graduates achieving five CXC General Proficiency or equivalent in National Assessment passes or more, including Mathematics and English (%)						
- Female	2013	29.8	Improvement	2013	27.9	Improvement
- Male	2013	24.0		2013	23.1	
8. Proportion of students starting from Form 1 who reach Form 5 (survival rate)						
- Female	2013	88.2	Increase	2013	90.1	Increase
- Male	2013	81.3		2013	79.8	
9. Students completing at least one Level 1 course in TVET (%)						
- Female	2013	70.1	Increase	2013	75.9	Increase
- Male	2013	70.0		2013	77.4	
10. Unemployment rate (%)						
- Female	2013	12.9	Reduction	2013	17.3	Reduction
- Male	2013	10.3		2013	16.0	

Sustaining growth: building competitive economies						
11. Intra-regional trade as a percentage of total regional trade	2013	12.0	Increase	2012	13.0	Increase
12. Doing business average distance to frontier score (out of 189 countries)	2013	100	Improvement	2013	118.8	Improvement
Building resilience, securing sustainable energy and adapting to a changing environment						
Clean water and sanitation						
13. Population with access to an improved water source (%)						
- Urban	2014	96.2	95.0	2014	95.6	95.0
- Rural	2014	92.1	92.5	2014	89.5	92.5
14. Population with access to improved sanitation (%)						
- Urban	2014	86.0	88.0	2014	81.0	82
- Rural	2014	84.5	86.5	2014	77.4	80.5
Affordable and clean energy						
15. Renewable energy as a % total energy mix produced	2012	7.0	20.0	2012	18.0	20.0
16. Energy use per unit of GDP (barrels of oil equivalent 000s/\$ mn GDP)	2013	1.0	Reduction	2013	1.2	Reduction
Climate action; life on land						
17. Reported economic losses resulting from natural disasters and climate variability (% of GDP, three-year average)	2012-2014	0.5	Reduction	2012-2014	0.5	Reduction
18. Area protected to maintain biological diversity (%)	2012	4.2	Maintain or increase	2012	5.2	Maintain or increase
19. Proportion of land area covered by forest (%)	2014	49.4	Maintain or increase	2014	56.4	Maintain or increase

⁽¹⁾ Weighted average of national poverty rates by population.

ANNEX 1

CDB'S RESULTS FRAMEWORK FOR THE STRATEGIC PLANNING PERIOD, 2015-2019

RMF Level 2: CDB's Contribution to SDGs, Country and Regional Development Outcomes

Grouping/indicator	Projected 2010-2014	Actual 2010-2014	Projected 2015-2019 ¹
Economic and social infrastructure development			
1. Transport: Primary, secondary and other roads built or upgraded (km)	245	2,291	250
2. Transport: Beneficiaries of road projects (number)	234,000	670,751	340,000
- of whom female	n.a.	171,984	n.s.
3. Sea defences, landslip protection, and urban drainage (km)	24.6	20.7	9
4. Water: Installed water capacity (cubic metres/day)	n.a.	7,342	120,000
- Urban	n.a.	n.a.	n.s.
- Rural	n.a.	n.a.	n.s.
5. Water: Supply lines installed or upgraded (length of network in km)	2,397	520.8	150
- Urban	n.s.	185.1	n.s.
- Rural	n.s.	335.7	n.s.
6. Water: Households with access to improved sanitation and water supply (number)	25,900	36,859	33,450
- Urban	n.a.	14,557	n.s.
- Rural	n.a.	22,302	n.s.
7. Communities: Beneficiaries of community infrastructure construction and enhancement projects (number)	342,000	545,372	108,000
- of whom female beneficiaries	n.a.	229,609	n.s.
Agriculture and rural development			
8. Agriculture: Stakeholders trained in improved production technology (number)	3,400	3,232	3,000
- of whom female	n.a.	n.a.	n.s.
9. Land improved through irrigation, drainage and flood management (hectares)	6,935	5,742	400
Education and training			
10. Classrooms and educational support facilities built or upgraded according minimum standards (number), of which	700	793	950
(a) Basic	n.a.	n.a.	n.s.
(b) Post-secondary and tertiary	n.a.	n.a.	n.s.
11. Teachers and principals trained or certified (number)	6,010	6,346	6,100
(a) Basic	n.a.	n.a.	n.s.
(b) Post-secondary or tertiary	n.a.	n.a.	n.s.
12. Students benefitting from improved physical classroom conditions or enhanced teacher competence, or access to loan financing (number)	171,000	240,278	186,000
Citizen security			
13. Beneficiaries of community-based citizen security interventions (number)	1,000	355	5,000
- of whom female	600	111	n.s.
14. Beneficiaries of youth at risk interventions (number)	n.a.	n.a.	2,400
- of whom female	n.a.	n.a.	n.s.

⁽¹⁾ Targets subject to pipeline change

n.s. — no target set, monitoring the indicator only.

n.a. — not available.

Grouping/indicator	Projected 2010-2014	Actual 2010-2014	Projected 2015-2019 ¹
Environmental sustainability (climate change resilience, environmental management, and disaster risk management)			
15. Energy: Conventional or renewable power generation capacity installed (MW)	n.a.	n.a.	4.52
- of which renewable (MW)	n.a.	n.a.	3.0
16. Sustainable energy policy, legal and regulatory frameworks or capacity deficits addressed (number)	n.a.	n.a.	10
17. Energy savings as a result of energy efficiency and renewable energy interventions (GWh)	n.a.	n.a.	20
18. Transmission or distribution lines installed or upgraded (length in km)	n.a.	n.a.	130
19. Communities with improved capacity to address climate change and disaster risk management (number)	4	8	61
20. National sector policies, strategies, plans or tools developed or implemented to improve capacity for climate resilience, conservation, rehabilitation or environmental management	24	14	8
Private sector operations and development			
21. Value of credit made available to the private sector (\$'mn) (disaggregated by sector)	53	32.6	30
22. MSMEs benefitting from credit (number)	325	811	370
- of whom female owned	n.a.	n.a.	n.s
23. Beneficiaries of mortgage programmes (number)	200	270	200
- of whom female borrowers	n.a.	125	n.s
24. Beneficiaries of TA interventions targeted at MSMEs (number)	3,000	3,839	7,000
- of whom female beneficiaries	n.a.	2,280	n.s
Governance and accountability			
25. Financial institutions with enhanced capacity for credit delivery, business planning, or sustainability (number)	n.a.	2	5
26. Economic management systems upgraded and public sector investment programmes supported (including budget, treasury, accounting, debt, revenue, and procurement)	22	16	10
27. Stakeholders trained in results focused PCM or PPAM (number)	n.a.	559	2,000
- of whom female	n.a.	289	n.s
28. Systems, processes and instruments supporting evidence-based policymaking and MfDR strengthened (number)	n.a.	1	7
29. Business climate and competitiveness enhancement projects implemented (number)	6	3	10
30. BMCs with increased capacity to undertake PPP arrangements (number)	n.a.	n.a.	12
Regional cooperation and integration			
31. RPG created or strengthened (e.g. statistical capacity, quality standards, procurement, and debt relief) (number)	n.s	10	10
32. Certification or accreditation systems supporting the free regional movement of goods and persons, created, strengthened, or expanded (number)	n.s	9	9

RMF Level 3: How Well CDB Manages Its Operations

Grouping/indicator	Baseline		Target (2019)
	Year	Value	
Operational processes and practices, and portfolio performance			
1. Portfolio performance rating for implementation (% rated excellent to satisfactory)	2014	100	90
2. PCRs completed within two years of project completion (%)	2014	53	95
3. Projects with annual supervision reports on PPMS (%)	2014	100	100
4. Projects at risk (% of portfolio)	2013	15	10
5. Average time taken from appraisal mission to approval (months)	2014	2.8	3
6. Average time from approval to first disbursement (months)	2014	9.1	6
7. Projects under implementation with extensions (revised final disbursement date) (%)	2014	51	45
8. Average length of project extension (months)	2014	36	18
Resource allocation and utilisation			
9. Concessional resources allocated according to performance-based allocation system (%)	2014	58	≥60
10. Disbursement ratio	2014	14	18
11. Disbursement (efficiency) rate	2014	76	80
Strategic focus			
12. Financing directed to less developed BMCs (% , three-year average)	2011-2014	48	≥51
13. Approved country strategies in use with results frameworks (number)	2014	13	19
14a. Approved projects with a gender-specific or gender mainstreamed rating (as a % of total projects)	2014	37	55
14b. Projects reporting on gender results during implementation (%)	2017	n.a	TBD
15. Approvals supporting (as a % of total financing):			
(a) Environment, renewable energy, energy efficiency, and climate change	2014	10.5	8-12
(b) Regional cooperation and integration	2014	3.0	2-4
16. TA projects in support of: (% of all TA financing)			
(a) Regional cooperation and integration	2014	50	≥ 40
(b) Private sector development and PPPs	2014	23	≥ 15
Disclosure, transparency and risk management			
17. Evaluation reports and reviews published on the website (number)	2011-2014	17	50
18. CDB's external credit risk rating	2014	AA	Minimum of Stable
19. Operational risk losses for any given event or combination of events (\$ mn)	2014	0.05	≤\$US1 mn
20. Publish IATI data on capital projects approved	2017	100%	100%

RMF Level 4: How Efficient CDB Is as an Organisation

Grouping/indicator	Baseline		Target (2019)
	Year	Value	
Capacity utilisation			
1. Budgeted Professional Staff in OA (%)	2014	57	≥ 51
2. Ratio of Professional Staff to Support Staff	2014	1.49:1	1.72:1
3. Vacancy rate at management and professional levels (%)	2014	5	≤ 5
4. Staff in management positions who are women (%)	2014	38	45-55
Use of administrative budget resources			
5. Administration expenses per \$ 1 mn of project disbursements (three-year average) \$'000s	2012-2014	181	Reduction
Harmonisation, alignment and partnerships			
6. Projects using common arrangements or procedures (%)	2014	33	≥ 65
7. Capacity development support provided through coordinated programmes (%)	2014	32	≥ 35
8. Projects financed by multiple sources, and CSPs and other DP missions conducted jointly with at least one other DP (% annually) ¹	2014	76	≥ 65

ANNEX 2

RMF INDICATORS - TECHNICAL NOTES

LEVEL 1: Progress towards SDGs and Regional Development Outcomes

Indicator	Description	Rationale	Data source	Frequency
1.1 % of population below the poverty line	% of the population whose income is insufficient to meet the minimum costs of their national basic food needs and non-food needs. The metric is normally expressed as a headcount ratio, where the headcount is in adult equivalent units.	Income poverty is considered a useful proxy of households' command over resources (both food and non-food items). If household expenditure is below that needed to sustain itself (as defined by the poverty line) then it can be considered absolutely poor. It is monitored to track progress on SDG 1.	National representative surveys: National Household Living Conditions and Household Budget Surveys in BMCs aligned to international standards.	Variable lags and timing of reporting, depending on CPA and survey data collection.
1.2 % of population below the indigence line	% of the population whose income is insufficient to meet the minimum costs of their national basic food needs. The metric is normally expressed as a headcount ratio, where the headcount is in adult equivalent units.	Income poverty is considered a useful proxy of households' command over resources (both food and non-food items). If household expenditure is below that needed to sustain itself (as defined by the food line) then it can be considered indigent or very poor. It is monitored to track progress on SDG 1.	National representative surveys: National Living Conditions and Household Budget Survey in BMCs aligned to international standards.	Variable lags and timing of reporting, depending on CPA and survey data collection.
1.3 MPI [Headcount (%)]	The MPI describes the percentage of the population who are deprived in several areas of economic and social wellbeing: education, health and living standards. The MPI assesses poverty at the household level; the metric is normally expressed as a headcount ratio, where the headcount is in adult equivalent units.	Poverty is multidimensional, thus it is important to look beyond monetary metric measures of poverty to gain a comprehensive picture. MPI complements monetary measures of poverty by considering overlapping deprivations suffered by people at the same time with respect to education, health and living standards. It allows for the identification of the poorest of the poor, and shows how they are poor (low education, malnourished, etc.), revealing poverty patterns within countries (e.g. by region, ethnicity and other groupings) and over time, it is monitored to track progress on SDG 1.	National representative surveys: Demographic and Health Survey (DHS) and the Multiple Indicators Cluster Survey in BMCs. (The MPI was first published in 2010 by the Oxford Poverty and Human Development Initiative and the United Nations Development Programme (UNDP). As of 2014, data was available for only five BMCs: Belize, Guyana, Haiti, Suriname, and Trinidad and Tobago [as published in the Human Development Report 2014 (UNDP)].	Variable lags and timing of reporting, depending on CPA and survey data collection.

Indicator	Description	Rationale	Data source	Frequency
1.4a Countries with high income inequality (no. of countries with Gini coefficient exceeding 0.4)	The Gini measures the extent to which the distribution of income or consumption expenditure among individuals or households within an economy deviates from a perfectly equal distribution. A Gini value of 0 represents perfect equality, and a value of 1 denotes perfect inequality.	The Gini coefficient is a well-known long-standing method used to calculate national income inequality levels. It is monitored to track progress on SDG 10.	National Living Conditions and Household Budget Survey in BMCs aligned to international standards.	Variable lags and timing of reporting, depending on CPA and survey data collection.
1.4b Share of national consumption, richest quintile versus poorest quintile	Ratio of the national income (or consumption) accruing to the highest 20% of the population to the share accruing to the lowest 20%.	The indicator shows the extent of inequality in income distribution within a country. Empirical studies suggest that the impact of growth on poverty reduction is greater when initial income inequality is lower. This indicator is an alternative to the Gini coefficient that is more sensitive to changes overtime. Consumption versus income is selected because it is usually a better welfare indicator.	Nationally representative household surveys in BMCs aligned to international standards.	Variable lags and timing of reporting, depending on CPA and survey data collection.
1.5 GDP per capita growth rate (%)	Annual change in GDP based on constant 2005 US dollars divided by mid-year population estimate.	Measures annual change in the level of total economic output relative to the population of a country. This per person, or per capita, value indicates the ability of those people and their country to afford the goods and services they need and want, including spending on public systems, such as education, health, welfare, security, and environmental protection. It is monitored to track progress on SDG 8.	GDP data and national population data from United Nations Statistics Division http://unstats.un.org/unsd/snaama/dnllist.asp .	One-year lag for GDP information. Variable lags for population information across BMCs.

Indicator	Description	Rationale	Data source	Frequency
1.6 Net enrolment ratio in basic education (%)	Enrolment of the official age group for primary and secondary education expressed as a percentage (%) of the corresponding population.	To show the extent of participation in basic education of children and youth belonging to the official age group corresponding to the primary and secondary levels. SDG 4 aims to achieve universal primary education.	School register, school survey or census for data on enrolment by age. Population censuses or estimates for school-age population normally obtained from the Central Statistical Office. These data are generally available in international databases, such as the UNESCO Institute of Statistics, the WB's Development Indicator database and the UN Millennium Development Goal (MDG) database. Data are generally taken from UNESCO Institute of Statistics and supplemented with country data. http://www.uis.unesco.org/Education/Pages/default.aspx .	For reasonably efficient EMIS, a lag of year is to be expected with enrolment data. For example, data covering the school year, September 2014-July 2015, will be available in 2016. This allows time for Ministries of Education to collect and compile data from educational establishments to meet their national reporting requirements and obligations of international agencies (UNESCO).
1.7 Secondary school graduates achieving five CXC General Proficiency or equivalent in National Assessment passes or more, including Mathematics and English (%)	% of candidates who have achieved passes in five subjects, including Mathematics and English, generally in one sitting. Candidates obtaining Grades III at the General and Technical proficiencies of the Caribbean Secondary Education Certificate (CSEC) of CXC, or an equivalent performance in national examinations in BMCs, such as The Bahamas General Certificate of Secondary Education (BGCSE), are considered as satisfying the matriculation requirement for tertiary and post-secondary programmes.	The indicator is used to monitor the supply of students who (a) satisfy the matriculation requirements for tertiary and post-secondary programmes; and (b) meet requirements for the world of work. It is monitored to track progress on SDG 4.	Examination performance data are compiled for MOEs within the respective BMCs. Officers in the Social Sector Division (SSD) Unit obtain the data from MOEs.	Annual data are reported for the last completed school year. There is a lag of one year.

Indicator	Description	Rationale	Data source	Frequency
1.8 Proportion of students starting from Form 1 who reach Form 5 (survival rate)	Proportion of a cohort of students starting Form 1 who reach Form 5, or are expected to reach Form 5.	The indicator describes internal efficiency of the education system and highlights the success of the education system in retaining students from one grade to the next. It is the cumulative measure of educational wastage as measured by repetition and dropouts. Various factors account for poor performance in this indicator, including low quality of schooling and discouragement over poor performance. Students' progress to higher grades, particularly for BMCs with challenges in educational coverage (Haiti) may also be limited by the availability of teachers, classrooms and educational materials. It is monitored to track progress on SDG 4.	MOEs within the respective BMCs compile these data. Officers in SSD Unit obtain the data from MOEs.	Annual data are reported for the last completed school year. There is a lag of one year.
1.9 Students completing at least one Level 1 course in TVET (%)	% of students completing a Level 1 course in TVET or an equivalent programme in a year. TVET is concerned with the acquisition of knowledge and skills for the world of work. These include: CSEC TVET subjects, National Vocational Qualifications and CVQ Level 1 programmes, City and Guilds Level 1 programmes and BGCSE TVET subjects or their equivalent.	The expansion and flexibility of the education system to offer training pathways that address the career interests and prospects of all students is a goal of the United Nations Educational, Scientific and Cultural Organization (UNESCO). The indicator measures the proportion of students completing at least one level 1 subject and programme in TVET. It is monitored to track progress on SDG 4.	MOEs within the respective BMCs compile these data. Officers in SSD Unit obtain the data from MOEs.	Annual data are reported for the last completed school year. There is a lag of one year.

Indicator	Description	Rationale	Data source	Frequency
1.10 Unemployment rate (%)	The unemployment rate is a measure of the proportion of the population currently in the labour force that are unemployed. According to the ILO, "the unemployed comprise all persons of working age who were: (a) without work during the reference period, i.e. were not in paid employment or self-employment; (b) currently available for work, i.e. were available for paid employment or self-employment during the reference period; and (c) seeking work, i.e. had taken specific steps in a specified recent period to seek paid employment or self-employment. For purposes of international comparability, the period of job search is often defined as the preceding four weeks, but this varies from country to country.	The unemployment rate is an indicator of the extent to which employment opportunities are being provided. It is monitored to track progress on SDG 8.	ILO, key indicators of the labour market database.	Frequency of availability of data varies by country. At least a one-year lag.
1.11 Intra-regional trade as a percentage of total regional trade	Intra-regional trade is defined as the value of imports plus the value of exports between CARICOM Member Countries. Total regional trade is defined as imports from all countries to CARICOM Member Countries plus exports to all countries from CARICOM Member Countries. Intra-regional trade will be a subset of total regional trade. Trade covers goods carried by sea or air.	This indicator reflects the importance of the intra-regional trade (the movement of goods and services, i.e. e-commerce) among Caribbean countries. It is an indication of growing markets in the Region and the effectiveness of particular regional arrangements in facilitating trade. It measures the degree of interdependence and connectivity among Member States from the perspective of international trade. It is monitored to track progress on SDG 8.	www.caricomstats.org, national statistical offices	Calendar year data. Variable lags; usually a year for more developed countries and longer for less development countries.

Indicator	Description	Rationale	Data source	Frequency
1.12 Doing Business average score (out of 190 countries)	The WVB's Ease of Doing Business ranks economies from 1 to 190, with first place being the best. A high score (100) and a low numerical rank (1) means that the regulatory environment is conducive to business operation, usually simpler, regulations for businesses and stronger protections of property rights.	Empirical research funded by WVB shows that the effect of improving business regulations on economic growth is strong. An environment conducive to business operation is an important precursor for building a competitive economy. The indicator tracks progress on SDG 8.	The WVB: http://www.doingbusiness.org/rankings	There is a one-year lag. Annual data is based on data from the previous year.
1.13 Proportion of population with access to an improved water source (%)	% of the population with sustainable access and use of the following types of water supply for drinking: piped water, public tap, borehole or pump, protected well, protected spring or rainwater. Improved water sources do not include vendor-provided water, bottled water, tanker trucks or unprotected wells and springs.	The indicator monitors access to improved water sources based on the assumption that improved sources are more likely to provide safe water. Unsafe water is a direct cause of many diseases. The indicator tracks progress on SDG 6.	Two data sources are most commonly used: administrative or infrastructure data that report on new and existing facilities, and data from household surveys, including Multiple Indicator Cluster surveys, DHS and Living Standards Measurement study surveys. http://data.worldbank.org/products/data-books .	A lag of a year is to be expected with administrative data. The timing of collection and analysis of household survey data is irregular.
1.14 Proportion of population with access to improved sanitation (%)	% of the population with access to facilities that hygienically separate human excreta from human, animal and insect contact. Facilities, such as sewers or septic tanks, pour-flush latrines and simple pit or ventilated improved pit latrines are assumed to be adequate, provided that they are not public.	Good sanitation is important for urban and rural populations, but the risks are greater in urban areas where it is more difficult to avoid contact with waste. The indicator tracks progress on SDG 6.	Two data sources are most commonly used: administrative or infrastructure data that report on new and existing facilities, and data from household surveys, including Multiple Indicator Cluster surveys, DHS and Living Standards Measurement study surveys. Rural and urban population statistics come from population censuses. http://data.worldbank.org/products/data-books	A lag of a year is to be expected with administrative data. The timing of collection and analysis of household survey data is irregular.
1.15 Renewable energy as a % total energy mix produced	Measures energy produced from renewable sources as a percent of total energy production.	Renewable energy is the most sustainable form of energy. The larger % of renewable energy in a country's energy mix, the greater its energy security. Further, renewable energy technologies are clean sources of energy that have a much lower environmental impact than conventional energy technologies. (Source: UN Statistics Division) The indicator tracks progress on SDG 7.	CARICOM.	The most recent data available is from 2012. Data is only available for five BMCs.

Indicator	Description	Rationale	Data source	Frequency
1.16 Energy use per unit of GDP (barrels of oil equivalent 000s/ \$ mn GDP)	Energy use per unit of GDP, also known as energy intensity, is a measure of an economy's energy efficiency. High energy intensities indicate a high cost of converting energy into GDP, while low energy intensity indicates a lower cost of converting energy into GDP.	Energy is required for economic and social development. However, consumption of fossil fuels is the major cause of air pollution and climate change. Improving energy efficiency and decoupling economic development from energy consumption, particularly of fossil fuels, is essential to sustainable development. (Source: UN Statistics Division) The indicator tracks progress on SDG 7.	Petroleum consumption data from CARICOM. GDP data from the WB (World Development Indicators).	The most recent data available is from 2013.
1.17 Reported economic losses resulting from natural disasters and climate variability (% of GDP, three-year average)	Estimated financial cost of loss from natural hazard events in the reporting year (as normally determined by a damage and loss assessment) expressed as a percentage of GDP. Natural hazard events are divided into five sub-groups: (a) geophysical, i.e. earthquake, volcano, and mass movement; (b) meteorological, i.e. storms; (c) hydrological, i.e. flood and mass movement; (d) climatological, i.e. extreme temperature, drought, and wild fire; and (e) biological, i.e. epidemic, insect infestation, and animal stampede. The costs are generally replacement costs to rehabilitate essential buildings and infrastructure, including any new builds, at current prices. Depending on the scale of the damage and loss, the costs are used by governments and international agencies to make appeals for assistance.	Due to the size and geographical positioning of countries in the Caribbean, the Region is susceptible to natural hazard events, particularly those of a meteorological, geophysical and hydrological nature. This makes preparedness for and mitigation against natural hazards a very important issue for Caribbean governments, and for development. Good DRM can help reduce costs (both financial and human) when natural events occur, and dampen the impact on affected economies. The indicator tracks progress on SDG 13.	Estimated cost of damage data is sourced from the International Disaster Database (EM-Data) http://www.emdat.be/database . GDP in current prices (USD) is taken from Central Statistical Offices, or International databases, such as the IMF.	Date of event and estimated damage recorded.

Indicator	Description	Rationale	Data source	Frequency
1.18 Area protected to maintain biological diversity (%)	An area of land or water especially dedicated to the protection and maintenance of biological diversity, and of natural and associated cultural resources, and managed through legal and effective means. (Legal or effective means refers to the objectives of the act under which an area is designated and implies security of tenure, generally revoked only by a state or national parliamentary process; or areas covered by a legally adopted plan of management).	This indicator represents the extent to which areas important for conserving biodiversity, cultural heritage, scientific research (including baseline monitoring), recreation, natural resource maintenance, and other values, are protected from incompatible uses. It shows how much of each major ecosystem is dedicated to maintaining its diversity and integrity. The indicator tracks progress on SDG 15.	UN Statistics Division, Department of Economic and Social Affairs, see http://mdgs.un.org/unsd/mdg/SeriesDetail.aspx?srid=616&crd	This indicator is normally reported every five years by UNSD. Most recently, there has been data for 2012.
1.19 Proportion of land area covered by forest (%)	% of land area covered by forest is the amount of forest area in the total land area.	Forests fulfil a number of functions that are vital for humanity, including the provision of wood and non-wood forest products; and services, such as habitat for biodiversity, carbon sequestration, coastal protection, and soil and water conservation. This indicator provides a measure of the relative extent of forest in a country. Availability of accurate data on a country's forest area is a key element for forest policy and planning within the context of sustainable development. Changes in forest area reflect the demand for land for other uses and may help identify unsustainable practices in the forestry and agricultural sectors. Negative trends in the proportion of land covered by forest are a cause for concern due to the role played by forests in biodiversity conservation, climate change and provision of livelihoods. Positive trends indicate large reforestation efforts or the natural expansion of forest onto abandoned agricultural land. The indicator tracks progress on SDG 15.	WB Little Green Data Book http://data.worldbank.org/products/data-books/little-green-data-book	The data for this indicator is collected on an annual basis with a one-year lag.

LEVEL 2: CDB's Contribution to SDGs, Country and Regional Development Outcomes

Indicator	Description	Rationale	Data source	Frequency
2.1 Transport: Primary, secondary and other roads built or upgraded (km)	Kilometres of all roads constructed or upgraded. CDB's road development and maintenance projects cover primary roads: major roads intended to provide large-scale transport links within or between key economic and social areas in a country; secondary roads: roads that supplement a primary network by feeding traffic from local roads on the primary network, and other and tertiary roads: minor roads which provide access to local communities and areas of agricultural and other economic activity.	Good quality road infrastructure is a key ingredient for sustainable development. All countries need an efficient transport network if they are to prosper and provide a decent standard of living for their populations. Good quality roads are essential for the smooth running of many key economic sectors, including agriculture, industry, mining and tourism. Efficient road infrastructure makes it easier for economic actors to do business, generates employment and enhances a country's ability to trade while reducing the costs of goods and services. It also improves the delivery of and access to vital social services, such as health and education, and minimises the risk of fatalities due to poor road infrastructure. Investment in road infrastructure can contribute to the achievement of the SDGs.	Projects and programmes from the Economic Infrastructure Division (EID) and BNTF contribute to these results.	Data reported as at December 31st of the last completed year.
2.2 Transport: Beneficiaries of road projects (number)	Number of people who benefit from newly constructed or improved road infrastructure. From road usage surveys or estimated as the catchment area population served by the road, where data are not provided by road usage surveys.	See indicator 2.1	Numbers of beneficiaries of road building or upgrade projects determined by the projects' scoping reports or road usage surveys, or estimated from data on the catchment population that could benefit from the road improvement. In most cases, the catchment population will be a census estimate. The number of beneficiaries relate to the countries in which CDB supports road building or upgrade projects.	Annual reporting. Last census data (if used) relate to 2010 round for most BMCs.

Indicator	Description	Rationale	Data source	Frequency
2.3 Sea defences, landslip protection, and urban drainage (km)	Kilometres of protective structures or structures built for the protection of vulnerable infrastructure or communities, financed by CDB.	The purpose of the indicator is for disaster mitigation. Strengthened infrastructure leads to better protection of the built-up environment and minimises economic losses as a result of natural hazard events. It also protects residents of coastal communities from the effects of waves and storm surges.	EID infrastructure projects.	Annual, calendar year
2.4 Water: Installed water capacity (cubic metres/day)	Installed capacity of water (in cubic metres per day) in storage, water and sewage treatment facilities and pumping stations, through Bank-supported operations.	The indicator describes the extent to which there is adequate provision of efficient, reliable and sustainable supply of safe water to consumers. Installed sewage capacity with effective treatment will also help to mitigate against adverse public health and environmental impacts.	BNTF and EID units. Project reports.	Annual, calendar year for the last completed year.
2.5 Water: Supply lines installed or upgraded (length of network in km)	Kilometres of water supply lines laid or upgraded under Bank-supported operations. The indicator is broken down by urban and rural areas.	The indicator is a measure of the extent to which sustainable access to improved water supply has been increased, based on the assumption that improved sources of water are more likely to provide safe water, also reducing the risk of waterborne and waste-related diseases. Water losses through poor infrastructure is also a major issue in the Caribbean.	Supervision reports for water projects managed by EID. BNTF sub-project reports, and the BNTF information system.	Calendar year data for the last completed year.
2.6 Water: Households with access to improved sanitation and water supply (number)	Number of households that have benefitted from installed or upgraded water supply lines, installed potable water sources, or from improved sanitation facilities, including upgraded or new sewerage infrastructure, public toilets, laundry or bathroom facilities. The indicator is disaggregated by urban and rural areas.	The indicator contributes to the MDG for the proportion of the population with sustainable access to an improved water source, and improved sanitation. Although the Caribbean Region is close to attaining the targets for access, access to improved water and sanitation is poorer in rural areas for many Caribbean countries, and hence the indicator counts separately rural and urban households who have benefitted.	Supervision reports for water and sanitation projects managed by EID. BNTF sub-project reports, and the BNTF information system.	Calendar year data for the last completed year.

Indicator	Description	Rationale	Data source	Frequency
2.7 Communities: Beneficiaries of community infrastructure construction and enhancement projects (number)	Number of people who benefit from enhanced social and economic community infrastructure interventions, financed by Bank-supported operations (see Indicator 2.13)—computed as the number of people that the new or upgraded community building can cater for or accommodate, according to the building specification, or from community records of the numbers of beneficiaries.	Poor and vulnerable communities often lack access to basic infrastructure and services, which limits their prospects and social and economic development. The indicator is a measure of the number of persons who can benefit from the new or upgraded community infrastructure.	BNTF sub-projects in BMCs covered by BNTF. Haiti community-driven development projects. EID community driven projects.	Calendar year data, as at 31st December.
2.8 Agriculture: Stakeholders trained in improved production technology (number)	Number of farmers or associated workers in the agricultural sector adopting improved agricultural technology or practices under Bank-supported operations.	The aim of agricultural sector interventions is to increase production, productivity and competitiveness of the sector. CDB's efforts are focused on the creation of an enabling environment in support of private sector investment in the agricultural sector, including the provision of public goods and services, and stakeholder training in modern production approaches and technologies.	Project level data provided by the respective BMCs and project execution or implementing agencies.	Calendar year as at December 31st.
2.9 Land improved through irrigation, drainage and flood management (hectares)	Area provided (in hectares) with new or improved irrigation, through drainage, flood or irrigation works.	The aim of agricultural sector interventions is to increase production, productivity and competitiveness of the sector. CDB's efforts are focused on the creation of an enabling environment in support of private sector investment in the sector, including the provision of public goods and services, and stakeholder training in modern production approaches and technologies. A major concern is related to climate impact modelling for the Region, which predicts an increase adverse weather event. Water management is accordingly required to ensure adequate provision of water for optimum crop and livestock production.	Project level data provided by the respective BMCs/ project execution and implementing agencies.	Usually annual, but variable reporting times and lags based on country.

Indicator	Description	Rationale	Data source	Frequency
2.10 Classrooms and educational support facilities built or upgraded according minimum standards (number)	Number of classrooms in basic or post-secondary or tertiary education, which are built or upgraded in the reporting period, complying with standards approved by respective local authorities.	A constraint to the attainment of the goal of universal education is the availability and quality of educational facilities, including appropriate pedagogical equipment, tools and materials as part of the enabling environment for learning. All facilities—classrooms, laboratories, workshops, multi-purpose rooms and other specialised rooms are included. The indicator aims to measure CDB's contribution to closing the deficit in fit-for-purpose education facilities. The supply of quality education facilities has transformative impact. It positively supports instructional effectiveness, particularly the capacity to meet the differentiated learning needs of students and consequently, improved student performance.	Derived from project level information from two main sources: The BNTEF sub-projects and programmes; SSD projects identified through CSPs targeting access to basic education in all BMCs.	Data reported as at December 31st of the last completed year.
2.11 Teachers and principals trained or certified (number)	Number of teachers in basic and postsecondary or tertiary education who have received about 40 hours (about a week) of training through CDB support. This covers principals and teachers.	Learning outcomes, to make sure every child performs up to a regional minimum standard upon completing primary and secondary education, depend among other things on the quality of teaching. Research has consistently shown that the teacher quality is one of the highest school-based correlate of student learning. The indicator is a supply one, capturing the number of teachers receiving training. Better teaching should in turn lead to improved learning outcomes.	The MOEs within the respective BMCs, or project documentation of BNTEF and SSD Units.	Data reported as at December 31st of the last completed year.

Indicator	Description	Rationale	Data source	Frequency
2.12 Students benefiting from improved physical classroom conditions, enhanced teacher competence, or access to student loan financing	Count of pupils who benefit from new classrooms or upgrades (Indicator 2.10 in the RMF), or enhanced teacher training (Indicator 2.11), or who receive financing for tertiary education programmes. The indicator counts pupils benefitting at all levels of education in any one year.	The indicator quantifies the number of students benefitting from CDB financed interventions in these main areas of support for the education sector (improving the learning environment; the quality of taught education; and access to finance for education) interventions which can enhance learning outcomes and employment potential.	Project level information systems record the number of beneficiaries from classroom construction and rehabilitation, teacher training and student-loan financing interventions. CDB officials in BNTEF, SSD and PSD units are responsible for collating these data from primary sources.	Data reported as at December 31st of the last completed year.
2.13 Beneficiaries of community-based citizen security interventions (number)	Number of youth (aged 15-24) or vulnerable persons who are considered at risk of causing or being a victim of crime, provided with Bank-supported community development training initiatives or anti-crime sensitisation projects.	Citizen security is a development priority in the Caribbean. CDB has a tailored programme that takes into account the variety, complexity and variability of insecurity in Belize City. In addition, citizen security is treated in a cross-cutting way in many CDB-sponsored projects, such as in education and infrastructure development (although these are currently not counted in the indicator).	Belize, Community Development Project Management Information System/PSR.	Data reported as at December 31st of the last completed year.
2.14 Beneficiaries of youth at risk interventions (number)	Number of youth (aged 15-24) who are considered at risk of causing or being a victim of crime, provided with Bank-supported community development training initiatives or anti-crime sensitisation projects.	This indicator is intended to capture youth-specific initiatives in the area of citizen security, including youth reached through education and infrastructure development.	CDB officials in SSD are responsible for collating these data from primary sources.	Data reported as at December 31st of the last completed year.
2.15 Energy: Conventional or renewable power generation capacity installed (MW)	MW of generation capacity of conventional and renewable energy constructed or rehabilitated under Bank-supported projects and programmes. Renewable energy is defined to include hydropower, and power from wind, solar, geothermal, and other renewable sources.	Lack of energy security is one of the most pressing challenges among net-energy importing BMCs. This challenge is linked to high import fuel costs and an over-dependence on imported fuel. The indicator measures increased access to conventional, as well as alternative renewable energy generating capacity (both on grid and off-grid).	CDB officials in BNTEF, SSD and PSD units are responsible for collating these data from primary sources. Caribbean Energy Information System for on-grid renewable energy capacity installed figures.	Data reported as at December 31st of the last completed year.

Indicator	Description	Rationale	Data source	Frequency
2.16 Sustainable energy policy, legal and regulatory framework, or capacity deficits or capacity deficits addressed (number)	Number of CDB initiatives completed that address policy, legal, regulatory or capacity deficits identified in BMCs.	BMCs require a policy and legal and regulatory environment that effectively enables them to pursue sustainable energy solutions to energy insecurity. Energy security is a cross-cutting theme in CDB's Strategic Plan. This indicator captures CDB projects, as well as project components, that have increased capacity in this regard.	Data is aggregated by CDB's Energy Efficiency/ Renewable Energy Unit.	Data reported as at December 31st of the last completed year.
2.17 Energy savings as a result of energy efficiency and renewable energy interventions (GWh)	Energy savings due to energy efficiency measures or the adoption of renewable energy technologies (converted to MWh), directly attributable to Bank supported projects. Since energy savings cannot be directly measured, as it represents the absence of use, projected savings are calculated against baseline or business-as-usual scenarios in the absence of the project.	The determination of energy savings gives facility owners and managers valuable feedback on their energy conservation measures (ECMs), including the installation of renewable technology. This feedback helps them adjust ECM design or operations to improve savings, achieve greater persistence of savings over time, and lower variations in savings.	Projects database of renewable energy and energy efficiency initiatives in MSME, public sector operations, and communities.	Annual
2.18 Transmission or distribution lines installed or upgraded (length in km)	Total length in km of energy transmission or distribution lines installed or upgraded through CDB operations.	Installing or upgrading access increases populations' access to energy or access to more reliable energy, supporting SDG 7.	CDB officials in EID unit are responsible for collating these data from primary sources.	Data reported as at December 31st of the last completed year.
2.19 Communities with improved capacity to address climate change and DRM (number)	Number of communities who have benefitted from interventions of CDRRF or have benefitted from development projects that reduce the risk of damage or losses through specific training, TA or infrastructure improvements and enhancements (roads, bridges and other infrastructure), where they are not counted in other social and economic infrastructure development interventions. Some of the infrastructure improvement may be financed through CDB's Immediate Response or Rapid Response loans.	Communities in the Caribbean are severely affected by climate change and extreme weather events. These events destroy crops, damage homes, disrupt livelihoods and can cause job losses, injury, sickness and death. The CDRRF and economic infrastructure projects work to help community members and groups find ways to reduce their vulnerability to risks associated with natural disasters and to adapt to climate change.	CDB officials in EID and from CDRRF are responsible for reporting data based on completed projects and initiatives.	Projects and initiatives completed as at December 31st of the last completed year.

Indicator	Description	Rationale	Data source	Frequency
2.20 National sector policies, or strategies, or plans or tools developed or implemented to improve capacity for climate resilience, conservation, rehabilitation or environmental management	Count of a range of policy-level interventions that contribute to the protection of the natural and built-up environment. The count includes the preparation of climate change policy documents, spatial and physical development plans; assistance with updating planning legislation, building code regulations, and solid waste management frameworks. It also covers the preparation of guidelines to strengthen processes, the development of watershed management plans and training in environmental management practices.	Through best-practice policy-level environmental plans, guidelines and frameworks countries are better prepared to manage their natural and environmental risks. In addition, the adoption of good disaster risk and environmental management practices can help to minimise economic damages and losses during disaster events, protect the natural environment, and reduce the impact on the livelihoods of vulnerable populations.	CDB officials in EID and ESU are responsible for reporting data based on completed projects and initiatives.	Projects and initiatives completed as at December 31st of the last completed year.
2.21 Value of credit made available to the private sector (\$ mn) (disaggregated by sector)	Value of credit in a calendar year (in \$ mn) to MSE and businesses in the service and agricultural sectors. These private sector enterprises will receive credit through development financial institutions and other financial institutions, underwritten by CDB financing.	The indicator is one of several proxy measures under private sector development used to describe the extent to which business viability has been enhanced and growth is potentially expanded through the provision of private sector credit.	Development financial institutions and other financial institution reports, covering the loan portfolio of countries of Private Sector Department.	Calendar year for the last completed year. Development financial institutions usually require three months to compile their reports for the last quarter. Therefore, such institutions will have annual data by March of the following year.
2.22 MSMEs benefiting from credit (number)	Number of people with approved applications of business credit or mortgage financing, disaggregated by the sex of the applicant. The business application will usually be made by one of the following size of business: micro (owner-managed with less than five employees), small (less than 25 employees) and medium enterprises (25-50 employees), where the indicator counts the individual(s) making the application for the business.	The indicator is one of several proxy measures under private sector development used to describe the extent to which business viability is potentially enhanced through the provision of credit.	Applications and reports from development financial institutions to whom loan is advanced.	Annual, calendar year
2.23 Beneficiaries of mortgage programmes (number)	Beneficiaries of mortgage financing, where the borrower will take out a mortgage to finance, among other things, the purchasing of a new property or major renovation to an existing property.	Mortgage financing will usually contribute to improved living standards and social well-being of persons benefitting.	Applications and reports from development financial institutions to whom loan is advanced.	Annual, calendar year

Indicator	Description	Rationale	Data source	Frequency
2.24 Beneficiaries of TA interventions targeted at MSMEs (number)	Number of recipients of: (a) direct TA, training attachments, and national and regional workshops through the Caribbean Technical Consultancy Service network; (b) TA support for innovation, entrepreneurship and ICTs; and (c) other TA, which may be carried out by development financial institutions through line of credit activities. The recipient will usually be involved with a MSME (see indicator 2.18 for the definition of MSME.).	This is a leading indicator of enhanced capacity in business development of individuals or enterprises supported by the CTCS Network, or other TA modalities. Capacity of agencies that provide assistance to MSMEs will also be enhanced. Enhanced capacity may lead to a number of economic benefits, such as increased production, employment and sales and revenue of affected MSMEs.	Data from PSRs, Back to Office Reports, and consultancies and agencies involved in project implementation, collated by the Technical Cooperation Division (TCD) and PSD.	Data reported as at December 31st of the last completed year.
2.25 Financial institutions with enhanced capacity for credit delivery, business planning, or sustainability (number)	The number of completed TA projects or activities delivered to financial institutions as part of, or separate, from lines of credit that successfully enhanced institutions' capacity for delivering credit or business planning, or enhanced their sustainability, as evidenced by the project or activity being rated as satisfactory or above by CDB at completion.	The indicator is part of a set of measures aimed at improving good governance in BMCs. It is aligned with the SDG 8 target of strengthening the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.	Project supervision and completion reports.	Annual, calendar year
2.26 Economic management systems upgraded and public sector investment programmes supported (including budget, treasury, accounting, debt and revenue)	Number of economic management systems that have been strengthened or public sector investment programmes supported under Bank-supported operations. Interventions in the following areas are counted in the indicator: (a) budget formulation; (b) treasury and accounting functions; (c) debt management and revenue collection; (d) development planning and management; (e) public sector financial and procurement planning; and (f) macro-economic planning.	The indicator is part of a set of measures aimed at improving governance in BMCs. It is recognised that good governance is a necessary condition for promoting the systematic reduction of poverty.	Project supervision and completion reports.	Annual, calendar year

Indicator	Description	Rationale	Data source	Frequency
2.27 Stakeholders trained in results focused PCM or PPAM (number)	The number of stakeholders that participate in CDB training on PCM or PPAM.	A strong cadre of well-trained personnel in the fields of PPAM and PCM, both within CDB and BMCs, to this institutions' ability to effectively and efficiently support inclusive growth and sustainable development.	This indicator ties to CDB's PPAM and PCM Training Programme (2015-2018), managed by TCD.	Data reported as at December 31st of the last completed year.
2.28 Systems, processes and instruments supporting evidence-based policymaking and MfDR strengthened (number)	Number of systems, processes and instruments that were strengthened through CDB supported TA operations that were completed in the year of reporting, and will support the BMC with evidence-based policymaking and MfDR. This includes projects or activities rated as satisfactory or above by CDB at completion.	The indicator is part of a set of measures aimed at improving good governance in BMCs.	Project supervision and completion reports.	Data reported as at December 31st of the last completed year.
2.29 Business climate and competitiveness enhancement projects implemented (number)	Number of projects completed focusing on improved business climate and competitiveness enhancement.	In order to effectively foster private sector growth, BMCs require an enabling policy and regulatory environment, and need to provide incentives and support for SME development.	Refers to certain projects forming part of the Compete Caribbean Programme which runs until 2016; as reported by PSD.	Data reported as at December 31st of the last completed year.
2.30 BMCs with increased capacity to undertake PPP arrangements (number)	Number of countries in which the capacity to undertake PPP arrangements has been strengthened through CDB-financed operations. Countries in which results were achieved in one or more of the following areas as related to PPPs are counted in the indicator: (a) development of PPP policies and practices; (b) creation of legal environments that allow for the implementation of PPPs; (c) increased institutional capacity; (d) increased human capacity; (e) creation of fiscal management and accounting frameworks.	PPPs are a possible solution to relaxing the potentially binding fiscal constraints in relation to the provision of public services; they are particularly needed in the infrastructure sector. With improved understanding of PPPs and institutional ability to initiate and manage them, BMCs will be better able to use PPPs effectively and efficiently to achieve development results.	CDB PPP Regional Support Mechanism.	Data reported as at December 31st of the last completed year.

Indicator	Description	Rationale	Data source	Frequency
2.31 RPG created or strengthened (e.g. statistical capacity, quality standards, procurement, and debt relief) (number)	Number of RPG created or strengthened through initiatives supported by the Bank. These include completed projects aimed at improving access to information, the administration of the free movement regimes under the CSME, the competitiveness of the Region's priority and high potential export sectors, improving networking and collaboration among regional MSMEs to exploit export opportunities, and increasing capacity within Ministries of Trade.	Regional integration in the Caribbean offers the best opportunity for small countries of the Region to accelerate growth, reduce economic disparities and facilitate closer policy coordination and collaboration on a range of issues affecting their development, including regional and global public goods.	Projects completed (primarily through CARTFund which ended in 2015) during the reporting year are reported by TCD.	Annual, calendar year.
2.32 Certification or accreditation systems supporting the free regional movement of goods and persons, created, strengthened, or expanded (number)	Number of accreditation systems that were created, strengthened, or expanded through initiatives supported by the Bank, which are expected to support an increased free regional and international movement of goods and persons.	Supporting is key CDB objective. The indicator aims to measure the outcome of initiatives designed to improve the free regional movement of goods and persons. The results of CDB supported initiatives will contribute to the desired outcome of supporting the framework and regime for managing integration of CSME labour markets (Labour Market Information Systems for proper management of the regime for free movement, legislation for transferability of social security benefits and consumer protection).	Projects completed (primarily through CARTFund which ended in 2015) during the reporting year are reported by TCD.	Annual, calendar year.

Level 3: How Well CDB Manages its Operations

Indicator	Description	Rationale	Data source	Frequency
3.1 Portfolio performance rating for implementation (% rated excellent to satisfactory)	A measure of the effectiveness of CDB's projects and programmes during implementation is the Portfolio Performance Index (PPI), a composite indicator covering six criteria: strategic relevance, poverty relevance, efficacy, cost efficiency, institutional development, impact and sustainability.	Projects and programmes with PPI ratings of satisfactory or above (highly satisfactory or excellent in PSR) provide an indication that CDB's investments are largely meeting their objectives. The indicator measures the percentage of projects and programmes with PPI ratings of satisfactory to excellent.	Project rating scores in PSRs that have been entered in the PPMS—and reported in Annual Review for Project Performance (ARPP). The scores cover projects under implementation for IPB loans.	As at December 31st, each year.
3.2 PCRs completed within the two years of project completion (%)	% of projects ended in the two years prior to current year, which have completed PCRs signed off by the OIE. There is a lag of year in the indicator, i.e. 2014 data will look at the completion rate of projects ended in 2013 and 2012.	This is a measure of compliance with PCM, and accountability. The aim is to be fully compliant, i.e. 100% of projects with completed PCRs on the system.	PPMS, and covers CDB's OA (economics, infrastructure, social sector, and private sector development, environmental sustainability, technical cooperation, renewable energy and energy efficiency)	As at December 31st, each year.
3.3 Projects with annual supervision reports on PPMS and PRISM (%)	% of PSRs completed in the reporting period and placed on the PPMS and PRISM. A PSR is a tool used by CDB for assessing the performance of projects and programmes during implementation on an annual basis. Completed PSRs indicate that projects and programmes are formally being monitored to allow them to achieve their objectives.	PSRs are an important tool for ensuring that projects are able to achieve their intended objectives. PSRs provide a control point to monitor the progress of project objectives, gather lesson to improve or change project implementation and performance, or introduce corrective action when projects are off-track. The indicator assesses the % of PSRs in the PPMS, and CDB's compliance with good PCM practices.	PPMS, annual review of the project portfolio	Annual, calendar year as at annual PSR submission deadline set by OA.
3.4 Projects at risk (% of portfolio)	Projects which exhibit more than two of the following six risk criteria are considered at risk: (a) weighted score for any criterion is equal to or below 0.5; (b) a composite performance score below 4.0; (c) a decline in any project performance rating score by more than 15%; (d) timing performance more than 15% behind target; (e) CDB performance unsatisfactory; and (f) Borrower performance unsatisfactory.	Fewer projects at risk is an indicator of good project management.	PPMS, annual review of the project portfolio	Annual, calendar year

Indicator	Description	Rationale	Data source	Frequency
3.5 Average time taken from appraisal mission to approval (months)	Average number of months from date of project appraisal mission to submission of an appraisal report for the BOD approval, for loan investments involving public sector operations in BMCs.	Time from appraisal to BOD approval is a measure of project processing efficiency.	PPMS, annual review of the project portfolio	Annual, calendar year
3.6 Average time from approval to first disbursement (months)	Average number of months from the BOD date of approval to the first disbursement for CDB's loan investments that have become effective during the reporting period.	Time to first disbursement is a measure of project effectiveness and efficiency. This can be influenced by a number of factors, such as the readiness of the implementer to meet project conditions.	PPMS, annual review of the project portfolio	Annual, calendar year
3.7 Projects under implementation with extensions (revised final disbursement date) (%)	The proportion of CDB loan and grant (\$1 mn or more only) projects which have been extended beyond their originally planned completion date based on their current TDD as entered in FlexCube.	It is known that a project's implementation is delayed when its final disbursement date is revised. A delayed project has implications in terms of its ongoing cost to the Borrower and the lender, as well as reduced development effectiveness. If the average time of extension can be brought down, savings in costs and gains in efficiency in managing the portfolio of projects can be achieved.	Projects under implementation as at December 31st based on information in FlexCube. This list is cross-referenced with the list of projects in the portfolio considered active as at December 31st by the ARPP.	As at December 31st
3.8 Average length of project extension (months)	The average length of time (in months) that a CDB loan or grant (\$1 mn and more only) project is extended based on their current TDD as entered in FlexCube.	The difference between the original TDD and the current TDD provides information about the length of extension given to a project. A delayed project has implications in terms of its ongoing cost to the borrower and the lender, as well as reduced development effectiveness.	Projects under implementation as at December 31st based on information in FlexCube. This list is cross-referenced with the list of projects in the portfolio considered active as at December 31st by the ARPP.	As at December 31st
3.9 Percentage of concessional resources allocated according to performance-based allocation system.	Concessional resources SDF resources for core country lending and the BNTF that have been apportioned using a performance-based resource allocation formula, of total available concessional resources.	The performance-based resource allocation system is designed for planning financial resources to core country lending on the basis of needs. It is also used for the allocation of BNTF resources among countries participating in BNTF.	Approvals of SDF resources	Annual

Indicator	Description	Rationale	Data source	Frequency
3.10 Disbursement ratio	The disbursement ratio is computed as disbursements for the year under review as a percentage of the total undisbursed balances at the beginning of the year, plus undisbursed balances of projects entering the portfolio minus cancellations or withdrawn balances during the year.	The disbursement ratio is an important measure of the Bank's operational performance because it tracks the pace at which resources are being made available to its clients.	PPMS, ARPP	Annual, calendar year
3.11 Disbursement (efficiency) rate	The disbursement (efficiency) rate is computed to compare actual to planned disbursements, and is a measure of actual disbursement efficiency against anticipated targets for any given year. PBLs are not included in the calculation.	A disbursement efficiency rate close to 100% is desirable: i.e. actual disbursements match those anticipated by project supervisors at the beginning of the period. However, it is possible for the rate to be higher than 100% due to project specific variation, for example, fast disbursing loans can cause the rate to be above 100%. Other factors, such as slow implementation and long gestation periods can cause lower efficiency rates than expected.	PPMS, ARPP	Annual, calendar year
3.12 Financing directed to less developed BMCs (% three-year average)	Approved financing (ordinary capital resources, Special Development Fund, and other special funds) to BMCs designated as less developed (reference CDB Annual Report) as percentage of total approved financing. A three-year average is taken of the proportion to account for the variability from year to year in the level of approvals.	An important part of the Bank's mandate of contributing to the harmonious economic growth and development of the Member Countries in the Caribbean is to have special and urgent regards to the needs of the less developed countries. The indicator monitors the average proportion of finances approved for the benefit of less developed countries over a three-year period.	FlexCube	Annual, calendar year
3.13 Approved country strategies in use with results frameworks (number)	CSPs for BMCs prepared by CDB, that have RMF, including planned outcome performance indicators that comply with good indicator development practices (SMART, data sources and collection methods identified). These CSP are actively being implemented.	CDB is committed to developing country strategies for its BMCs to support them in achieving inclusive and sustainable growth and development. In order to ensure that the CSP are results-focused they must be underpinned by robust RMFs.	As reported by Economics Department	Annual, calendar year

Indicator	Description	Rationale	Data source	Frequency
3.14a Approved projects with a gender-specific or gender mainstreamed rating (as a % of total projects)	Extent to which CDB projects (loans and grants) significantly considered gender issues in their analysis, data, engagement, and response, to the point of having mainstreamed gender.	Measures the extent to which CDB projects (loans and grants) mainstreamed gender, in line with the cross-cutting theme of supporting gender equality through strengthened gender mainstreaming.	Project appraisal reports	Annual, calendar year
3.14b. Projects reporting on gender results during implementation (%)	Share of projects for which data on sex-disaggregated and gender relevant indicators in the results, framework are collected and reported on during supervision. This indicator includes in its sample all active projects which have a gender marker rating of gender mainstreamed or gender specific.	Measures effective supervision of gender equality results and activities, as well as effective integration of gender design features into project implementation plans.	PSRs	Annual, calendar year
3.15 Approved projects supporting (as a % of total financing): (a) environment, renewable energy, energy efficiency and climate change; (b) RCI	Approvals in the calendar year for projects or programmes concerned with: environment sustainability and climate change adaptation or mitigation, and RCI, expressed as a percentage of total approvals.	The indicator gives a measure of the level of commitment each year in two of three of CDB's cross-cutting priorities: environmental sustainability, climate change, and RCI.	Projects approved as at December 31st based on information in the PPMS	Annual, calendar year
3.16 TA projects in support of RCI and private sector development and PPPs (% of all TA financing)	Approvals in the calendar year for stand-alone TA projects that support (a) RCI; and (b) private sector development and PPPs, as a percentage of total stand-alone TA funding approved.	Promoting regional cooperation and adopting regional approaches for addressing the challenges of economic and social transformation is a cross-cutting theme in CDB's 2015-2019 Strategic Plan. CDB mainly supports RCI and PPPs through TA and therefore monitors the extent to which TA projects are designed to support this theme.	PPMS	Annual, calendar year
3.17 Evaluation reports and reviews published on the website (number)	The number of reports from evaluations and PCR reviews of CDB projects that are available publicly on the CDB website.	Making 3rd party evaluations and reviews publicly available is an important means in which CDB honours its transparency obligations under international agreements. Publishing this information is also an important means for sharing knowledge and information with the broader development community.	CDB website	Cumulative over reporting years. Updated as at December 31st.

Indicator	Description	Rationale	Data source	Frequency
3.18 CDB's external credit risk rating	An assessment of the credit worthiness of CDB in general terms.	Monitoring the institution's external credit rating is part of good risk management.	International rating agencies: Standard & Poor's and Moody's	As at December 31st
3.19 Operational risk losses for any given event or combination of events (\$ mn)	Unexpected losses incurred from inadequate or failed internal processes, people and systems, or from external events.	Low or no operational risk losses are an indicator that quality risk management systems and processes are in place.	As calculated by CDB's Office of Risk Management	Annual, calendar year
3.20 Publish IATI data on capital projects approved	The number of capital projects approved during the year at the March, May, July, October and December BOD meetings.	The indicators show CDB's efforts to improve disclosure and transparency.	As reported by Corporate Strategy Division	Annual, calendar year

LEVEL 4: How Efficient CDB is as an Organisation

Indicator	Description	Rationale	Data source	Frequency
4.1 Budgeted Professional Staff in Operations departments (%)	OA includes CDB's Projects and Economics Departments, and associated divisions. The indicator counts the number of established Professional Staff employed by CDB in the OA, excluding those who have accepted offers but are not yet in post, as a percentage of the Bank's total establishment of Professional Staff. Professional Staff in Operations refers to persons engaged in front-line operational delivery (at Deputy Director level and below).	A highly skilled, knowledgeable and experienced workforce is better able to meet and respond to the development challenges in BMCs. The metric measures the proportion of CDB's staffing complement that are a technical, professional resource, directly involved with projects and programmes supporting BMC's development objectives.	Human Resource Department: recruitment, staff and pay records	As at December 31st
4.2 Ratio of Professional Staff to Support Staff	Based on established positions only, i.e. consultants and temporary Staff are excluded from the ratio, this indicator measures professional and technical capacity relative to administrative capacity. Professional Staff include economists, accountants, lawyers, risk and audit managers, evaluators and statisticians, and Operations Officers in technical positions, such as engineers, environmental and climate change specialists, social development and gender specialists. Support Staff include grades associated with administrative support to the professional areas above.	This indicator is a measure of staffing efficiency. Low ratios may indicate gaps in technical capacity in the organisation, and affect the ability of the organisation to carry out its business effectively. On the other hand, a ratio that is too high may reflect gaps in administrative support and the ability of an organisation to support its professional and technical functions adequately.	Human Resource Department: recruitment, staff and pay records.	As at December 31st

Indicator	Description	Rationale	Data source	Frequency
4.3 Vacancy rate at management and professional levels (%)	Staffing positions at management or officer level and above, which CDB is actively looking to fill on a permanent basis with individuals. Individuals acting in these positions and fulfilling the job role and responsibility would be counted as a filled post. Accepted offers who are yet to start in post are not included in the rate, i.e. changes to the rate are only counted filled once the individual is in post.	A low vacancy rate indicates that CDB has the necessary management and professional capability employed in order to effectively deliver its objectives. Conversely, a high vacancy rate can hamper the ability of an organisation to meet its business objectives.	Human Resource Department: vacant position and recruitment records	As at December 31st
4.4 Staff in management positions who are women (%)	The number of positions at Deputy Director level and above in Operations and Corporate Departments, which are filled by women.	The indicator is not intended to represent a quota, but rather check that adequate consideration is given to gender equality at managerial levels when recruiting or considering promotions.	Human Resource Department: staff records and recruitment records	As at December 31st
4.5 Administration expenses per \$1 mn of project disbursements (three-year average) \$'000s	Administration expenses in the reporting period as a percentage of per mn \$ of disbursements (three-year average). As the volume of approvals vary from year to year according to the demand for projects and programmes from BMCs, a three-year average is taken of approvals.	Administration expenses as a proportion of per mn \$ disbursements is one measure of the Bank achieving value for money. Administrative expenses reflect the cost of the Bank's processes, practices and operations.	CDB Financial Management System	Annual, calendar year
4.6 Projects using common arrangements or procedures (%)	Percentage of financing approved for CDB loans and grants that are provided for sector, or policy- or programme-based approaches involving other DPs.	The indicator measures the extent to which CDB's aid is provided through harmonised programmes coordinated with other DPs. It is consistent with the OECD's indicators for monitoring progress on the Paris Declaration of Aid Effectiveness commitments, and the MOPAN methodology for assessing institutional capacity to MfDR.	PPMS	Annual, calendar year

Indicator	Description	Rationale	Data source	Frequency
4.7 Capacity development support provided through coordinated programmes (%)	Percentage of financing approved for CDB projects or programmes aligned to national development strategies that provide support for capacity development. This includes policy-based operations, which include components that strengthen the capacity of public sector institutions, as well as TA projects.	The indicator reflects the extent to which CDB's capacity development initiatives are in line with national development strategies and support local capacity building. It is consistent with the OECD's indicators for monitoring progress on the Paris Declaration of Aid Effectiveness commitments, and the MOPAN methodology for assessing institutional capacity to MfDR.	PPMS	Annual, calendar year
4.8 Projects financed by multiple sources, and CSPs and other DP missions conducted jointly with at least one other DP (% annually)	Percentage of CSPs, or other DP missions conducted jointly with at least one other DP, and percentage of projects financed by DPs other than CDB, in the reporting year. Partnership and collaboration in any one of these areas would count towards the indicator. Consultation with other DPs during the development of a CSP would be considered as a joint effort, as would a joint project arrangement involving other DPs.	The indicator measures the extent to which CDB's operations have been carried out in partnership with BMCs and other DPs. This process is consistent with the Paris Declaration and Accra principle of harmonisation for aid effectiveness.	CSP, Economics Department	Annual



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