



SPECIAL DEVELOPMENT FUND

Annual Report 2015

and Financial Projections 2016 – 2018

MAY 2016





CARIBBEAN DEVELOPMENT BANK

SPECIAL DEVELOPMENT FUND

ANNUAL REPORT 2015

AND FINANCIAL PROJECTIONS 2016-2018

May 2016

CURRENCY EQUIVALENT

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

ABBREVIATIONS

BMCs	-	Borrowing Member Countries
BNTF	-	Basic Needs Trust Fund
BOD	-	Board of Directors
CARICOM	-	Caribbean Community
CCRIF	-	Caribbean Catastrophe Risk Insurance Facility
CDB	-	Caribbean Development Bank
CMDG	-	Caribbean-Specific Millennium Development Goals
CPAs	-	Country Poverty Assessments
CTCS	-	Caribbean Technological Consultancy Services
DER	-	Development Effectiveness Review
DPs	-	Development Partners
DRM	-	Disaster Risk Management
DRR	-	Disaster Risk Reduction
ECD	-	Early Childhood Development
EE	-	Energy Efficiency
GMP	-	Good Manufacturing Practices
HACCP	-	Hazard Analysis and Critical Countries Points
HRD	-	Human Resource Development
IAs	-	Implementing Agencies
MDGs	-	Millennium Development Goals
MfDR	-	Managing for Development Results
mn	-	million
MSMEs	-	Micro, Small and Medium Enterprises
NPRS	-	National Poverty Reduction Strategy
OCR	-	Ordinary Capital Resources
p.a.	-	per annum
PBL	-	Policy-based Loan
PBOs	-	Policy-based Operations
PCs	-	Participating Countries
PCRs	-	Project Completion Reports
PPES	-	Project Performance Evaluation System
PPI	-	Project-Implementation Performance Index
PPPs	-	Public Private Partnerships
RAS	-	Resource Allocation Strategy
RMF	-	Results Monitoring Framework
RCI	-	Regional Cooperation and Integration
RE	-	Renewable Energy
RPGs	-	Regional Public Goods
SDF (U)	-	Special Development Fund (Unified)
TA	-	Technical Assistance
TVET	-	Technical and Vocational Education and Training
WB	-	World Bank

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SUMMARY DATA SHEET: 2011–2015

Item	2011	2012	2013	2014	2015
1. Resources					
No. of Contributors at Year-End	26	26	27	27	28
Historical Value of resources pledged [\$ million (mn)]	1,014.8	1,014.8	1,245.5	1,245.5	1246.2
Amount of Resources made available (\$ mn)	916.3	963.4	1,017.7	1,065.5	1124.4
Accumulated Net Income (including currency adjustments)	41.8	57.2	55.0	61.4	52.9
Amount of Resources not yet made available (\$ mn)	54.0	16.1	113.4	85.9	81.8
Contributed Resources and Reserves (\$ mn)	1,012.2	1,036.7	1,186.1	1,212.8	1259.1
Amount of Resources approved but not yet effective (\$ mn)	16.1	4.2	55.6	36.5	16.4
Size of Fund (\$ mn)	1,028.3	1,041.0	1,241.7	1,249.2	1275.6
of which allocation for grant programmes - Haiti, Technical Assistance (TA) and Basic Needs Trust Fund (BNTF) (\$ mn)	320.9	324.9	349.9	405.6	430.6
Operating lending limit (\$ mn)	707.4	716.1	891.8	843.6	845
Loan commitments (Signed agreements less repayments) (\$ mn)	601.5	623.1	673.8	687.6	728.9
Commitments as % of operating lending limit	85.0	87.0	75.6	81.5	86.3
2. Loans and Grants					
Value of loan approvals during year (\$ mn)	75.1	64.0	30.0	68.2	63
No. of loans approved during year incl. TA Loans	19	10	4	19	8
Average size of Special Development Fund (Unified) [SDF (U)] Loans (\$ mn)	4.0	6.4	7.5	3.6	7.9
Cumulative loan approvals at year-end (\$ mn)	974.3	1038.3	1068.3	1136.5	1199.5
Value of loan cancellations during year (\$ mn)	1.9	3.9	2.6	1.5	4.9
Cumulative loan cancellations (\$ mn)	60.1	64.0	66.6	68.1	73
Cumulative net loan approvals at year-end (\$ mn)	914.2	974.3	1001.7	1068.4	1126.5
Grant approvals for the year (\$ mn)	16.8	70.6	18.0	19.1	31.2
Value of Grant cancellations during year (\$ mn)	0.7	2.0	0.4	1.4	0.2
Cumulative net grant approvals at year-end (\$ mn)	260.9	329.5	347.1	364.8	395.5
Total net cumulative approvals (\$ mn)	1175.4	1301.1	1318.7	1433.2	1522.4
3. Resource Flows (\$ mn)					
Disbursements on loans during year	35.3	32.8	62.7	49.0	39.1
Disbursements on grants during year (including BNTF)	19.9	24.5	33.9	23.9	19.8
Debt service from borrowers (of which repayments)	<u>31.4</u> 18.0	<u>31.5</u> 18.5	<u>37.0</u> 22.3	<u>34.3</u> 22.7	<u>37.7</u> 26.6
Net transfers during year	23.8	25.8	59.6	36.8	21.2
Cumulative net transfers	398.0	423.8	483.4	520.2	543.2
4. Financial Summary					
Administrative expenses (\$ mn)	12.3	14.0	13.7	13.6	16.8
Net income (\$ mn)	0.9	-0.1	-1.8	0.4	-2.9
Gross Loans Outstanding (\$ mn)	448.5	463.5	503.5	529.9	543.4
Administrative expenses/Average loans outstanding (%)	2.8	3.1	2.8	2.6	3.1
Interest earned on average loans outstanding (%)	2.3	2.3	2.4	2.2	2.3

The Unified Special Development Fund

Background

The *Special Development Fund* (SDF/the Fund) was established in 1970 and is the Bank's largest pool of concessionary funds. This facility offers loans with longer maturities and grace periods and lower interest rates than those that are applied in the Bank's ordinary operations. However, the various contributors to the Fund applied an assortment of terms and conditions which created complexities and inefficiencies in the Fund's operation. Hence in 1983, the decision was taken to set up a fund with a uniform set of rules and the SDF (U) was formed.

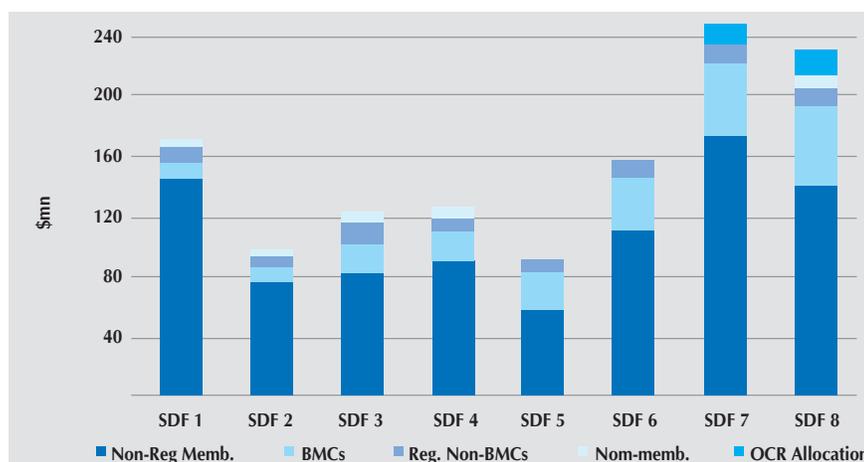
All members of the Bank are required to contribute to SDF (U), and contributions are also sought from non-members. With consistent terms, objectives and procurement conditions, SDF (U) sought to overcome the problems associated with individual donors and funding arrangements. Contributions are interest-free and provided on a multi-year basis, for an indefinite term. To give focus to the Fund's operations, a supplementary governance structure which includes an Annual Meeting of Contributors was created. Non-members were also invited to participate as observers in meetings of the Bank's Board of Directors (BOD) and Board of Governors.

SDF (U) has a four-year replenishment cycle except for the third replenishment cycle (SDF 4) which was extended by an extra year as a result of additional contributions from a new member of the Bank. The eighth cycle of the Fund commenced on January 1, 2013 to cover the period 2013 to 2016.

Funding

Over the eight cycles, contributions or pledges of \$1,246.2mn have been made to the operations of SDF (U). \$224mn (18%) of the contributions/pledges came from borrowing members with non-borrowing members and non-members accounting for \$958.2mn (77%), and \$32mn (2.6%), respectively. A total of \$33mn (2.6%) in allocations from the net income of the Ordinary Capital Resources (OCR) were pledged to the fund in SDF 7 and SDF 8.

Contributions to SDF (U)



Contributions pledged for SDF 8 amounted to \$231.5mn, inclusive of the allocation from the OCR Net Income of \$18mn (7.8%), with borrowing members pledging \$53.5mn (23.1%) of the contributions and non-borrowing members contributing \$160.0mn (69.1%) inclusive of an additional contribution of \$5.0 mn from one non-borrowing member. Contributions to each cycle by category of membership are shown in the chart below with details presented in Appendix I.

Themes and Priorities

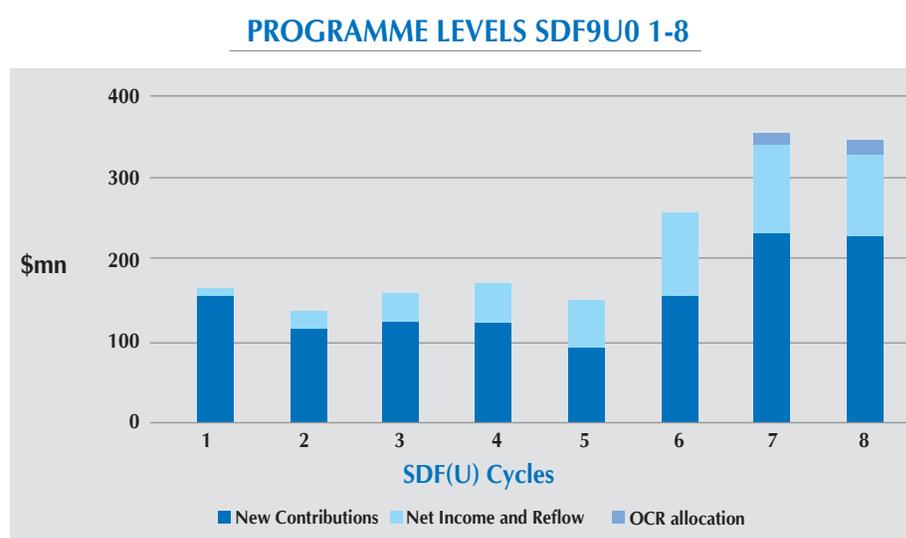
During each SDF cycle's negotiations, Contributors and the Bank agree on the priorities and issues to be addressed. Over the years, there has been increasing emphasis on poverty reduction directed at the poor and low-income groups. In recent cycles, SDF has given significant support to themes such as environmental sustainability and advancing the climate change agenda; building capacity and enhancing governance in beneficiary countries. Regional cooperation and integration (RCI) and enhancing the Bank's development effectiveness have also been key priorities. For SDF 8, the core themes, which are detailed in the Box entitled *SDF 8 Operational Strategy*, are Inclusive and Sustainable Growth, Citizen Security, RCI, and Environmental Sustainability and Climate Change.

Programme Levels

The programme level for each SDF (U) cycle is financed with new pledges from Contributors, net income generated by the Fund, reflows from loan repayments, and for SDF 7 and SDF 8, an allocation from the OCR Net Income. The programme levels over the eight cycles of the Fund are shown in the chart below. For SDF 8, Contributors approved an overall programme level of \$348mn, details of which are given in Appendix II and Table 8.

Eligibility of Countries

The Bank's Borrowing Member Countries (BMCs) are assigned to one of three country groups¹ based on their relative per-capita incomes. The country groups help to determine the terms and conditions for SDF lending (refer to Appendix II). While all BMCs are eligible for SDF resources, countries in Group 1 are not entitled to a country allocation. Instead, these countries may be the beneficiaries of regional projects and support for regional public goods (RPGs) and assistance in the event of a natural disaster.



¹There were four country groups during SDF 1-SDF 7

Allocation of Resources

Since 2001, a Resource Allocation Strategy (RAS) has been used to allocate both SDF loan resources to eligible countries and BNTF resources to participating BMCs. The Caribbean Development Bank's (CDB) resource allocation formula is comprised of a *country performance or effectiveness component* and a *needs component*. The country performance element of the formula recognises that countries which have better policy and institutional frameworks are likely to make more effective use of concessionary resources, especially with regard to poverty reduction and broad-based sustainable growth. It therefore acts as an incentive for improved policy and institutional performance. *The needs component* of the formula includes a CDB-developed measure of *vulnerability*, and from SDF 8, a variable representing the number of poor people in a country as indicators of country needs.

SDF 8 Operational Strategy

The operational strategy for SDF 8 was developed within the overarching objective of Poverty Reduction and Human Development. It is based on four core themes with two cross-cutting themes and an underlying foundation of capacity building to strengthen good governance. Particular emphasis will be placed on a limited number of objectives in each core theme and programme area, taking into account the comparative advantages and capacity of the Bank and SDF, as well as the benefits of continued collaboration with development partners (DPs). A preference will be placed on regional approaches, where appropriate and feasible. The four core themes are:

Inclusive and Sustainable Growth

- A limited number of objectives in education and training, agriculture and rural development, economic and social infrastructure, economic and fiscal adjustment, and private sector development. The emphasis on inclusive growth will support activities that create and expand economic opportunities as well as broadening access to these opportunities to ensure that the citizens of all BMCs can benefit.

Environmental Sustainability and Climate Change

- Specific objectives in disaster risk reduction (DRR) and disaster risk management (DRM), climate change mitigation and adaptation, including renewable energy (RE) and energy efficiency (EE).

Citizen Security

- Crime and security and social protection, reflecting the complex and varied causes of crime and violence that undermine efforts at development and growth, and requiring multi-sectoral approaches to enhancing the security of citizens.

RCI

- Focussing on regional solutions and a limited number of objectives in the areas of RPGs.

Cross-Cutting Themes:

Gender Equality and Environmental Sustainability and Climate Change which is also an area for direct programming.

Other Strategic Issues:

Addressing the Millennium Development Goals (MDGs)

Support the acceleration of efforts directed to the Caribbean-specific MDG (CMDG) targets in the areas in which SDF 8 would be focusing should work with Caribbean partners to strengthen the monitoring of results under the MDGs as part of the Bank's results framework for the SDF 8 period.

BNTF and Haiti

Continuation of the BNTF, SDF's flagship programme for community-level poverty reduction, and the special country programme for Haiti.

Development Effectiveness and Targeting Results

The use of the Results Monitoring Framework (RMF) to monitor progress of the programme and commitment to internationally accepted principles for effective development cooperation, as well as the reporting of results through the annual Development Effectiveness Review.

Evaluation of the effectiveness of programme implementation and results achievement, including an independent assessment of the Bank's performance in Managing for Development Results (MfDR).

Allocation of SDF resources to eligible BMCs according to SDF needs- and performance-based RAS, in order to ensure value for money and to support development effectiveness in the use of SDF funds.

Executive Summary

The year 2015 represented an important milestone in the global development agenda and, by extension, the SDF. The year marked the last one of the 15-year time horizon for the implementation of the Millennium Development Goals which were launched in 2000. The operational strategy of the SDF has been driven, in large measure, by the pursuit of BMCs in achieving Caribbean -Specific MDG targets which were fashioned with the support of the SDF. The SDF, therefore, continues to be a crucial enabler for many countries in their pursuit of developmental progress in particular, reducing the level of poverty.

Total commitments rose in 2015, marking a trend growth from the beginning of SDF 8 and which is also consistent with the performance during SDF 7 which covered the period 2009-2012. The steady increase in commitments also reflect the gradual improvement in macroeconomic conditions in most of the eligible countries coupled with rapid responses by the Bank to a severe weather-related impact in one country. At the end of 2015, total approvals amounted to \$94.2mn or 7.9% above the corresponding period in 2014. With respect to disbursements, loan disbursements fell by 19.7% in 2015 to \$39.1mn when compared to the corresponding period in 2014. In relation to grants, disbursements contracted by 16.1% to \$19.8mn in 2015 compared with the 2014 position. That notwithstanding, the disbursement patterns, though still stronger in the SDF 8 cycle than in SDF 7, was influenced primarily by project management related issues including those around misprocurement and claims management. The Bank has responded in part through: the recommencement of Project Cycle Management (PCM) training for key stakeholders in BMCs; direct interventions that build capacity at project implementation units; as well as the launch of a regional training module in procurement. Further, the Bank is rolling out a strategy which will allow for more focused attention on project supervision and enhanced portfolio management particularly in those countries with capacity deficits which manifest in lengthy project implementation delays.

In seeking to promote inclusive and sustainable growth, the Bank supported the enhancement of the education sector in three BMCs. In Belize, a Basic Education Programme is being designed to enhance the learning environment with the construction of 35 schools across pre-primary, primary and secondary levels. Further, the support is aimed at enhancing mechanisms and capacity for quality service delivery including the development of an early identification system for children at risk of educational and societal failure and the development of early stimulation and emergent learning programme. Approximately 5,300 school children are expected to benefit from the investment.

Against the backdrop of water scarcity in many of the BMCs, one country will benefit from improved access to water. Funding will also be provided for the conduct of a social vulnerability assessment of the project area to provide information about the risks to the community and individual households (disaggregated by sex), priorities for risk mitigation and mitigation strategies. In order to reduce economic vulnerabilities, resources were also approved to support the Second Growth and Resilience Building Policy-Based Operation (PBO) in Grenada. The operation supports the implementation of a comprehensive adjustment programme to restore fiscal and debt sustainability, build resilience and improve competitiveness in order to promote sustainable growth as a principal driver for poverty reduction.

Assistance in reducing vulnerability in many communities was provided through the implementation of BNTF sub-projects in ten BMCs. Support was provided for an institutional

assessment of the Social Investment Fund in Belize as a precursor to further funding. Assistance was also given to address citizen security in Jamaica through a community renewable programme, with an associated monitoring and evaluation system. These interventions are expected to facilitate improved access to basic social and economic infrastructure and enhance income-generating opportunities; improve governance; and build social capital at the local level.

In 2015, significant work began with regards to improving the operational performance and effectiveness of the BNTF. A review of the BNTF governance structure and implementation modality commenced in late 2015. This major exercise is expected to lead to more decentralisation and simplification of processes, ramping up of capacity in countries, and improving the rate of commitment and disbursement of funds. Further, during the year, an assessment of the human resources and systems in Implementing Agencies for improved financial management and administration of the BNTF Country Projects was also completed. The Bank also completed two major formative evaluations viz, the BNTF 6 Programme Closing Report and the BNTF 7 and 8 Mid-Term Evaluation. These were assembled by using a wide range of qualitative and quantitative inputs and sources to analyse the individual country experiences and the overall performance and results of interventions, key findings and lessons learned.

With respect to Haiti, during 2015, the Bank continued to roll out its engagement strategy consistent with the Country Strategy Paper 2013-16. Assistance included targeted interventions in education and training and community-driven development agriculture. These two principal sectors were complemented by TA interventions that supported capacity building and DRR initiatives. The Bank approved \$15.2mn and disbursed \$9.6mn compared with \$2.5mn and \$10.1mn for the corresponding areas in 2014. With respect to utilisation of resources, at the end of 2015, Haiti had committed 68.3% of the initial allocation of \$46mn under SDF 8.

With respect to SDF 8 programme levels, at the end of 2015, the outlook for SDF suggests that the base programme of \$330.7mn will hold for the remainder of the cycle. While the actual level of commitment authority at the beginning of the cycle was \$3.7mn under the estimate in the Contributors' Report, the forecast for internally generated resources is now expected to exceed the initial target of \$93.0mn by \$2.9mn by the end of 2016. With respect to new contributions, the revised forecast indicates that the Fund will receive \$213.5mn compared with \$212.7mn on account of the \$4.5mn bonus contributed which offsets a \$3.72mn contribution that is unlikely to be received before the end of the SDF 8 cycle. All resources are expected to be fully committed by the end of the cycle.

1. Introduction

This report discusses the performance of the SDF in 2015, the third year of the SDF cycle. The year 2015 represented an important milestone in the global development agenda and, by extension, the SDF. The year marked the last one of the 15-year time horizon for the implementation of the MDGs which were launched in 2000. The operational strategy of the SDF has been driven, in large measure, by the pursuit of BMCs in achieving CMDG targets which were fashioned with the support of the SDF. The SDF, therefore, continues to be a crucial enabler for many countries in their pursuit of developmental progress in particular, reducing the level of poverty.

The report is organised into five sections. This introduction is followed by Section 2 which captures the operational performance of the Fund and highlights critical interventions supported under the respective thematic areas during SDF 8. Section 3 of the report draws out development results achieved to date within the context of SDF 8. Section 4 reports on programme levels and financial resources available during the current cycle and commitments to date. The final section addresses the financial performance of the Fund for 2015 and makes projections for the three-year period 2016-2018.

2. Operational Performance Of SDF 8 In 2015

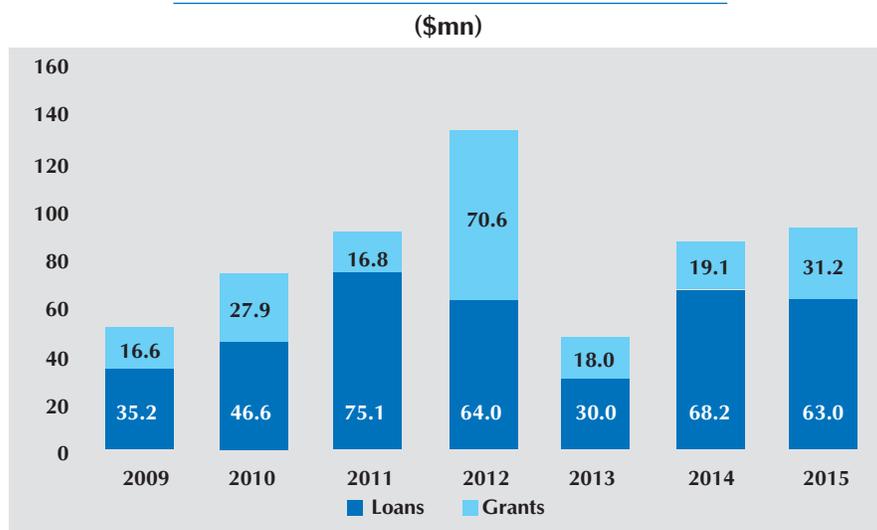
The operational activity of SDF shows progress in relation to commitment and disbursement levels. The performance is tracked both on an annual basis and a direct comparison is also made between SDF 8 to date and the previous SDF cycle. Importantly, the section also seeks to gauge the thematic performance of the Fund relative to the expectations at the beginning of the cycle.

COMMITMENTS

Total commitments rose in 2015, marking a trend growth from the beginning of SDF 8 and which is also consistent with the performance during SDF 7 which covered the period 2009-2012 (See Chart 1). The steady increase in commitments also reflect the gradual improvement in macroeconomic conditions in most of the eligible countries coupled with rapid responses by the Bank to a severe weather-related impact in one country. At the end of 2015, total approvals amounted to \$94.2mn or 7.9% above the corresponding period in 2014.

Total loans fell marginally (-7.6%) at \$63.0mn in 2015 compared with \$68.2mn one year earlier but was still significantly higher than the \$30.0mn out-turn achieved in 2013 (the first year of the eighth cycle). Average loan size also rose in 2015 to \$7.88mn from \$4.87mn in 2014 as the number of loans declined from 14 to 8. Of the total loans approved in 2015, over half (52%) was committed to support infrastructure rehabilitation and strengthen infrastructure resilience and promote DRR in the Commonwealth of Dominica which was significantly impacted by Tropical Storm Erika. Loan support was also provided to boost education outcomes in three BMCs including a Basic Education Programme in Belize; an education enhancement project in Grenada; and a Technical and Vocational Education and Training (TVET) project in St. Kitts and Nevis. The Bank also collaborated with the World

Chart 1
SDF Commitments 2009-2015



Bank (WB) in the provision of a policy-based support loan to Grenada through the Second Growth and Resilience Building Policy-Based Operation (PBO) which among other things, seeks to support improved public sector management and better targeting of social safety net programmes as well as enhance resilience against natural disasters.

With respect to grants, commitments expanded significantly by approximately 63.4% to reach \$31.2mn in 2015 compared with \$19.1mn in 2014 (See Table 1). This performance was driven to some extent by large approvals to Haiti which increased from \$2.5mn in 2014 to \$15.2mn in 2015. There was also quite significant activity in the set-aside areas of Climate Change and the Environment (which rose from \$0.2mn in 2014 to \$3.6mn in 2015) as well as support for RPGs (which expanded from \$0.5mn in 2014 to \$6.4mn in 2015).

TABLE 1
ANNUAL COMMITMENTS 2013-2015

Item	(\$ mn)				% of Allocation	Initial Allocation
	2013	2014	2015	Total		
Loan Commitments	30.0	68.2	63.0	161.2	68.5	235.2
Grant Commitments:						
Haiti	13.6	2.5	15.2	31.3	68.0	46.0
BNTF	-	10.0	0.0	10.0	100.0	10.0
Caribbean Technological Consultancy Services Network (CTCS)	1.1	0.5	1.1	2.7	54.0	5.0
Agriculture and Rural Development	0.6	1.2	0.3	2.1	70.0	3.0
Climate change and environment	0.2	0.2	3.6	4.0	80.0	5.0
Disaster response	0.6	1.6	0.2	2.4	48.0	5.0
Citizen Security	0.1	0.1	0.9	1.1	27.5	4.0
RPGs and regional solutions	0.5	0.5	6.4	7.4	74.0	10.0
Capacity building	1.3	2.5	3.5	7.3	60.8	12.0
Total Grant Commitments	18.0	19.1	31.2	68.3	68.3	100.0
Total commitments	48.0	87.3	94.2	229.5	68.5	335.2

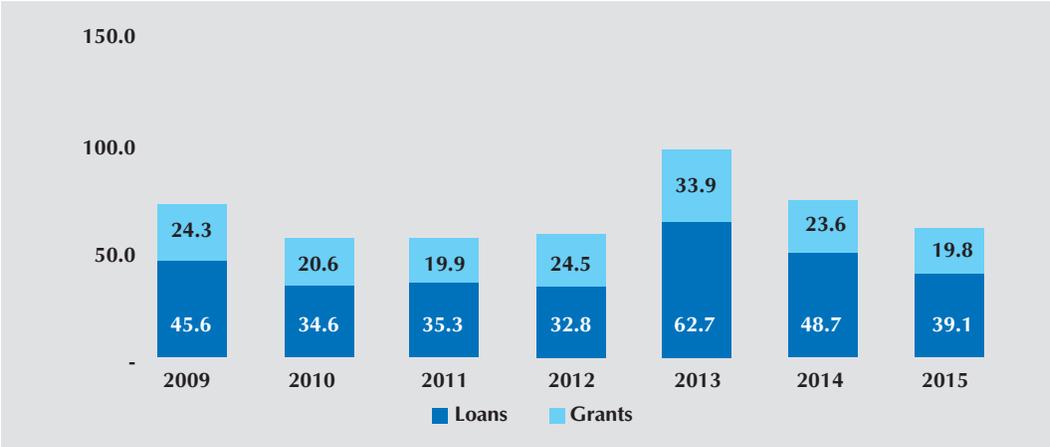
The end of 2015 marked the third year of the four-year SDF eighth cycle with most programmed areas being on track. The loan envelope was revised from an initial allocation of \$212.7mn to \$232.2mn as a result of the OCR allocation of \$18.0mn and the \$4.5 additional contribution from one non-borrowing member. From this revised loan envelope, a total of \$161.2mn or 68.5% of total resourced has been committed. On the grant side, 68.3% out of a total of \$100mn has also been approved. BNTF resources (\$10mn) have been fully committed while the Haiti, RPGs and Capacity-Building set-asides had total commitments of 68%, 74% and 60.8%, respectively. However, commitments for Citizen Security were only 27.5% of the \$4.0mn provided during SDF 8. This underperformance may be reflective of the need for BMCs to strengthen policy efforts to further mainstream and elevate citizen security as a critical development challenge. Overall commitments, for both loans and grants, were 68.5% by end 2015. All resources are expected to be fully committed by December 2016, which is the end of the current SDF cycle.

DISBURSEMENTS

Total disbursements, for both loan and grants, declined in 2015. Aggregate disbursements stood at \$58.9mn at the end of 2015 compared with \$72.3mn and \$96.6mn in 2014 and 2013, respectively. As highlighted prior, the 2013 performance was influenced by the exceptional financial assistance to St. Kitts and Nevis in 2012. That notwithstanding, the disbursement patterns, though still stronger in the SDF 8 cycle than in SDF 7 (See Chart 2) is influenced primarily by project management related issues including those around mis-procurement and claims management. The Bank has responded in part through: the recommencement of Project Cycle Management training for key stakeholders in BMCs; direct interventions that build capacity at project implementation units; as well as the launch of a regional training module in procurement. Further, the Bank is rolling out a strategy which will allow for more focused attention on project supervision and enhanced portfolio management particularly in those countries with capacity deficits which manifest in lengthy project implementation delays.

Chart 2
SDF Disbursements 2009-2015

(\$mn)



Loan disbursements fell by 19.7% in 2015 to \$39.1mn when compared to the corresponding period in 2014. The Bank supported important development outcomes including providing greater access to water in two BMCs; improving educational opportunities and greater and more equitable access in three countries.

With respect to grants, disbursements contracted by 16.1% to \$19.8mn in 2015 compared with the 2014 position. TA grants fell by \$0.6mn to \$3.9mn while grant disbursements to Haiti and under the BNTF programme narrowed by \$0.5mn and \$2.7mn, respectively. Notwithstanding this out-turn, the annual average disbursements under SDF 8 (at \$75.9mn) continued to outperform SDF 7 (at \$59.2mn).

TABLE 2
ANNUAL DISBURSEMENTS 2009-2015

(\$mn)

Item	SDF 7						SDF 8				
	2009	2010	2011	2012	Total	Annual Average	2013	2014	2015	Total	Annual Average
Loan Disbursements	45.6	34.6	35.3	32.8	148.3	37.1	62.5	48.7	39.1	150.3	50.1
Grant Disbursements											
TA	6.2	5.4	6.4	6.6	24.6	6.2	5.6	4.5	3.9	14.0	4.7
Haiti	14.1	6.3	7.9	9.6	37.9	9.5	20.1	10.1	9.6	39.8	13.3
BNTF	4	8.9	5.6	8.3	26.8	6.7	8.2	9.0	6.3	23.5	7.8
Total Grant Disbursements	24.3	20.6	19.9	24.5	88.2	22.1	33.9	23.6	19.8	77.3	25.8
Total Disbursements	69.9	55.2	55.2	57.3	236.8	59.2	96.6	72.3	58.9	227.8	75.9

TABLE 3
SDF 8 STRATEGIC OPERATIONAL THEME

Item	Loans \$000'			Total \$000'	Grants \$000'			Total \$000'	Total Accumulated Commitments	% of total	Indicative Allocations
	2013	2014	2015		2013	2014	2015				
Inclusive and Sustainable Growth	6,375	51,268	30,000	87,643	13,034	12,577	16,324	41,935	129,578	56.48	66.10%
Environmental	23,600	16,967	32,977	73,544	3,415	4,189	3,804	11,408	84,952	37.03	25.00%
Sustainability and Climate Change	-	-	-	-	114	242	936	1,292	1,292	0.56	1.10%
Citizen Security	-	-	-	-	476	323	6,441	7,240	7,240	3.16	4.40%
RCl and RPGs	-	-	-	-	960	1,728	3,659	6,347	6,347	2.77	3.40%
Capacity Building	-	-	-	-	960	1,728	3,659	6,347	6,347	2.77	3.40%
Total	29,975	68,235	62,977	161,187	18,000	19,060	31,164	68,224	229,410	100	100%

SDF 8 Thematic And Programme Highlights

Expected Outcomes Of SDF 8 Projects

As expected, it is too early to adequately measure many of the longer-term outcomes and development results of commitments made under SDF. However, an understanding of the impact of the SDF 8 initiatives can be gleaned by a review of the various project objectives and intended outcomes. This section provides an update to the SDF 8 Mid-Term Review in relation to the expected outcomes of a selection of projects approved in SDF 8.

Promoting Inclusive and Sustainable Growth

The programme areas captured under this strategic theme include education and training; agriculture and rural development; economic and social infrastructure; private sector development and economic stabilisation and fiscal adjustment. The Bank supported the enhancement of the education sector in three BMCs. In Belize, a Basic Education Programme is being designed to enhance the learning environment with the construction of 35 schools across pre-primary, primary and secondary levels. Further, the support is aimed at enhancing mechanisms and capacity for quality service delivery including the development of an early identification system for children at risk of educational and societal failure and the development of early stimulation and emergent learning programme. Approximately 5,300 school children are expected to benefit from the investment. St. Kitts and Nevis will receive support to expand TVET facilities and enhance the governance/institutional framework for the management and promotion of TVET in the country. Relatedly, resources were also approved

Informing The Policy Agenda In The Caribbean

This publication was launched at the 2015 Annual Meeting in St. Kitts and Nevis. It seeks to shed light on difficulties face by regional air transport and, in so doing, provide possible solutions that could support improved social and economic outcomes in the Caribbean.



**MAKING
AIR TRANSPORT WORK
BETTER FOR THE
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to finance the updating of a 2009 Labour Market Needs Assessment for the country in order to better target TVET programmes thereby promoting greater effectiveness and efficiency.

In Haiti, support for TVET enhancement will focus on the reconstruction and equipping of two TVET centers destroyed by earthquake as well as the provision of institutional support for development of TVET across the country. In collaboration with the United Nations Educational, Scientific and Cultural Organisation, the Bank also funded attendance of 18 participants from its BMCs at the Second Workshop on “Capacity-Building in Education Planning and Management in the Caribbean in order to strengthen education sector management throughout its BMCs. The cost of interpretation services to facilitate the participation of persons from Haiti was also covered.

Against the backdrop of water scarcity in many of the BMCs, one country will benefit from improved access to water. Funding will also be provided for the conduct of a social vulnerability assessment of the project area to provide information about the risks to the community and individual households (disaggregated by sex), priorities for risk mitigation and mitigation strategies. In order to reduce economic vulnerabilities, resources were also approved to support the Second Growth and Resilience Building PBO in Grenada. The operation supports the implementation of a comprehensive adjustment programme to restore fiscal and debt sustainability, build resilience and improve competitiveness in order to promote sustainable growth as a principal driver for poverty reduction.

Assistance in reducing vulnerability in many communities was provided through the implementation of BNTF sub-projects in ten BMCs. Support was provided for to an institutional assessment of the Social Investment Fund in Belize as a precursor to further funding. Assistance was also given to address citizen security in Jamaica through a community renewable programme, with an associated monitoring and evaluation system. These interventions are expected to facilitate improved access to basic social and economic infrastructure and enhance income-generating opportunities; improve governance; and build social capital at the local level.

Micro, small and medium enterprises (MSMEs) will be strengthened and developed through a line of credit in one BMC and through ongoing TA and training programmes provided by CTCs interventions in 15 BMCs. In addition, development financial institutions should be strengthened through a tailored portfolio management training programme consisting of four



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one-week modules in Loan Portfolio Administration and Management; Credit Appraisal; Risk Management; and Key Performance Indicators for financial institutions.

In the area of agriculture and rural development as well as in the promotion of food security, the Region should benefit from enhanced production yields through funding the participation of 20 stakeholders from BMCs in the International Breadfruit Conference. The Bank also supported procurements of expert services for the development of a training programme and capacity building of artisan chocolate manufacturers in the Caribbean. Further, the livelihoods of rural communities in Grenada were expected to be enhanced through an intervention to strengthen rural businesses/clusters, provide affordable credit, upgrade technical and business skills of rural entrepreneurs, and foster better linkages between production and markets.

Supporting Environmental Sustainability

The Bank provided three immediate response intervention – one loan and two grants to assist with cleaning up following the passage of weather systems, in addition to DRM and climate change initiatives associated with the rehabilitation and reconstruction projects referred to above.

A critical element to the design and development of climate change policies is proper climate risk management tools. To address this shortcoming in BMCs, the Caribbean Community Climate Change Center with support from the Climate Development Knowledge Network and the United Kingdom’s Department for International Development developed the Caribbean Climate Online Risk and Adaptation Tool. This tool will assist BMCs in embedding climate change risk management considerations in decision making. Five BMCs were supported with the roll-out of this online risk and adaptation tool.

HAITI

CDB funded – Small Irrigation System



*Goyavier system
Saul-d' Eau irrigation
canal*

*Merion system
irrigation canal*



Haiti continues to be a country characterised by acute vulnerabilities, including large infrastructure deficits, weak institutions, fiscal fragility and high levels of poverty. The SDF continues to be the only source of resources utilised by the Bank to assist the country in tackling its deep development challenges. During 2015, the Bank continued to roll out its engagement strategy consistent with the Country Strategy Paper 2013-16.

Assistance included having very targeted interventions in education and training and community driven development agriculture. These two principal sectors were supported by TA interventions that target capacity building and DRR initiatives.

During 2015, the Bank approved \$15.2mn and disbursed \$9.6mn compared with \$2.5mn and \$10.1mn for the corresponding areas in 2014. With respect to utilisation of resources, at the end of 2015, Haiti had committed 68.3% of the initial allocation of \$46mn under SDF 8.

SDF supported development outcomes in the education sector, disaster risk mitigation, sanitation and governance as well as MSMEs. During the year, the Bank approved a \$12.5mn grant to support TVET. The project components include enhancing learning environment for increased access to quality and relevant TVET, consultancy services for development of a National Qualifications Framework and a gender strategy for TVET. It also included community engagement and public awareness support; and capacity building initiatives through training for TVET managers in implementation of Competency-Based Education and Training and management of TVET programmes. By the end of the project, over 20 additional classroom and laboratories will be built benefiting over 2,500 students from the programme.

SDF provided resources in support of the country's DRR efforts through the payment of the \$2.4mn premium to the Caribbean Catastrophe Risk Insurance Facility. It also supported the country's participation in the roll out of the Caribbean climate on-line risk and adaptation



Community centre at Trianon Mirebalais

**Basic
Infrastructure
Upgrade**



Health centre at Vallieres

tool as a means of better understanding climate risks and better integrating climate change risk management in the design of projects and programmes. With respect to governance of sanitation facilities, SDF facilitated the training of 35 technical and management level staff responsible for sanitation in Haiti to surmount possible threats arising from greater frequency and intensity of floods, which may not only disrupt services but also create health risks.

The Bank's CTCS programme provided access to training for MSMEs in Haiti to improve their operational efficiency. As part of this effort, entities including hotels, were exposed to structured approaches to customer service delivery, 127 (61 women and 66 men) business managers and operators were trained. The training workshops were conducted in Cayes Jacmel, Gonaives, Grand Nord, Jacmel, Les Cayes and Port-au-Prince. At the end of the workshops, each participating business was provided with in-plant/on-site guidance to develop and implement a customer service action plan.

Hotels in Haiti also benefited from a training workshop in Marketing Techniques in which 21 (13 women and 8 men) hotel owners and managers participated. The workshop was followed by on-site coaching to assist participants in transferring knowledge and skills learned to the work place and to initiate the implementation of their marketing action plans developed during the workshop. This formed part of efforts aimed at assisting hotels in marketing their products and services more efficiently and effectively.

BNTF

Intensifying the Use of SDF Resources on Poverty Reduction

The Bank continued to partner with Governments and community groups in promoting the community development model through the BNTF as an important vehicle for selecting impoverished areas in which to operate and to more directly respond to their needs. BNTF 6 was completed in 2014 and implementation of the BNTF Seventh (BNTF 7) and Eighth cycles (BNTF 8) intensified. Having approved the Country Project Portfolios in 2014, the Bank and the BNTF Implementing Agencies (IAs) focused on the preparation and implementation of the BNTF 7 and 8 Programmes, and continued the endeavour to maximise efficiency.

A new BNTF process flow, introduced with the approval of BNTF 7 in 2012, came into full effect in

- (a) the Country Project Portfolio (CPP) which is informed by the country's Poverty Reduction Action Plan and involves the identification and description of the priority sectors and the indicative sub-projects, and includes other components of the country's grant such as M&E, programme support and institutional development; and
- (b) Sector Portfolios, following the approval of the CPP by the Bank, which include details of the specific fully appraised sub-projects falling under each sector: Basic Community Access and Drainage Improvement, Water and Sanitation systems Enhancement, and Education and Human Resource Development (HRD).

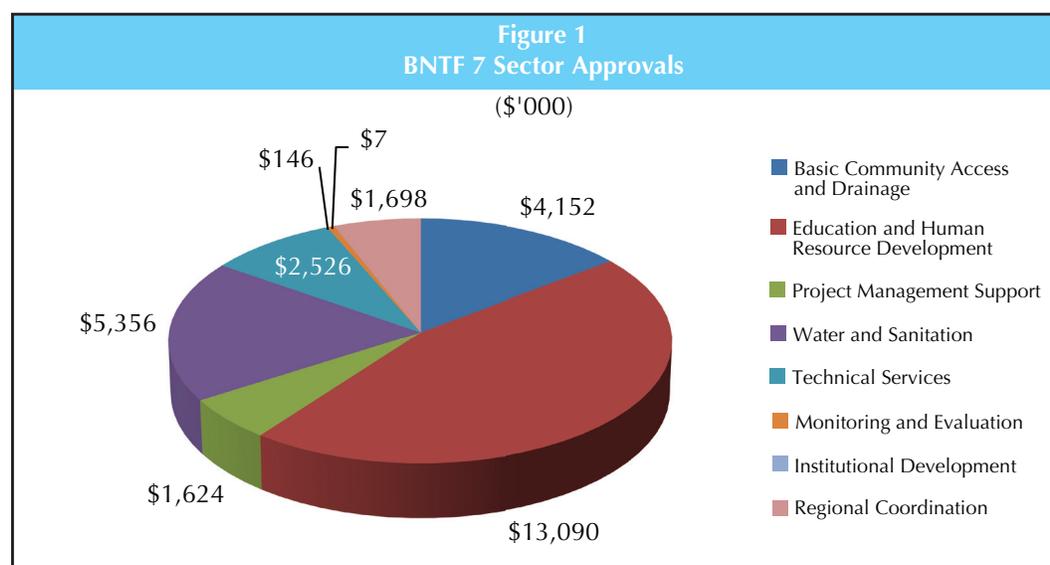
Table 4 provides a summary of CPP approvals as well as Cumulative Approvals and Disbursements by Country under BNTF 7. The commitment of the funds for CPPs was completed by December 2014. At the end of 2015, \$24.9mn or 63.8% of the BNTF 7 country allocation had been approved. This comprised of the 15 Sector Portfolios approving 103 fully designed sub-projects valued at \$22.64mn and \$2.32mn for the other grant components. The completion of Sector Portfolios was hampered by capacity issues in some BNTF IAs, specifically the absence of a Project Manager in St. Kitts and Nevis. As at end December 2015, the Bank was appraising Sector Portfolios for St. Lucia, St. Vincent and the Grenadines and St. Kitts and Nevis to the value of \$3.4mn, \$2.2mn and \$1.4mn, respectively. Portfolios currently being appraised at CDB represent 90% of the country allocation for sub-projects under BNTF 7.

Disbursements under BNTF 7 were lower than anticipated with a modest \$5.0mn, or 17.5% of approvals, being disbursed to date. Emphasis was placed on managing the completion activities for BNTF 6 and disbursing funds while focusing on the start-up of BNTF 7 in 2014. With the closing of BNTF 6, more attention could be paid to completing the preparation and appraisal of BNTF 7 sub-projects in 2015. The new process flow introduced in BNTF 7, which has resulted in a more strategic approach and greater coherence between BNTF Country Projects and national policies and strategies to reduce poverty, has involved a steep learning curve for both CDB and IA staff and led to delays in implementation. An improvement in performance is anticipated in 2016 based on the increase in Sector Portfolio approvals in 2015.

**TABLE 4:
BNTF 7 ALLOCATIONS, APPROVALS AND DISBURSEMENTS - 2015**

Item	Revised Allocation \$'000	Country Project Portfolio approvals \$'000	Approvals as at December 2015 \$'000	% of Allocation Approved %	Disbursements up to December 31, 2015		Rate of Disbursement %
					\$'000	%	
<i>Countries</i>							
Belize	6,092	5,245	5,769	94.7	314	8.7	5.4
Dominica	4,278	3,754	1,403	32.8	-	-	-
Grenada	2,586	2,469	1,931	74.7	157	4.3	8.1
Guyana	6,154	5,882	5,915	96.1	645	17.8	10.9
Jamaica	6,890	5,315	4,839	70.2	1,734	47.9	35.8
Montserrat	1,758	1,680	1,281	72.9	552	15.3	43.1
St. Kitts and Nevis	1,652	1,579	71	4.3	15	0.4	21.1
St. Lucia	4,979	4,759	1,351	27.1	49	1.4	3.6
St. Vincent and the Grenadines	4,058	3,878	1,769	43.6	151	4.2	8.5
Turks and Caicos Islands	616	589	589	95.6	-	-	-
Sub Total	39,063	35,150	24,918	63.8	3,617	100	14.5
Regional Coordination ¹	6,937		3,681	53.1	1,385	37.6	
Total	46,000		28,599	62.2	5,002		17.5

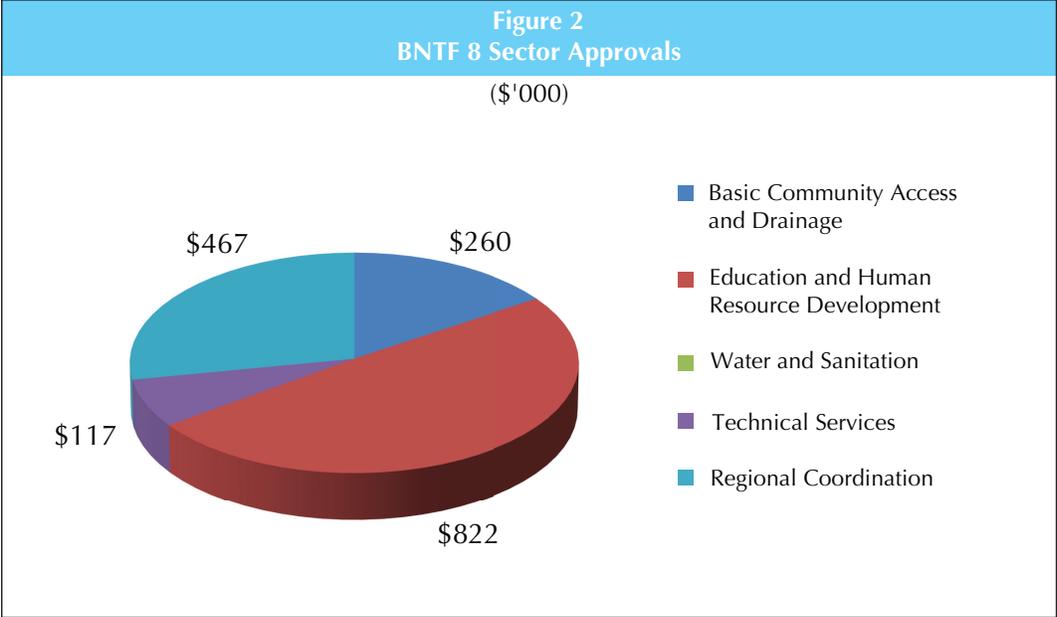
Figure 1 presents the distribution of approvals to date across sectors or programme component. Education and HRD accounts for the largest share (46%) of approvals with Basic Community Access and Drainage Improvement and Water and Sanitation Systems Enhancement amounting to 15% and 19%, respectively.



²Dominica received additional grant funds of \$0.70 mn following the destruction caused by Tropical Storm Erika

The BNTF 8 Programme which was approved by the Board in 2014, achieved 9.9% approval of the country allocation by the end of 2015. This approval included Sector Portfolios in three BMCs for eight sub-projects valued at \$1.1mn, and regional coordination activities valued at \$0.42mn. At the end of the year, the IAs in Belize, Montserrat, St. Vincent and the Grenadines and St. Lucia were completing Sector Portfolios for BNTF 8 to the tune of \$4mn. Figure 2 provides a summary of cumulative approvals under BNTF 8. As in BNTF 7, Education and HRD accounted for the largest share of approvals to date.

Overall, total for BNTF 7 and 8 for sub-projects approved up to end of 2015 are 52,678, consisting of 29,617 males, 23,061 females. The sectoral breakdown is as follows: 4,849 males, 3,960 females in Education and HRD; 886 males, 933 females in Water and Sanitation; and 23,882 males, 18,168 females in Basic Community Access and Drainage.



BNTF

BNTF is one of the Bank's key instruments for addressing poverty reduction, through assisting poor and vulnerable communities to improve access to basic public services. The Programme provides grant funding for social and economic infrastructure, and skills training to enhance employability and community management.

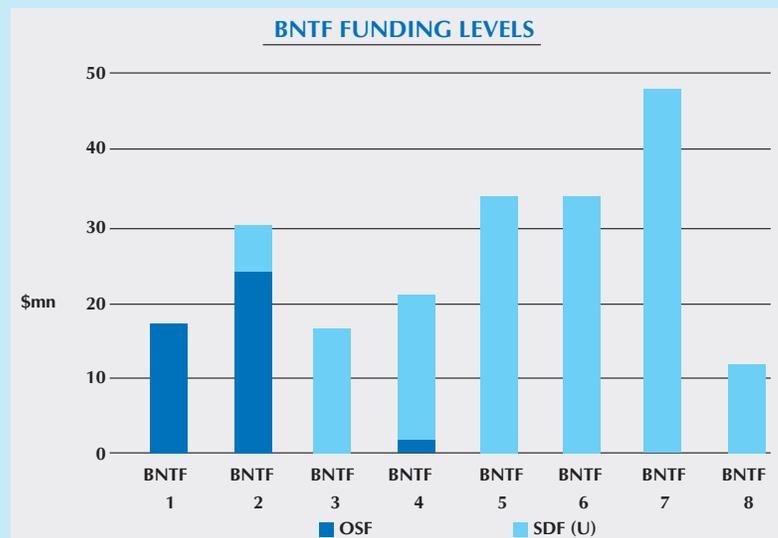
BNTF finances and promotes sustainable interventions in low-income, vulnerable communities through subprojects designed to improve quality of life and access to basic services. It reinforces the Bank's commitment to reducing the impact of economic and social vulnerabilities while bolstering efforts at economic growth in BMCs.

BNTF began over 30 years ago as the Caribbean Education Development and Basic Human Needs/Employment Sector Programme targeted at improving living conditions in rural poor and indigenous communities. Since 1992, BNTF has been financed through SDF, with some level of counterpart funding from beneficiary governments. The programme has enjoyed an increasing share of SDF resources since BNTF 3, with \$32mn being committed for both BNTF 5 and BNTF 6, and \$46mn for BNTF 7. Using the Bank's resource allocation formula, BNTF funds are allocated to eligible countries which include Belize, Dominica, Grenada, Guyana, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, and the Turks and Caicos Islands [Jamaica has been included from BNTF 6].

The success of the BNTF programme allowed CDB, in 2003, to leverage its comparative advantage and experience in executing community-based poverty programmes to catalyse additional resources. Canada contributed the equivalent of \$25mn to be administered under the BNTF 5 programme over a six-year period. In 2008, a further \$1.8mn was contributed by Canada to the programme to boost the resources allocated to Jamaica. These additional resources enabled the expansion of BNTF's coverage to include Jamaica, in addition to supplementary funds for existing beneficiaries.

The BNTF 6 programme, approved in July 2008, was completed in 2014 and a completion report done in 2015. It funded improvements in basic infrastructure and services; increased potential for economic activity through skills training; in addition to capacity building for BNTF country officers in the application of participatory approaches for planning and monitoring of subprojects. Thematic areas such as gender and environmental assessment and the integration of disaster mitigation measures are considered during the appraisal of infrastructure subprojects.

BNTF 7 was approved in October 2012 for \$51.7mn (including counterpart contributions). It builds on lessons learned from previous cycles. In December 2014, Contributors to SDF 8 approved a contribution of ten million United States dollars (USD10 mn) for the Eighth Cycle of the Basic Needs Trust Fund Programme (BNTF 8), [SDF Paper "Replenishment of the Resources of the Special Development Fund (SDF 8) - Resolution and Report of Contributors on SDF 8" refers]. Funding for BNTF 8 is estimated at USD12.4 mn. Similar to BNTF 7, the overall outcome of BNTF 8 is improved access to quality education and human resource development, water and sanitation, and basic community access, transportation and drainage services in low-income, vulnerable communities. Contributors and the Bank agreed that BNTF 7 and BNTF 8 be consolidated and implemented concurrently.



The Bank continued to use the BNTF funding to create pathways to the expansion of livelihoods and economic opportunities especially in rural areas. At the end of the year, the Bank was financing the construction and upgrading of approximately 21.53 km of road in four BNTF participating countries (PCs), for a value of \$4.41mn. These include feeder roads, footpaths and other infrastructure facilitating access to markets and services by rural communities. The building of retaining walls and the installation/enhancement of drainage systems also promoted community safety and climate resilience.

Households' well-being in some of the poorest communities in five PCs was enhanced as a result of increased water supply and distribution. Community residents are benefiting in terms of the quantity and quality of water and reduced water-borne diseases.

Through BNTF, the Bank sustained the commitment to finding renewable energy solutions. As part of the water and sanitation sub-projects in Guyana, funds were allocated for the installation of solar Photovoltaic (PV) systems to provide energy for pumping water in 15 BNTF sub-projects. These interventions have helped to remove the burden of purchasing and transporting fuel to remote communities, and to reduce pollution of water systems. The burden of using hand pumps has also been eased. The installing of PV systems was also included in the design of some school sub-projects.

The support of BNTF 7 and 8 of \$13.91mn for Education and HRD at the end of 2015, resulted in 139 classrooms being upgraded and constructed to date. A highlight of the Programme's commitment to enhancing educational attainment was the approval of \$3.0mn to help improve education outcomes in Jamaica. A school expansion and rehabilitation sub-project, launched in late 2015, will result in increased contact hours in the classroom, improved sanitation and security, access for students with disabilities, and will eventually contribute to the end of the school shift system.

The Bank and Governments of the BNTF PCs continued to place emphasis on promoting gender equality, environmental sustainability, community empowerment, and a more holistic approach to community development, in alignment with national priorities. Resources were committed to carry out a number of TA projects such as a comprehensive investigation of current community maintenance practices, approaches and specific challenges, and to identify best practice examples for the development of an innovative community maintenance approach. The approach is to be discussed in a series of planned country level roundtables with the aim of agreeing country specific actions and promoting ownership.

A consultancy to develop a Concept for a Youth Empowerment and Entrepreneurship Pilot Project started towards the end of the year, and will inform a new programme to be fully designed and implemented over the following two years. Given the absence of an IA in the Turks and Caicos Islands, CDB engaged a Project Manager to direct the planning, implementation, monitoring and internal evaluation of that country's BNTF 7 and 8 projects.

During the year, an assessment of the human resources and systems in IAs for improved financial management and administration of the BNTF Country Projects was completed. This also involved country level coaching for the IA staff. The two-phased exercise resulted in greater compliance with the Bank's and Governments' financial management procedures and policies. It also led to greater awareness of important control mechanisms, and the adoption of key performance indicators to promote closer monitoring of project management and financial efficiency.

Four education consultants were engaged by CDB to assist the IAs with the completion of Sector Portfolios, resulting in more rigorous appraisal and alignment with relevant national/regional education sector goals and strategies. Six representatives of Ministerial Delegations from three BMCs and two members of staff from IAs were able to attend the Second Biennial Community Development Partnership Forum and Exhibition under the theme “Community-Based Entrepreneurship and Innovation: A Strategy for Small Island Developing States” held in Trinidad and Tobago in 2015. Participants had an opportunity to gain cutting edge information and build strategic partnerships in the area of transformative community development for the Region’s future. CDB took the opportunity to reinforce the importance of public- private partnerships in community development programming especially in light of the fiscal constraints in state budgets and the need for sustaining the future of communities.

The Bank completed two major formative evaluations in 2015, the BNTF 6 Programme Closing Report and the BNTF 7 and 8 Mid-Term Evaluation. These were assembled by using a wide range of qualitative and quantitative inputs and sources to analyse the individual country experiences and the overall performance and results of interventions, key findings and lessons learned. The assessments indicated that the Programme is having a significant impact on community development and alleviating poverty, particularly through the increased emphasis on HRD. It was reported that vulnerable groups in the ten participating countries benefited the most from BNTF 6 sub-projects, and that among beneficiaries there was a high level of satisfaction in infrastructural improvements and skills training. The reported rating of effectiveness for education facilities by BNTF 6 beneficiaries and community organisations is very positive with about 2/3 of respondents in a survey rating effectiveness as highly satisfactory and 1/3 of respondents rating education facilities as satisfactory. Additionally, it was reported that BNTF’s strong emphasis on continuous learning and improvement is evidenced by the innovations introduced under BNTF 7, as well as the number and scope of BNTF 7 and 8 TA projects that focus on capacity building or systemic change. Positive results were reported for the sub-projects that were completed or well underway at the time of the Mid-Term Evaluation, such as the Drummonds’ and Barzey’s Access Roads in Montserrat. The evaluations highlighted that although there is a strong commitment to results-based management and a good web-based information system, there is need to place greater emphasis on the assessing and documenting of impacts and longer term outcomes. The strengths and weaknesses of the new process flow were also acknowledged, and recommendations made to revise the current process flow with a view to reducing the timeframe from Programme inception to Sector Portfolio completion. Based on some findings and recommendations, the Bank commenced remedial and follow-up actions as required to ensure that the Programme maximises the value of return from SDF resources.

A review of the BNTF governance structure and implementation modality commenced in late 2015. This major exercise is expected to lead to more decentralisation and simplification of processes, ramping up of capacity in countries, and improving the rate of commitment and disbursement of funds.

Policy Engagement

With support from BNTF, the Bank approved funding for expansion and rehabilitation of four schools in Jamaica to allow the institutions to discontinue the dual shift system or remove some grades from the system which was in operation for several decades as a means of reducing class size and overall school space. As part of educational reform in Jamaica, the grant is helping the Ministry of Education to achieve teaching and learning outcomes and to promote greater equity and access in the education system.

Lessons learnt from investments in the Early Childhood Development (ECD) sub-sector under successive BNTF Programmes have underscored the need to strengthen the enabling environment. In considering the progress made to date, there were noteworthy activities contributing to the enabling environment and policy engagement in the education sector. A grant of \$0.16mn was approved for the implementation of a capacity-building programme Gender Socialisation in Early Childhood Education. The grant facilitates the development and adoption of curriculum on gender socialisation in ECD and the building of capacity in administration and certification of the course, which will influence existing teacher training programmes in the ECD sub-sector. The work is being done in partnership with the School of Education, University of the West Indies, Cave Hill, and UNICEF.

Additionally, as a result of support to Grenada, the enabling environment for achieving international compliance and meeting the standards of the Standard for Training, Certification and Watchkeeping convention was further strengthened in 2015.

BNTF Paves the Way for Better Access to Basic Services

Improved avenues for travel opened for residents of the villages of Barzey's and Drummonds in Montserrat with the completion of 1.43 km of road for a total grant (CDB and Government counterpart contribution) of \$0.67 mn under BNTF 7. Both communities, located in the northern parish of St. Peters, were established following the volcanic activity when other priorities overshadowed the provision of basic infrastructure such as paved roads. Prior to the upgrade, the narrow, unmotorable surfaces of the roads consisted of gravel which presented difficulties for residents as they traveled to and from their homes in the community, and acted as little barrier against the impact of severe soil erosion, surface run off, water ponding or mosquito breeding. Conditions were known to deteriorate significantly during periods of heavy rainfall. The poor condition of the roads inhibited access by pedestrians as well as residents' ease of access to public transportation, essential emergency health and fire services and regular household garbage collection. Residents own measures to protect their property such as digging trenches and; planting trees and hedges to control soil erosion and land slippage often proved futile.



Barzey's Access Road - before and after completion

The implementation and completion of BNTF 7 sub-projects that demonstrate the effectiveness of a focused, community-based approach to poverty reduction continued during the year. Under BNTF 7, CDB contributed a grant of \$320,000 to rehabilitate 0.833 km of road in the Barzey's Village in St. John's Parish, Montserrat. Similarly, a grant of \$314,000 was used to rehabilitate 0.597 km of road in the Drummonds community. With the completion of these community roads, residents are better able to move about either as pedestrians or via personal or public transportation. Garbage collection can be done on a regular basis with curbside garbage collection allowing for a more managed and safe approach to garbage disposal and collection and an overall improvement in the aesthetics of the community. The end products are new high quality, all weather roads, facilitating easier access to services and raising the self-esteem and well-being of local residents.

CTCS

In 2015, CDB approved \$1.1mn for TA interventions under its CTCS Network. As at December 31, 2015, a total of \$0.682mn, which represents approximately 62% of the approved amount, was disbursed to facilitate the implementation of 26 TA activities comprising one regional workshop, 23 national workshops, 3 direct TA. These interventions, which benefited 480 business people (309 women and 171 men), contributed to addressing critical managerial, technical and operational challenges of beneficiary MSMEs in CDB's BMCs.

THE CTCS NETWORK

The CTCS Network is the Bank's principal TA programme that contributes to MSMEs development in its BMCs. The programme promotes the Bank's inclusive growth and sustainable development strategic objective by providing support to private sector development aimed at enhancing the viability of MSMEs. CTCS activities are designed to cover a broad cross-section of managerial, technical and operational needs of MSMEs. CTCS endeavours to continually develop and bring on-board new areas of TA needs to meet the evolving requirements of MSMEs. Examples of some of the CTCS areas of activity include:

- (a) agro-processing and fisheries;
- (b) food processing;
- (c) wood and metal fabrication;
- (d) garment design and construction;
- (e) packaging and labelling standard,
- (f) EE and RE;
- (g) tourism-related activities;
- (h) management techniques and computerised accounting systems; and
- (i) pottery, ceramics and craft manufacturing.

Over the years, the CTCS Network has helped to develop and enhance both the technical and managerial skills of entrepreneurs in BMCs. Many beneficiaries of the training offered in the management of small businesses and enterprise development, are today the proprietors of successful MSMEs across the Region.

A summary of the number of beneficiaries from CTCS activities is provided below.

TABLE 5
CTCS TECHNICAL SKILLS TRAINING CONDUCTED

Skill	Number of Clients Trained		
	2013	2014	2015
General management and business development	337	74	209
Pottery/Ceramics	0	0	30
Garment design and production	24	15	0
Other applied skills *	0	0	
Agro-processing	0	0	15
Agriculture-related activities	0	0	0
Institutional strengthening	0	0	0
Tourism-related activities	168	106	0
Food management and related activities	42	25	94
Computer applications	38	16	132
TOTAL	609	236	480

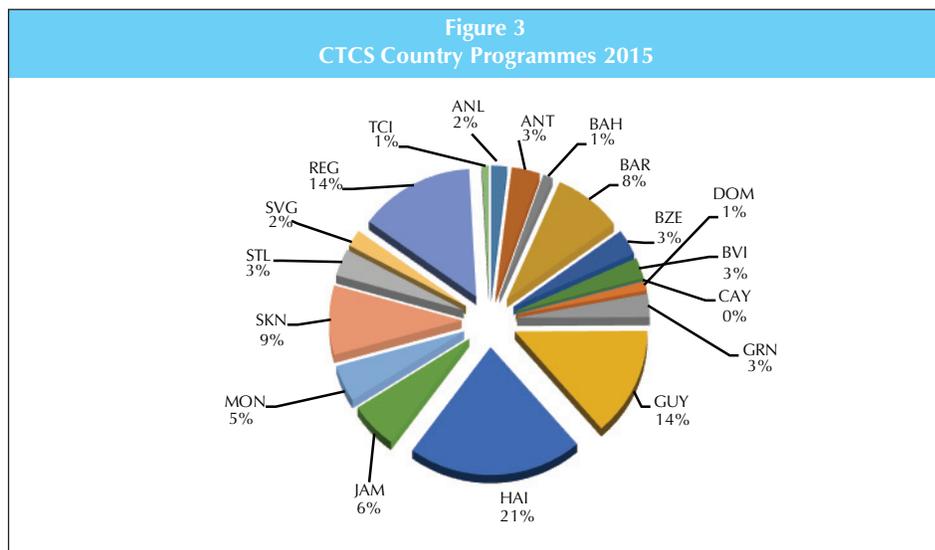
Improving food safety and productivity, strengthening financial management systems, as well as enhancing customer service delivery were key areas identified for capacity building within MSMEs. Consequently, three food safety and nine financial management training interventions were executed. Two ServSafe Training and Certification for Food Service Managers and Handlers Workshops were conducted in Guyana and Montserrat which trained a total of 68 (57 women and 11 men) MSME food service managers and handlers and environmental health officers to improve food safety practices in their establishments.

In addition, a capacity-building intervention for Jamaican MSME agro-processors to satisfy food safety requirements audited 13 MSMEs for compliance with Hazard Analysis and Critical Control Points (HACCP) and Good Manufacturing Practices (GMP). Recommendations were provided to improve food safety practices at each organisation and 26 (19 women and 7 men) representatives from these MSMEs were trained to understand the food safety requirements under HACCP and GMP. Gender assessments were also conducted at the Jamaican MSMEs to allow for gender sensitivity when implementing HACCP and GMP recommendations.

Training workshops in Computerised Management Accounting Systems (CMAS), which benefited 132 (95 women and 37 men) MSME operators, were conducted in eight BMCs (Anguilla, Antigua, British Virgin Islands, Grenada, Montserrat, St. Kitts and Nevis, St. Lucia and St. Vincent and the Grenadines). Workshop participants were provided with follow on in-plant/on-site assistance to institute tailored CMAS to record, track and generate financial information in order to make informed internal decisions and projections.

Productivity interventions included a workshop on Modern Techniques for Mould Design and Manufacturing, which trained 30 (20 women and 10 men) ceramic and pottery producers in Guyana to improve their manufacturing techniques, and an Aquaculture Farm Management Techniques Training Workshop which trained 14 (6 women and 8 men) extension officers in Guyana to assist MSME farmers within the aquaculture industry to implement effective farm management techniques. Gender awareness workshops were conducted with stakeholders within both the aquaculture and craft industries. Another workshop on Intermediate Leather Craft Production, which trained 15 (11 women and 4 men) arts and craft producers in broadening their knowledge and skills to enhance existing designs, develop new designs and ultimately produce competitive leather craft products, was also conducted in St. Kitts and Nevis.

Other productivity-focused interventions included energy audits conducted for five MSMEs (3 female owned and 3 male owned (1 partnership)) in Dominica, providing them with solutions for reducing their energy consumption to save on operating costs, and an appraisal of the operating systems and loan





Participants in Training – Leather Craft Workshop in St. Kitts and Nevis

portfolio of the James Belgrave Microenterprise Development Fund (BELfund) Inc., St. Lucia, leading to recommendations for improving the quality of the loan portfolio and overall operations of the microfinance institution. BELfund's 11 (5 women and 6 men) employees benefitted from this intervention.

In keeping with CDB's agenda to reduce poverty evidenced by measurable, sustainable results, a regional workshop on MfDR was conducted for Cooperating Institutions of the CTCS Network which provide TA for the development of MSMEs in the BMCs. Thirty persons (19 women and 11 men) from 13 countries were represented at the workshop: Anguilla; Antigua; Barbados; British Virgin Islands; Dominica; Grenada; Guyana; Montserrat; Nevis; St. Kitts; St. Lucia; St. Vincent; Suriname; and Trinidad and Tobago. Participants explored programme and project thinking tools that can be applied in MfDR. Participants were also trained in designing and working with results monitoring frameworks. In addition, they learned how to better integrate gender reporting into projects.

Participants' Feedback

"I think it [the results framework] is a very simple, interactive tool that can help us focus on development projects in a more logical manner. It looks like a difficult process but it is really a simple process if we understand what we are doing," said Junia Emmanuel-Belizaire, Commerce & Industry Officer, Ministry of Commerce, Business Development, Investment & Consumer Affairs, St. Lucia.

"The workshop has been very enlightening. The tools that we were taught about over the week can be very beneficial to us in getting funding," added Kirk Dottin, Business Development Manager, Fund Access in Barbados.



Workshop Participants in Action - Mould Design and Manufacturing Workshop in Guyana

SDF Portfolio

Analysis

The quality and performance of the SDF portfolio is measured by a Project Performance Index (PPI), using a composite score derived from the application of the Project Performance Evaluation System (PPES). This composite score is an indicative measure of the likely impact of the project relative to the Bank's development assistance objectives, and is the sum of the weighted scores of six core criteria: strategic relevance, poverty relevance, efficacy, cost efficiency, institutional development impact, and sustainability.

During 2015, the performance rating for the projects under implementation which had an SDF component was relatively good. There were 51 projects in the portfolio with a total value of \$322.1mn compared with 53 projects in 2014 and 54 projects in 2013 with a value of \$355.7mn and \$338.1mn, respectively. All projects in the portfolio continued to be ranked as either satisfactory (68.4%) or highly satisfactory (31.4%). This compared with performance ratings of 43.4% (highly satisfactory) and 56.6% (satisfactory) in 2014 and a relatively strong improvement relative to the 2013 performance when one project (or 2% of the portfolio) was rated as marginally unsatisfactory, 50% being satisfactory and 48% rated as being highly satisfactory.

In 2015, the portfolio was dominated by education sector projects (19.2%) eclipsing the environment and disaster risk sector (15.7%) and the Financial, business and other services (15.7%) which made up the bulk similar to 2014. Transport and communications was the other relatively significant category accounting for 13.7% of the portfolio compared with 5.1% one year earlier. In 2015, the overall average performance rating was 'Satisfactory' with a PPI of 5.9, relative to the overall performance in 2014 and 2013 with a PPI of 5.8.

Projects "at risk" (Flagged by Project Performance Management System)

PPES includes criteria relating to the scoring of project performance and changes in scores to identify projects "at risk"⁴ and which draws attention to projects experiencing difficulties. As at December 31, 2015, five projects were classified as 'at risk' the same number as in 2014 but with a different country and project composition. The following summarises the status of projects "at risk".

⁴The PPES evaluates project performance at the various stages of the project cycle – preparation/appraisal, supervision and completion. The PPES uses six criteria to rank or gauge performance. These are Strategic Relevance, Poverty Relevance, Efficacy, Cost Efficiency, Institutional Development Impact and Sustainability. Projects are deemed at risk if project performance exhibit more than two of the following six risk criteria: weighted score for any criterion is equal to or below 0.5; a composite performance score below 4.0; a decline in any project performance rating score by more than 15%; timing performance more than 15% behind target; CDB performance unsatisfactory, and Borrower performance unsatisfactory.

**TABLE 6.
SUMMARY OF PROJECTS FLAGGED “AT RISK” FOR 2015**

Name of Project (\$'000)	Country	Cumulative Disbursement as at Dec. 31, 2015 (\$'000)	Age	Key Issues
NDM-RRL-Tropical Storm Ophelia (\$10,887)	DOM	356 (3%)	3.9	<ul style="list-style-type: none"> • Human and capacity constraints • Negative impact of Hurricane Erika
Settlement Upgrading (\$6,233)	STL	- (0%)	3.5	<ul style="list-style-type: none"> • Implementation bottlenecks with respect to procurement and weak capacity of Project Unit
Policy-based Loan (\$45,000)	STL	\$40,000 (89%)	7.2	<ul style="list-style-type: none"> • Delays in meeting in conditions precedent.
TVET Development (\$5,000)	STVG	\$659 (13%)	3.9	<ul style="list-style-type: none"> • Weak inter-agency coordination • Delays in procurement of civil works component.
UWI Open Campus (\$13,000)	REG	\$90 (1%)	1.8	<ul style="list-style-type: none"> • Delays in signing the Guarantee Agreement by the Government of St. Lucia

Efforts are being made to closely monitor the ‘at-risk’ projects and facilitate the completion and achievement of stated development objectives and outcomes.

3. Reporting

On SDF 8 Results

This chapter presents the 2015 results of the Bank's development efforts within the context of the SDF 8 RMF. The RMF, which summarises the Results Agenda of the Bank supported by SDF 8, is anchored by three pillars - MfDR at *the country or regional level*, MfDR at *the institutional or corporate level*, and MfDR *through partnerships, harmonisation and alignment*.

The SDF RMF translates the three pillars of the results agenda into four levels. The progress made by BMCs towards selected CMDG targets and development outcomes are monitored by Level 1 indicators. Level 2 indicators measure the Bank's contribution to country outcomes through outputs delivered in key areas such as education, social and economic infrastructure, and water and sanitation among others. At Level 3, institutional and operational indicators measure improvements to the Bank's efficiency and effectiveness and progress in relation to the Paris Declaration and the Accra Agenda for Action is covered at Level 4. The status of indicators for the four results' levels in the approved SDF framework as of December 31, 2015 is presented in the text and tables below. A detailed presentation and analysis of CDB's progress on these indicators is provided in CDB's *2015 Development Effectiveness Review* which reviews progress based on CDB's 2015-2019 Corporate RMF.

Level 1: Regional Progress towards Selected CMDG Targets and Development Outcomes

Level 1 measures regional progress in relation to CMDG targets related to poverty and human development, education, and environmental sustainability. Additionally, it measures per capita GDP growth and RCI efforts. As revealed by the stagnating performance on economic growth, available data reveals that the onset of the global crisis thwarted much of the hope of achieving a broader set of MDGs in the Caribbean. Desired progress was achieved with regard to access to education, while targets were not quite achieved in the areas of poverty reduction and sustainable development. Meanwhile, there was no significant progress on indicators relating to the goal of deepened RCI.

Data limitations and capacity deficits at the country level limited the collection and reporting on the CMDGs. This challenge will continue to affect monitoring of the SDGs, which is an even more ambitious mandate. CDB will be instrumental in supporting this process, and will incorporate advancements within its RMF going forward.

**RMF LEVEL 1:
REGIONAL PROGRESS TOWARDS SELECTED CMDG TARGETS AND
DEVELOPMENT OUTCOMES**

Indicators	Baseline Year	Baseline Value	Target (2015)	Status as of December 2015
Poverty and Human Development				
1. Proportion of population below the poverty line (%):	2006	54.0	27.0	44.1
2. Proportion of population below the indigence line (%):	2006	41.0	20.5	22.4
3. Net enrolment in primary education (%).				
- Female	2006	94.0	95.0	92.6
- Male	2006	94.0	95.0	92.6
4. Net enrolment in secondary education (%)				
- Female	2006	73.0	80.0	86.2
- Male	2006	68.0	77.0	83.7
Environmental Sustainability and Climate Change				
5. Proportion of population with access to an improved water source (%)				
- urban	2009	96.0	95.0	96.0
- rural	2009	87.0	92.5	87.0
6. Proportion of population with access to improved sanitation (%)				
- urban	2009	82.8	88.0	86.4
- rural	2009	78.1	86.5	82.4
7. Reported environmental damage and loss from natural hazard events (% of GDP)	2005-2007 average	1.1	Reduction	2.0
8. Ratio of area protected to maintain biological diversity to surface area (%)	2009	3.5	Maintain or increase	2.8
9. Proportion of land area covered by forest to total land area (%)	2009	36.0	Maintain or increase	49.4
GDP per capita				
10. GDP per capita (constant prices):				
Group 1 BMCs	2009	24,307	26,120	22,804
Group 2 BMCs	2009	5,554	6,123	6,304
Group 3 BMCs ¹	2009	423	530	446
RCI				
11. Intra-regional trade as a percentage of total regional trade	2010	14	20	12
12. Direct Investment of MDCs in LDCs (\$mn)	Avg. 1999-2003	20	30	20.8

1 Excludes Suriname, which was not a BMC at the time the target was set.

Level 2: CDB/SDF Contributions to Country and Regional Outcomes

Level 2 indicators measure the Bank's contribution to country outcomes, which aim ultimately at enhancing quality of life, through outputs delivered in key operational areas, including education and training, agriculture and rural development, social and economic infrastructure, private sector development and water and sanitation. The outputs programmed for 2013-2016 reflect those which are expected to be delivered during the SDF 8 period, based on projects approved in earlier cycles. The results reported for 2015 represent outputs which were delivered from projects completed in the first three years of SDF 8.

Education and training is intended to support increased access to educational opportunities as well as promote an increasingly adaptable and relevant labour force in the Caribbean. Over time, CDB, through SDF, has facilitated significant country investment in the sector. In 2015, 100 classrooms were built or upgraded bringing the total number to 383 or about 50% of the programmed outputs for the cycle. Further, 575 teachers were trained or certified in primary and secondary education. The number of students benefiting from improved physical classroom conditions, the better competencies of teachers and those accessing student loans in 2015 was approximately 16,000 bringing the total number of beneficiaries to 121,117 over the period 2013-2015. This represents 51% of the target set for the cycle. However, both the survival rate (defined as the proportion of students who start Form 1 and actually reach Form 5) and the percentage of students completing at least one Level 1 course in TVET were extremely robust. When disaggregated by sex the former indicator stood at 95% for male and 96% for female while the latter was 135% and 146% for male and female, respectively.

In relation to agriculture and rural development, the bulk of the results have been achieved in stakeholder training in improved production technologies. Some 440 persons were trained in 2015 bringing the total to 2,970 or around 55% of the target over. Both the indicators for land irrigated and the number of beneficiaries accessing rural enterprise credit were somewhat off track at 21% and 13%, respectively.

One area which has been particularly strong is the results for the provision of social and economic infrastructure. The majority of these results have been delivered under the Bank's poverty reduction vehicle which is the BNTF programme. For instance, under the indicator for primary and secondary roads built or upgraded, the performance at the end of 2015 was 213% or more than a doubling of the outputs expected by the end of SDF. The number of beneficiaries for the period also stood at 65% of the target.

Another metric that has also performed relatively well is water and sanitation (kilometres of water lines installed or upgraded, at 229%). The table below captures details of the indicators captured in the Level 2 of the RMF.

**RMF LEVEL 2:
CDB's CONTRIBUTIONS TO COUNTRY AND REGIONAL OUTCOMES
THROUGH OUTPUTS**

Indicators	Achievements 2009- 2012	Programmed Achievements 2013-2016	Actual Achievements		
			2013- 2015	2015	Progress to date (%)
Education and Training (at all levels)					
1. Primary and secondary classrooms built or upgraded according to minimum standards (number)	730	765	383	100	50%
2. Teachers trained/certified in primary and secondary education (number)	3,990	8,500	2,247	575	26%
3. Students benefiting from improved physical classroom conditions, enhanced teacher competence and access to student loan financing (number)	163,600	237,635	121,117	16,000	51%
4. Percentage of secondary school graduates achieving five CXC General Proficiency passes including Mathematics and English by sex: ^f					
- Male	28.4	32	30.7	30.7	96%
- Female	30.9	34	40.5	40.5	119%
5. Proportion of students starting from Form 1 who reach Form 5 (Survival Rate) by sex: ^f					
- Male	76.5	82	77.7	77.7	95%
- Female	80.4	88	84.7	84.7	96%
6. Percentage of students completing at least one Level 1 course in Technical and Vocational Education and Training by sex: ^f					
- Male	45.3	52	70	70	135%
- Female	40	48	70.1	70.1	146%
Agriculture and Rural Development					
7. Land irrigated or improved through drainage, flood and irrigation works (hectares)	4,750	4,800	992	0	21%
8. Stakeholders trained in improved production technology (number)	702	5,390	2,970	440	55%
9. Beneficiaries of rural enterprise credit programmes (number)	500	600	79	0	13%
- Male	n/a	420	58	0	14%
- Female	n/a	180	21	0	12%
Social and Economic Infrastructure					
10. Primary, secondary and other roads built or upgraded (km)	2,020	196.2	418.32	91	213%
11. Beneficiaries of road projects (number)	259,000	569,980	370,630	30,609	65%
- Male	n/a	284,990	187,149	15,353	
- Female	n/a	284,990	185,481	15,256	
12. Sea Defences/ Landslip Protection/ Urban Drainage (km)	18.1	24.6	19.7	0	80%

Indicators	Achievements 2009- 2012	Programmed Achievements 2013-2016	Actual Achievements		
			2013- 2015	2015	Progress to date (%)
13. Community infrastructure built/upgraded (number)	522	14	142	2	1014%
14. Beneficiaries of community infrastructure interventions (number)	158,000	22,550	469,574	5,476	2082%
- Male	n/a	12,180	236,449	2,955	1941%
- Female	n/a	10,370	233,125	2,521	2248%
15. Installed energy generation capacity (megawatts)	0	3	0	0	0%
Private Sector Development					
16. Business climate and competitiveness enhancement projects implemented (Number)	n/a	8	11	7	138%
17. Beneficiaries of MSME credit and mortgage programmes by sex (number)	246	260	584	316	225%
- Male	n/a	203	472	282	
- Female	n/a	57	95	34	
18. Beneficiaries of interventions targeted at MSMEs through CTCS and other TA modalities by sex (Number)					
- Male	3,516	3,840	483	171	13%
- Female	4,395	4,800	843	309	18%
Water and Sanitation					
19. Water supply lines installed or upgraded (km)					
- All	247	89	204	12	229%
- Urban	n/a	44	0	0	
- Rural	n/a	45	204	12	
20. Households with access to sanitation and water supply (number)	23,500	20,280	11,321	0	56%
- Urban	n/a	5,070	0	0	
- Rural	n/a	15,210	11,321	0	
Environmental Sustainability, DRM and Climate Change					
21. Communities with improved capacity to address Climate change and DRM (number)	22	25	5	0	20%
22. National/sector policies/strategies/legal frameworks developed or implemented to improve capacity for climate resilient conservation, rehabilitation, or sustainable management (number)	n/a	5	5	2	100%
23. Energy savings resulting from RE/EE interventions (Megawatt hours)	n/a	5	0.02	0.02	c.a
24. Renewable energy capacity installed (Megawatt)	n/a	2	0.116	0.1	6%

Indicators	Achievements 2009-2012	Programmed Achievements 2013-2016	Actual Achievements		
			2013-2015	2015	Progress to date (%)
RPGs					
25. Regional public goods created or strengthened (e.g. statistical capacity, quality standards, procurement, and debt relief) (number) ¹	n/a	3	3	3	100%
26. Certification or accreditation systems supporting the free regional movement of goods and persons, created, strengthened, or expanded. (number) ²	n/a	6	5	5	83%
Capacity Development					
27. Public financial management reforms adopted (Number)	n/a	4	10	4	250%
28. BMCs with increased capacity to undertake public sector investment programmes (Number)	n/a	19	22	17	116%
Citizen Security					
29. National security policies and strategies developed or implemented (Number)	0	2	0	0	0%
30. Beneficiaries receiving support from citizen security interventions (number)	..	3,000	1,019	468	34%
- Male	..	2,400	632	241	26%
- Female	..	600	377	227	63%
Social Protection					
31. Social assistance programmes with improved targeting developed and successfully implemented (Number)	0	4	0	0	0%
32. Social protection policy frameworks developed and successfully implemented (Number)	0	4	0	0	0%

^r This indicator measures regional-level results, not results specific to CDB projects. This indicator has been moved to Level 1 in CDB's 2015-2019 Corporate RMF.

¹ Revised indicator replacing legal, regulatory and policy reforms adopted to improve RCI (number)

² Revised indicator replacing share of intra-regional sea trade from the Organisation of Eastern Caribbean States and other disadvantaged countries (Belize and Guyana) of total intra-regional sea trade

n/a: Data not available

c.a: Insufficient data available to assess progress

.. Not applicable as CDB was not programming in this area

Level 3: Operational/Organisational Effectiveness

Level 3 indicators monitor operational and organisational effectiveness in six areas. These include operational quality and portfolio performance, resource allocation and mobilisation, strategic focus, capacity utilisation, use of administrative budget resources, and business processes and practices. The table below shows the performance in the first three years of the SDF 8.

The portfolio performance rating as captured in the *Annual Review of Portfolio Performance* stood at 95% reflecting further progress in intensifying supervision activity. Progress is still needed with regard to timely reporting on project status and results, as seen by 2015 performance related to the completion of Project Supervision and Project Completion Reports (PCRs). CDB is generally performing well relative to maintaining its strategic focus, and concessional resources were allocated according to the performance-based allocation system as desired. In order to better align its support with BMC's existing national development

plans and sector strategies, CDB moved away from its original plan to support the use of CDB's National Poverty Reduction Strategy (NPRS) tool in all BMCs.

In 2015, CDB met its business process and practices targets which relate to loan approval and processing times. Targets related to human resource capacity utilisation were also achieved. CDB has been successfully reducing its administrative cost efficiency over the past few years, all while making strategic investments in key corporate areas such as risk management, evaluation, and audit, since the target was set. Increased human resource capacity will need to be leveraged to support continued efforts to increase the disbursement efficiency rate in order to achieve the target.

RMF LEVEL 3: OPERATIONAL/ORGANISATIONAL EFFECTIVENESS

Indicators	Baseline Year	Baseline Value	Target (2016)	Status as of December 2013	Status as of December 2014	Status as of December 2015
Operational Quality and Portfolio Performance						
1. Portfolio performance rating for implementation (% satisfactory)	2009	98	98	98	100	95
2. Percentage of projects completed in past two years with PCRs	2010	25	100	93	53	32
3. Percentage of projects with supervision reports on Project Portfolio Management System	2009	89	100	100	100	96
Resource Allocation and Utilisation						
4. Percentage of concessional resources allocated according to performance-based allocation system	2009	40	60.9	58	58	61
5. Disbursement efficiency rate (without PBLs)	2009	89	89	79	76	73
Strategic Focus						
6. Proportion of financing directed to less developed BMCs (%) three-year average	2009-11	73	60	57	48	56
7. Approved country strategies in use with results framework (Number)	2009	6	18	9	13	14
8. New or updated NPRSs for BMCs in past five years (Number)	2009	2	13	6	6	3
9. Proportion of financing supporting environmental sustainability and climate change (%)	2009	1.1	10 - 15	19.7	9.5	22

Indicators	Baseline Year	Baseline Value	Target (2016)	Status as of December 2013	Status as of December 2014	Status as of December 2015
10. Proportion of financing supporting regional cooperation and development (%)	2009	5.2	6 - 8	1.2	3	1.2
Capacity Utilisation and Gender Equality						
11. Percentage of budgeted Bank professional staff in operations departments.	2009	51.3	60	44	57	65
12. Ratio of professional staff to support staff	2009	1.26:1	1.35:1	1.26:1	1.49:1	1.55:1
13. Representation of women in management positions.	2009	45	50	53	38	39
14. Vacancy Rate at Management and Professional Level	2009	14	4	25	5	8
15. Client Satisfaction Survey Index (%)	2009	n.a	n.a	n.a	n.a	71
Use of Administrative Budget Resources						
16. Administrative expenses per \$mn of project approvals (three-year average) \$000's.	2007-2009	96	Reduction	161	147	122
17. Administrative expenses per \$mn of project disbursements (three-year average)\$000's	2007-2009	132	Reduction	169	181	167
Business Processes and Practices						
18. Average time from loan approval to first disbursement in public sector operations (months).	2009	17	12	9.5	9.1	9.1
19. Average loan processing time (months from appraisal mission to project approval) in public sector operations.	2009	5	4	3.2	2.8	3.7

Level 4: Partnership, Harmonisation and Alignment

Level 4 indicators reflect the principles of ownership, harmonisation, alignment and partnerships consistent with the Paris Declaration and Accra Agenda for Action for promoting development effectiveness. CDB continued to foster favourable development outcomes by striving for country ownership.

In relation to harmonisation, all country strategies were formulated with robust donor coordination in an effort to reduce duplication and improve on development results. The Bank also participates in joint monitoring missions in order to identify areas where it has a comparative advantage and maximise synergies with ongoing development assistance efforts.

**RMF LEVEL 4:
PARTNERSHIP, HARMONISATION AND ALIGNMENT**

Indicators	Baseline Year	Baseline Value	Target (2016)	Status as of December 2015
Ownership				
1. Number of BMCs with national development strategies, PRSs and CPAs	2009	15	18	19
Harmonisation				
2. Percentage of CDB country strategies with explicit consideration of other agencies' programming.	2009	100	100	100
3. Percentage of financing using common arrangements or procedures (as a % of total financing)	2009	26	35	24
Alignment				
4. Percentage of capacity development support provided through coordinated programmes.	2014	32	45	23
5. Projects using common arrangements or procedures (as a % of total financing) ¹	2014	33	n/a	24
Partnerships				
6. Proportion of CSPs, other development partner missions and project financing conducted jointly with at least one other development partner (% annually)	2008	14	25	75

4. Financial Resources And Programme Levels

SDF 8 PROGRAMME LEVEL

The SDF 8 cycle overall programme level approved by Contributors was \$348mn. The forecast funding include internally generated resources of \$100mn, agreed new contributions of \$212.7mn; an allocation of \$18.0mn from the net income of the Bank's OCR and a structural gap of \$17.3mn. The structural gap was expected to be filled by new and additional contributions. The base funding and minimum programming level, therefore, was projected at \$330.7mn, as shown in Table 6 below.

**TABLE 6
SDF PROGRAMME LEVEL**

(\$mn)

Item	Per Contributors' Report	Revised Projected Position as at December 31, 2016	Difference
Commitment Authority at beginning of cycle	7.0	3.3	(3.7)
Internally generated resources	93.0	95.9	2.9
Allocation from OCR Net Income	18.0	18.0	-
New contributions	212.7	213.5	0.8
Base Programme Level	330.7	330.7	-
Structural Gap	17.3	17.3	-
Overall Programme Level	348.0	348.0	-

As at the end of 2015, the outlook for SDF suggests that the base programme will hold for the remainder of the cycle. While the actual level of commitment authority at the beginning of the cycle was \$3.7mn under the estimate in the Contributors' Report, the forecast for internally generated resources is now expected to exceed the initial target by \$2.9mn by the end of 2016. With respect to new contributions, the revised forecast indicates that the Fund will receive \$213.5mn compared with \$212.7mn on account of the \$4.5mn bonus contributed which offsets a \$3.72 mn contribution that is unlikely to be received before the end of the SDF 8 cycle. Consequently, the structural gap is estimated to remain at \$17.3mn.

COMMITMENT AUTHORITY

Funds available for commitment in 2015 stood at \$104.3mn. This was comprised commitment authority brought forward from 2014 (\$19.3mn), principal repayments (\$25.6mn), new contributions (\$56.3mn), a \$6.0mn allocation from OCR and a reduction for the \$2.9mn net income loss during the year. Total resources utilised was approximately 90% and somewhat higher than resource utilisation in 2014 and 2013 which stood at 81.8% and 61.5%, respectively. It is anticipated that a balance of \$1.1mn will be carried forward as commitment authority to SDF 9 (See Table 7).

TABLE 7
PROJECTED COMMITMENT AUTHORITY AND USE OF RESOURCES

(\$mn)

Item	Actual			Projected	
	2013	2014	2015	2016	Total
Commitment authority at beginning of period	3.3	33.1	25.2	20.9	3.3
Net income	-1.8	0.4	-2.9	0.4	-3.9
Repayments	22.3	22.7	25.6	29.2	99.8
Commitment authority from new contributions	54.3	47.5	56.3	55.4	213.5
Allocation from OCR	0.0	6.0	6.0	6.0	18.0
Fund Available for commitment	78.1	109.7	110.2	111.9	330.7
Approvals for SDF Loans (Net)	27.4	66.7	58.1	72.0	224.2
Approvals for SDF Grants (Net)	17.6	17.8	31.2	33.4	100.0
Available Commitment authority at end of period	33.1	25.2	20.9	6.5	6.5

ALLOCATION AND USE OF RESOURCES

During 2015, the Bank utilised the Resource Allocation System (RAS) to distribute the \$18.0mn transfer from OCR as well as a \$4.5mn additional contribution made to the Fund by the United Kingdom. These additions increased the total lending envelope during SDF 8 from \$212.7mn to \$235.2mn.

By the end of 2015, a total of nine of the ten eligible countries had accessed their allocation representing one more than in 2014. Only Monserrat had not accessed their allocation. In relation to usage, Guyana utilised the largest share of loans (12.6%) relative to total available resources. This was followed by Jamaica (10.9%) and Dominica (9.9%) and Grenada (9.9%),



CDB Staff assessing road damage in Dominica with the passage of Tropical Storm Erika



Extensive loss and damage caused by Tropical Storm Erica



respectively. The outcomes supported by the SDF included improvements in living conditions associated with rehabilitation works on account of the passage of Tropical Storm in Dominica including the upgrade and reconstruction of three ridges, rebuilding and upgrading of the 18.2 km of secondary roads as well as 500 meters of river training works. The project is expected to benefit approximately 4,691 people consisting of 2,292 males and 2,399 females. In St. Kitts and Nevis, the Fund supported the expansion of skilled and employable labour with regionally acceptable certification through the development of a gender-responsive TVET system. The project will provide approximately 60 classrooms/laboratories, train 290 teachers and benefit over 20,000 students. In collaboration with other DPs, the SDF also supported Grenada's Second Growth and Resilience Building PBO.

In relation to grants, the \$10.0mn approved for the BNTF programme which was allocated to eligible countries was fully committed. Further, by the end of 2015, Haiti utilised approximately 13.7% of resources made available. With respect to the other set asides, Capacity Building, Agriculture and the CTCS programme utilise 4.8%, 1.0% and 1.2%, respectively of total resources utilised to date. After an initial slow start in the first two years of the cycle, activity under the allocation for Regional Integration and RPGs gained momentum utilising 3.4% of total resources. In total, grant set asides absorbed approximately 29.7% of all resources made available over the first three years of the cycle. Appendix 2 provides details of total loans and grants approved in 2015.

TABLE 8
SDF 8 ALLOCATION AND UTILISATION OF RESOURCES

	Indicative	Revised	Approvals			Total	% of Total
	Allocations at Jan 2013 \$mn	Allocations at Nov 2015 \$mn	2013 \$mn	2014 \$mn	2015 \$mn		
Country Allocations- Loan (Group 1)							
Anguilla	-	-	-	-	-	-	-
Antigua and Barbuda	-	-	-	-	-	-	-
Bahamas, The	-	-	-	-	-	-	-
Barbados	-	-	-	-	-	-	-
British Virgin Islands	-	-	-	-	-	-	-
Cayman Islands	-	-	-	-	-	-	-
Turks and Caicos Islands	-	-	-	-	-	-	-
Trinidad and Tobago	-	-	-	-	-	-	-
(Groups 2)							
Belize	22.6	28.3	-	6.1	14.0	20.1	8.8
Dominica	15.0	17.3	-	0.5	22.2	22.7	9.9
Grenada	14.7	16.5	-	14.7	8.0	22.7	9.9
Guyana	40.0	40.0	22.1	6.8	-	28.9	12.6
Jamaica	33.8	35.2	-	25.0	-	25.0	10.9
Montserrat	7.0	9.7	-	-	-	-	0.0
St. Kitts and Nevis	5.9	8.7	-	-	8.0	8.0	3.5
St. Lucia	18.0	19.9	3.3	6.0	-	9.3	4.1
St. Vincent and the Grenadines	15.7	19.6	3.1	-	-	3.1	1.4
Sub-total Country Allocations	172.7	195.2	28.5	59.1	52.2	139.8	61.0
Set-Aside Resources							
Other Lending:							
Natural Disaster Mitigation and Rehabilitation	30.0	30.0	1.5	5.8	10.8	18.1	7.9
New BMC (Suriname)	10.0	10.0	-	3.4	-	3.4	1.5
Total Lending	212.7	235.2	30.0	68.2	63.0	161.2	70.3
Grants:							
BNTF	10.0	10.0	-	10.0	-	10.0	4.4
Haiti	46.0	46.0	13.6	2.6	15.2	31.4	13.7
Technical Assistance:							
Capacity Building	12.0	12.0	1.9	2.6	6.6	11.1	4.8
Agriculture	3.0	3.0	0.6	1.2	0.4	2.2	1.0
CTCS	5.0	5.0	1.1	0.5	1.1	2.7	1.2
Regional Integration and RPGs	10.0	10.0	-	1.5	6.4	7.9	3.4
Environmental Sustainability / Climate Change	5.0	5.0	0.2	0.2	0.4	0.8	0.3
Immediate Disaster Response	5.0	5.0	0.6	0.5	0.2	1.3	0.6
Citizen Security	4.0	4.0	-	0.1	0.9	1.0	0.4
Total Grants	100.0	100.0	18.0	19.2	31.2	68.2	29.7
Total Resources Available	312.7	335.2	48.0	87.5	94.2	229.2	100.0
Structural Gap	17.3						
OCR Allocation	18.0						
Approved Programme Level	348.0						

5. Financial Performance And Projections

FINANCIAL RESULTS

The year under review saw mixed financial results for the SDF (U). Loans outstanding grew by 2.5% to reach \$543.4 mn in 2015, compared with growth of 5.2% in 2014, due to a lower level of disbursements and higher loan repayments. Lower disbursements also impacted on the undisbursed balances position which showed an expansion of 9.1% reaching \$236.9 mn at the end of 2015, the same level as at the end of 2012. The Bank plans to pay focused attention to improving disbursement levels in 2016 as the rise in the stock of undisbursed balances undermines loan performance and potential hinders the developmental impact of the investment.

Loan income grew by 4.3% in 2015 reaching \$12.1mn and compares favourably with zero growth reported in 2014, reflecting the impact of the growing loan portfolio. In recent years most of the disbursements have taken place in the last quarter so loan income is not impacted until the following year, thus loan income in 2015 relates to portfolio growth in 2014.

With regard to expenses of the Fund, 2015 can be regarded as extraordinary, as the administrative expenses allocated to the fund rose by 23.5% to \$16.8mn relative to the out-turn in 2014. The increase was attributed to three things. First, there were one off restructuring costs as the Bank instituted a restructuring exercise consistent with its Strategic Workforce Plan. Second, pension costs rose reflecting an amendment to the Pension Plan consequent to an extension in the retirement age. Third, higher employee costs associated with the filling of vacancies in order to better deliver on the Bank's mandate. Concomitant to the higher than historical administrative expense, the Fund recorded a loss of \$2.9mn in 2015 compared with net income of \$0.4mn in 2014. Table 9 captures a summary of financial results over the past five years.

TABLE 9
SUMMARY OF FINANCIAL RESULTS 2011-2015

(\$mn)

Item	2011	2012	2013	2014	2015
Loans Outstanding	448.5	463.5	503.5	529.9	543.4
Undisbursed balances	211.0	237.0	201.2	217.1	236.9
Cash and Investments	274.4	286.5	278.3	273.3	292.7
Loan Income	10.1	10.4	11.6	11.6	12.1
Investment Income	3.4	3.5	0.5	1.5	1.1
Administrative Expenses	12.3	14.0	13.7	13.6	16.8
Net Income	0.9	(0.1)	(1.8)	0.4	(2.9)
Yield on Av Cash and Investment (%)	1.3	1.2	0.2	0.5	0.4

NOTES, ENCASHMENTS AND DRAWDOWNS

In 2015, a total of \$41.8mn in promissory notes was issued by nine member countries. This was \$2.4mn less than the total notes received in 2014 from eight member countries. Total encashments stood at \$43.5mn which was \$4.7mn more than the total promissory notes encashed the year earlier. As usual, in accordance with agreements with contributors and in an effort to avoid exchange rate risks, non-US dollar denominated notes received were encashed when received. Total notes receivable rose by \$8.1mn over the review period to \$73.2mn at the end of 2015. The current value of total approved contribution to SDF (U) at the end of 2015 was \$1,201.9mn compared with \$1,151.4 mn in 2014 (See Appendix VI-3 for details).

FINANCIAL PROJECTIONS

Annual loan growth is projected at 3.6% over the three-year period to 2018 to reach \$591.1mn underpinned by focused attention on project supervision and ultimately improvements in the rate of disbursement. Loan income is therefore projected to increase steadily over the forecast period from \$12.8mn in 2016 to \$14.4mn at the end of the period. The containment of administrative expenses will be pursued by realizing greater operational efficiencies. Beyond this, it is expected that the growth in Other Special Funds will dampen the share of the administrative costs. Consequently, administrative expenses is forecast to grow at an annual average of 1.7%. This operational activity is expected to yield positive net income of \$0.4mn, \$0.7mn and \$2.2mn in 2016, 2017 and 2018, respectively. The average lending rate is assumed to be 2.5% for the purposes of the projections. Investment yields are expected to be influenced by a forecast recovery in the international capital market (see Table 10).

TABLE 10
SUMMARY OF PROJECTED FINANCIAL RESULTS, 2016-2018

(\$mn)

Item	2016	2017	2018
Cash and Investments	335.4	339.3	379.7
Long-term Loans	535.8	577.4	591.1
Investment Income	3.1	3.2	4.1
Loan Income	12.8	13.4	14.4
Administrative Expenses	15.4	15.8	16.2
Net Income	0.4	0.7	2.2

CONTRIBUTIONS TO THE UNIFIED SPECIAL DEVELOPMENT FUND
(after transfers from earlier SDF and other adjustments)

(\$mn)

Item	SDF 1 ^{a/}	SDF 2 ^{a/}	SDF 3 ^{a/}	SDF 4 ^{a/}	SDF 5	SDF 6	SDF 7	SDF 8
Regional Members: BMCs								
Trinidad and Tobago	2.50	2.50	3.85	3.85	5.00	7.50	10.18	0.55
Jamaica	1.40	1.40	3.87	3.85	5.00	7.50	10.18	0.55
Guyana	1.40	1.40	2.16	2.16	2.81	4.22	5.67	5.88
Bahamas, The	1.40	1.40	2.16	2.16	2.81	4.21	5.67	5.88
Barbados	1.40	1.40	2.16	2.16	2.81	4.21	5.67	5.88
Suriname ^{b/}	---	---	---	---	---	---	---	2.16
Antigua and Barbuda	0.25	0.25	0.16	0.25	0.32	0.42	0.61	0.63
Belize	0.25	0.25	0.65	0.65	0.84	1.10	1.39	1.44
Dominica	0.25	0.25	0.65	0.65	0.84	0.84	1.39	1.44
Grenada	0.25	0.25	0.65	0.65	0.84	0.10	0.61	0.63
St. Kitts and Nevis	0.25	0.25	0.65	0.65	0.84	1.10	1.39	1.44
St. Lucia	0.25	0.25	0.65	0.65	0.84	1.10	1.39	1.44
St. Vincent / the Grenadines	0.25	0.26	0.65	0.65	0.84	1.10	1.39	1.44
Cayman Islands	0.10	0.10	0.15	0.25	0.32	0.42	0.61	0.63
Anguilla	0.10	0.10	0.25	0.25	0.32	0.42	0.61	0.63
Turks and Caicos Islands	0.10	0.10	0.25	0.25	0.32	0.42	0.61	0.63
British Virgin Islands	0.10	0.10	0.25	0.25	0.32	0.42	0.61	0.63
Montserrat	0.10	0.10	0.25	0.25	0.32	0.42	0.61	0.63
Haiti ^{b/}	---	---	---	---	---	0.65	0.91	0.94
Sub-total	10.35	10.36	19.41	19.58	25.39	36.15	49.48	53.46
Regional Members: non-BMCs								
Brazil	---	---	---	---	---	---	---	5.00
Colombia	5.00	3.33	5.00	3.00	3.60	3.60	3.60	3.52
Mexico ^{c/}	---	---	5.00	3.00	3.00	3.00	3.00	3.52
Venezuela	5.00	3.34	5.00	3.00	3.00	3.60	3.60	3.52
Sub-total	10.00	6.67	15.00	9.00	9.60	10.20	10.20	15.56
Non-Regional Members								
Canada ^{d/}	60.87	15.00	20.00	16.80	25.20	44.00	69.83	66.44
United Kingdom ^{d/}	42.82	15.00	20.00	16.80	25.20	44.00	69.83	51.82
France ^{e/}	21.00	10.00	14.00	11.76	---	---	---	---
Italy	21.00	10.00	14.00	8.66	3.15	5.00	7.08	3.24
Germany	---	26.00	14.00	11.76	--	12.17	18.83	15.96
China ^{f/}	---	---	---	24.00	4.00	5.20	8.10	7.00
Sub-total	145.69	76.00	82.00	89.78	57.55	110.37	173.68	144.46
Non-Members								
Netherlands	5.00	5.00	7.00	6.30	---	---	---	---
Allocation from OCR	---	---	---	---	---	---	15.00	18.00
Sub-total	5.00	5.00	7.00	6.30	--	---	15.00	18.00
TOTALS	171.04^{d/}	98.03	123.41	124.66	92.54	156.72	248.35	231.48

^{a/} At exchange rates as of dates of payment.

^{b/} Suriname joined the Bank in September 2013 and Haiti in 2007.

^{c/} Mexico contributed \$5 mn and \$3.33 mn to SDF Other in 1984 (SDF 1) and 1988 (SDF 2).

^{d/} SDF 1 contributions include amounts originally contributed to earlier special funds.

^{e/} No longer a member as of October 2000.

^{f/} Joined in 1998 subsequent to the Replenishment Negotiations on SDF 4.

SDF 8 PROGRAMME LEVEL, COUNTRY GROUPS AND TERMS OF LENDING

SDF 8 PROGRAMME LEVEL

The Contributors approved an overall programme level for SDF 8 totalling \$348mn, comprising \$208mn in country loans, \$40mn in loans for natural disaster mitigation and rehabilitation and the new BMC Suriname, and \$100mn in grant allocations (See Box – Approved Programme Level for SDF 8).

APPROVED PROGRAMME LEVEL FOR SDF 8	
(\$'000)	
Loans:	
Country loans using performance-based Resource Allocation System among all eligible BMCs	208,000
Natural Disaster Mitigation and Rehabilitation	30,000
Provision for new BMC	10,000
Grants:	
BNTF	10,000
TA	20,000
<i>of which: BMC Capacity Building</i>	15,000
CTCS (small scale private sector)	5,000
Haiti	46,000
Regional Cooperation/Integration and RPGs	10,000
Immediate Disaster Response	5,000
Environmental Sustainability and Climate Change	5,000
Citizen Security	4,000
TOTAL PROGRAMME LEVEL	348,000

COUNTRY GROUPS AND TERMS OF LENDING

Country Groups are used to determine eligibility for access to the SDF as well as the terms and conditions of lending. SDF Lending Terms vary according to the country grouping. A review of the country classification mechanism was undertaken for SDF 8 and the number of country groups was reduced from four to three, and the number of bands with differential terms was also reduced, from four to two. The country groupings to be used and the lending terms which will apply for SDF 8 are presented in the Box.

COUNTRY GROUPS AND TERMS OF LENDING FOR SDF 8

Country Group	Country	Terms of Lending
Group 1 <i>(Mainly OCR)</i>	Anguilla	Interest rate – 2.5%
	Antigua and Barbuda	Maximum Grace Period – 5 years
	Bahamas, The	Maximum Overall Maturity – 20 years
	Barbados	
	British Virgin Islands	
	Cayman Islands	
	Trinidad and Tobago	
	Turks and Caicos Islands	
Group 2 <i>(Blend of SDF and OCR)</i>	Belize	Interest rate – 2.5%
	Dominica	Maximum Grace Period – 5 years
	Grenada	Maximum Overall Maturity – 25 years
	Guyana	
	Jamaica	
	Montserrat	
	St. Kitts and Nevis	
	St. Lucia	
	St. Vincent and the Grenadines	
	Suriname ^{a/, b/}	
Group 3 <i>(Mainly SDF)</i>	Haiti ^{b/}	Interest rate – 2.0%
		Maximum Grace Period – 10 years
		Maximum Overall Maturity – 30 years

^{a/} Suriname joined the bank in September 2013 and became a contributor to SDF

^{b/} a set-aside allocation will be used instead of the resource allocation formula

SDF 8 COMMITMENTS, 2013-2015
(Classified by SDF 8 Themes)
(\$'000)

Project	Date Approved	Net Approved From SDF (U)	Total CDB Financing
INCLUSIVE SOCIAL DEVELOPMENT AND SUSTAINABLE GROWTH			
Loans Approved:			
Belize			
Fifth Road Project - Philip S. W. Goldson Highway Upgrading	May-14	3,479	29,719
Road Safety Project Add. Loan	Oct-14	581	4,584
Seventh Consolidated Line Of Credit - Belize	Jul-14	2,000	10,500
Basic Education Programme	May-15	14,000	35,000
Grenada			
First Growth and Resilience Building PBL	Jul-14	4,000	10,000
Second Growth and Resilience Building PBL	Oct-15	4,000	10,000
Fourth Consolidated Line of Credit	Dec-15	1,000	10,000
Education Enhancement Project - Phase 1	Dec-15	3,000	15,000
Guyana			
Sugar Industry Mechanisation Project	Dec-14	6,838	7,500
Jamaica			
Fiscal Consolidation Growth And Social Stability - PBL	Dec-14	25,000	35,000
St. Kitts and Nevis			
TVET	Dec-15	8,000	8,000
St. Lucia			
Sixth Water (Vieux Fort Water Supply Redevelopment) Project	Dec-14	6,000	19,675
Suriname			
Enhancement of Technical And Vocational Education Training At The Lower Secondary School Level	Dec-14	3,370	21,940
Regional			
University of The West Indies Open Campus Development Project to expand access to quality tertiary education opportunities in St. Lucia (SDF \$3.075mn) and Vincent and the Grenadines (SDF \$3.3mn)	Dec-13	6,375	13,000
Total Loans Approved		87,643	229,918
Grants Approved			
Anguilla			
CTCS Projects	Dec-13	35	35
CTCS Projects	Dec-15	16	16
Antigua and Barbuda			
CTCS Projects	Dec-13	23	23
CTCS Projects	Oct-14	27	27
CTCS Projects	Dec-15	75	75
Bahamas			
CTCS Projects	Dec-13	52	52
CTCS Projects	Aug-14	28	28
Barbados			
CTCS Projects	Dec-13	63	63
Belize			
CTCS Projects	Dec-13	24	24
BNTF 8th Programme	Dec-14	1,356	1,356
Education Sector Reform Programme II	May-15	461	461
River Valley Rural Water Project	Oct-15	80	80

Project	Date Approved	Net Approved From SDF (U)	Total CDB Financing
Ambergris Caye Water and Sewerage Expansion - Water Purveyor Valuation	Oct-15	75	75
Ambergris Caye Water and Sewerage Project - Social Assessment for San Mateo	Oct-15	43	43
British Virgin Islands			
CTCS Projects	Dec-13	50	50
CTCS Projects	Dec-15	23	23
Cayman Islands			
CTCS Projects	Dec-13	35	35
Dominica			
CTCS Projects	Dec-13	58	58
BNTF 8th Programme	Dec-14	910	910
CTCS Projects	Dec-15	36	36
Grenada			
CTCS Projects	Dec-13	23	23
BNTF 8th Programme	Dec-14	599	599
Education Enhancement Project - Phase 1	Dec-15	401	401
CTCS Projects	Dec-15	24	24
Guyana			
CTCS Projects	Dec-13	13	13
Sugar Mechanisation Project	Dec-14	37	37
BNTF 8th Programme	Dec-13	1,426	1,426
CTCS Projects	Mar-14	22	22
CTCS Projects	Dec-15	135	135
Haiti			
Education for All - Phase II to improve access to primary education and Early Childhood Development for poor children	Dec-13	11,000	11,000
CTCS Projects	Dec-13	136	136
CTCS Projects	Sep-14	120	120
Technical and Vocational Education and Training Project II	Dec-15	12,510	12,510
CTCS Projects	Dec-15	134	134
Jamaica			
MSMEs Training Workshop	Mar-13	23	23
CTCS Projects	Dec-13	19	19
Business Process Outsourcing Industry	Dec-14	200	200
BNTF 8th Programme	Dec-14	1,534	1,534
CTCS Projects	Dec-15	88	88
Montserrat			
CTCS Projects	Dec-13	43	43
CTCS Projects	Dec-15	41	41
BNTF 8th Programme	Dec-14	407	407
St. Kitts and Nevis			
CTCS Projects	Dec-13	51	51
BNTF 8th Programme	Dec-14	383	383
Technical and Vocational Education and Training Enhancement Project	Dec-15	300	300
CTCS Projects	Dec-15	74	74
St. Lucia			
North-South Link Road Feasibility Study	May-13	150	150
CTCS Projects	Dec-13	76	76
Vieux Fort Water	Dec-14	335	335
BNTF 8th Programme	Dec-14	1,154	1,154
Seventh Water (John Compton Dam Rehabilitation) Project	Jul-15	493	493
CTCS Projects	Dec-15	32	32

Project	Date Approved	Net Approved From SDF (U)	Total CDB Financing
St. Vincent And The Grenadines			
CTCS Projects	Dec-13	22	22
Support for Completion of the 2012 National Population and Housing Census	Jul-14	58	58
BNTF 8th Programme	Dec-14	940	940
Arrowroot Industry Market, Technology and Food Safety/ Quality Compliance Assessment	Dec-15	120	120
CTCS Projects	Dec-15	18	18
Suriname			
CTCS Projects	Dec-14	30	30
CTCS Projects	Dec-15	90	90
Trinidad and Tobago			
CTCS Projects	Dec-13	51	51
Turks and Caicos Islands			
CTCS Projects	Dec-13	85	85
BNTF 8th Programme	Dec-14	143	143
Regional			
2nd Regional Congress and Road Asset Management Course	Dec-13	137	137
CTCS Projects	Dec-13	201	201
Black Sigatoka Disease control programme	Dec-13	625	625
Road Sector Capacity Building Webinar Programme	Dec-13	40	40
Support for Regional Training Initiative Digital Jam 3 0 Regional	Mar-14	115	115
Regional Conference On Technical and Vocational Education and Training (TVET) Skills For The Future	Mar-14	48	48
Development Of A Cassava Industry Value Chain In The Caribbean	Mar-14	10	10
Cassava Industry Market Assessment	Dec-14	1,200	1,200
Sir Arthur Lewis Centenary Celebrations	Dec-14	136	136
SDF 8 Mid Term Review	Dec-14	135	135
BNTF 8th Programme	Dec-14	1,147	1,147
CTCS Projects	Dec-14	77	77
Support for Caribbean Animation and Technology Capacity Building Programme	Mar-15	500	500
Second Caribbean Water Leaders' Summit	Dec-15	46	46
Support for the Implementation of the Work Plan for the Caribbean Community Commission on the Economy	Dec-15	193	193
CTCS Projects	Dec-15	317	317
Total Grants Approved		41,937	41,937
Total Inclusive Social Development and Sustainable Growth		129,580	271,855
ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE			
Loans Approved			
The Bahamas			
DRM- Immediate Response Loan -Hurricane Sandy	May-13	750	750
Dominica			
DRM - Immediate Response Loan –Torrential Rainfall	Jul-13	750	750
NDM - IR - December 2013 Torrential Rainfall And Flood Event	Mar-14	750	750
Energy Efficiency Line Of Credit - Pilot Project	Jul-14	500	500
Rehabilitation and Reconstruction Layou Flood Event	Oct-15	2,227	2,227
Rehabilitation and Reconstruction	Dec-15	30,000	30,000
Immediate Response Loan	Dec-15	750	750

Project	Date Approved	Net Approved From SDF (U)	Total CDB Financing
Grenada			
Integrated Solid Waste Management Project	Dec-14	10,700	10,700
Guyana			
Sea and River Defence Resilience Project to enhance resilience to coastal and riverine hazards and the effects of climate change	Dec-13	22,100	22,100
St. Lucia			
NDM - Immediate Response - Torrential Rainfall Event	Mar-14	750	750
St. Vincent and The Grenadines			
NDM Immediate Response - Torrential Rainfall Event	Mar-14	750	750
NDM - Rehabilitation And Reconstruction - Dec 2013, Trough Event	Jul-14	3,517	9,046
Total Loans Approved		73,544	79,073
Grants Approved			
Bahamas, The			
Disaster Management Emergency Relief Grant: Hurricane Sandy	Mar-13	200	200
Certification of Works Hurricane Sandy	Mar-13	20	20
Belize			
Development of an Irrigation and Drainage Master Plan (IDMP)	May-13	200	200
Seventh Consolidated Line Of Credit - RE/EE Energy Audits	Jul-14	86	86
Water Utility Climate Risk and Vulnerability Assessment	Oct-15	134	134
Dominica			
Certification of Works - April 2013 Torrential Rainfall	Jul-13	20	20
Energy Efficiency Line Of Credit - Energy Audits	Jul-14	68	68
NDM - IR - December 2013 Torrential Rainfall Event	Mar-14	20	20
Emergency Relief - Tropical Storm Erika	Oct-15	200	200
NDM-IR – Tropical Storm Erika	Oct-15	20	20
Rehabilitation and Reconstruction - Tropical Storm Erika.	Dec-15	391	391
Grenada			
Integrated Solid Waste Management	Dec-14	300	300
Haiti			
Support to Meet Commitments to Caribbean Catastrophe Risk Insurance Facility for the 2013-14 Hurricane Season	Jul-13	2,570	2,570
Support For Haiti To Meet Commitment to Caribbean Catastrophe Risk Insurance Facility for the 2014-15 Hurricane Season	Oct-14	2,570	2,570
Support For Haiti To Meet Commitment to Caribbean Catastrophe Risk Insurance Facility for the 2015-16 Hurricane Season	Jul-15	2,377	2,377
Roll out of the Caribbean Climate Online Risk and Adaptation Tool	Oct-15	70	70
Jamaica			
Disaster Management Emergency Relief Grant: Hurricane Sandy	May-13	200	200
Hermitage Dam Rehabilitation Study	Dec-15	375	375
St. Lucia			
Strengthening capacity to improve resilience to climate change impacts and environmental risks	Dec-13	85	85
NDM - IR - December 2013 Torrential Rainfall And Flood Event	Mar-14	20	20
Emergency Relief - December Trough System (2013)	Mar-14	200	200
John Compton Dam Rehabilitation Study	Mar-14	150	150

Project	Date Approved	Net Approved From SDF (U)	Total CDB Financing
St. Vincent and The Grenadines			
NDM - IR - December 2013 Torrential Rainfall Event	Mar-14	20	20
Emergency Relief - December Trough System (2013)	Mar-14	200	200
Rehabilitation And Reconstruction	Jul-14	221	221
Regional			
Regional Workshop on Climate Finance Readiness for the Caribbean	Oct-13	32	32
Thematic Study on the Green Economy	Oct-13	88	88
Urban and Regional Information Systems Association Regional Workshop On Open Source Technologies and Web Mapping	Mar-14	69	69
Third Caribbean Regional Road Congress	May-14	90	90
Providing Regional Support For The Eighth Board Meeting Of The Green Climate Fund	Dec-14	126	126
Co Hosting Fourth Caribbean Sustainable Energy Forum	Dec-14	50	50
Roll out of the Caribbean Climate Online Risk and Adaptation Tool in Four BMCs	Mar-15	122	122
Building Climate Resilience in the Water Sector Workshop	Oct-15	49	49
Integration of Natural Hazards into the Environmental Impact Assessment Process	Dec-15	67	67
Total Grants Approved		11,409	11,409
Total Environmental Sustainability and Climate Change		84,953	90,482
<u>CITIZEN SECURITY</u>			
<u>Grants Approved</u>			
Belize			
Youth and Road Safety Capacity Building	Mar-14	110	110
Grenada			
Support to Legal Aid and Counselling Clinic for the delivery of Psychosocial and Psycho-Educational Programming for the prevention of Gender-Based Violence.	Dec-15	198	198
Regional			
Basic Education Project II to assist in to assist in financing a citizens' security intervention in three low performing schools	Oct-13	114	114
Improved Citizen Security In The Eastern Caribbean	Dec-14	132	132
Special Coordination Meeting of CARICOM Women's Gender Bureaux	Mar-15	17	17
Enhancing Communications of the Caribbean Development Bank on Gender and Development	May-15	49	49
Fourth Caribbean Regional Road Congress	May-15	90	90
Youth Road Safety Engagement Project	Jul-15	45	45
Integrating Gender Equality into Sector Operations	Jul-15	237	237
Support for the Reduction of Youth-on-Youth Violence in Selected Schools and Communities in CARICOM Member States	Oct-15	149	149
Integrating Gender Analysis in Caribbean Trade and Economic Growth Programme	Dec-15	150	150
Total Citizen Security		1,291	1,291

Project	Date Approved	Net Approved From SDF (U)	Total CDB Financing
REGIONAL COOPERATION AND INTEGRATION			
Workshop on Capacity Building in Education Planning and Management in the Caribbean	Mar-13	49	49
Conference - Rethinking Regionalism: Beyond The CARICOM Integration Project	Oct-13	24	24
Caribbean Public Private Partnership Forum	Dec-13	95	95
Research Study on Public Private Partnerships in the Caribbean: Lessons of Experience and Leveraging for Growth	Dec-13	148	148
University Of The West Indies Open Campus Development Project	Dec-13	160	160
CARICOM Coordination Meetings on Gender Labour and Economic Security	May-14	50	50
Regional Consultation on the State of the Caribbean Water Sector	Jul-14	75	75
Thematic Study On Youth Are The Future The Imperative Of Youth Employment For Sustainable Development In The Caribbean	Dec-14	96	96
Thematic Study On Making Regional Air Transport Work Better For The Caribbean Regional	Dec-14	102	102
Enhanced Country Poverty Assessments Programme for BMCs	Mar-15	4,164	4,164
Support to the 11th Caribbean Institute for Gender and Development Training Programme	Jul-15	50	50
Programme for Improved Public Investment Management through Sustainable Public Procurement Capacity Building in the Caribbean Region	Jul-15	138	138
Symposium on Sustainable Development Goals for the Caribbean within the Post-2015 Development Agenda	Jul 15	42	42
2nd Biennial Community Development Partnership Forum and Exhibition	Jul-15	22	22
Revision of the Caribbean Development Bank's Education and Training Policy and Strategy	Jul-15	172	172
International Breadfruit Conference	Jul-15	49	49
A Harmonised Approach to Education Reform within CARICOM	Jul-15	532	532
Promoting the Principles of Managing for Development Results - Furthering the Regional Integration Process	Jul-15	509	509
2nd Regional Workshop on Capacity Building in Education Planning and Management in the Caribbean	Oct-15	50	50
Development of a training programme Capacity Building of Artisan Chocolate Manufacturers in the Caribbean	Oct-15	140	140
Development, Publication and Dissemination of an Early Childhood Development Good Practice Guide	Oct-15	123	123
Regional Training Initiative - Animae Caribe Animation and New Media Festival	Dec-15	40	40
Thematic Study on the Changing Nature of Poverty and Inequality in the Caribbean: New Issues, New Solutions	Dec-15	87	87
Thematic Study on the Transformation of the Caribbean Maritime Port Services Industry	Dec-15	100	100
MSME Development in the Caribbean: Towards a New Frontier	Dec-15	109	109
From the Caribbean to Paris: Supporting the Caribbean Agenda at the 21st Meeting of the United Nations Framework Convention on Climate Change Conference of Parties	Dec-15	115	115
Total Grants Approved		7,241	7,241

Project	Date Approved	Net Approved From SDF (U)	Total CDB Financing
CAPACITY BUILDING			
Grants Approved			
Antigua and Barbuda			
Institutional Strengthening of the Framework for Development Planning and Management	Mar-13	150	150
Medium-Term Development Strategy	Oct-13	36	36
Belize			
Institutional Assessment for the Enhancement of Operations - University of Belize	Jul-15	400	400
Institutional Assessment of the Belize Social Investment Fund	Dec-15	350	350
Dominica			
Support to Labour Force and Core Welfare Indicators Questionnaire Survey	May-13	97	97
Institutional Strengthening of the Ministry of Public Works and Ports	Oct-15	150	150
Grenada			
Evaluation of the Implementation of the Strategic Plan for Education Enhancement and Development	May-13	60	60
Haiti			
Sanitation and Governance Training Programme	Jul-15	211	211
St. Kitts and Nevis			
Update of 2009 Labour Market Needs Assessment	Oct-15	33	33
St. Vincent and the Grenadines			
Institutional Strengthening of the Financial Services Authority	Jul-15	114	114
Regional			
Strengthening Monitoring and Evaluation in the BMCs	Mar-13	79	79
Needs Assessment for Training in Project Cycle Management and Public Policy Analysis and Management	Jul-13	70	70
Preparation of CDB's Energy Sector Policy and Strategy	Jul-13	149	149
Multi-Cycle Evaluation of SDF 6 and 7	Oct-13	267	267
Assessment of CDB's Governance Framework to Improve Transparency and Accountability, Enhance Stewardship and Strengthen Board and Management Oversight	Dec-13	52	52
Review Of Development Finance Corporation (DFC) Act And Corporate Governance Framework	May-14	33	33
PPP Regional Support Mechanism	Oct-14	350	350
Supporting The Development Of Statistics In CARICOM For The Post 2015 Development Agenda	Oct-14	67	67
Public Policy Analysis And Management And Project Cycle Management Training Programme Of The CDB 2015 - 2018	Dec-14	985	4,985
Water Utility Reform Training Programme	Dec-14	149	149
Sanitation And Governance Training Programme	Dec-14	145	145
Support for Caribbean Consultations on the World Banks Environment and Social Safeguard Policies	Mar-15	42	42
Update of the Assessment of CDBs MfDR Agenda	Mar-15	50	50
Development of online Procurement Training Modules	May-15	40	40
Evaluation of Policy-based Operations 2006-2014	May-15	150	150
Training Programme for Development Finance Institutions and Indigenous Financial Institutions	Oct-15	120	120
Strengthening Financial Systems in the Eastern Caribbean Currency Union	Oct-15	2,000	2,000
Total Capacity Building		6,348	10,348
Total Loan and Grants Approved		229,410	381,843

SDF (UNIFIED) PORTFOLIO ANALYSIS – 2015

The quality and performance of the SDF portfolio is measured by a PPI, using a composite score derived from the application of the PPES. This composite score is an indicative measure of the likely impact of the project relative to the Bank's development assistance objectives, and is the sum of the weighted scores of six core criteria: strategic relevance, poverty relevance, efficacy, cost efficiency, institutional development impact, and sustainability. The project performance ratings and the respective composite scores are given below:

Composite Score	Project Performance Rating
8.0–10.0	Excellent
6.0–7.9	Highly satisfactory
4.0–5.9	Satisfactory
2.0–3.9	Marginally unsatisfactory
0.0–1.9	Unsatisfactory

Project Performance Rating

During 2015, the performance rating for the projects under implementation which had an SDF component was relatively good. There were a total of 52 projects in the portfolio with a total value of \$334.1mn compared with 53 projects in 2014 and 54 projects in 2013 with a value of \$355.7mn and \$338.1mn, respectively. All projects in the portfolio continued to be ranked as either satisfactory (58%) or highly satisfactory (42%). This was broadly consistent with the performance in 2014 and a relatively strong improvement relative to the 2013 performance when one project (or 2% of the portfolio) was rated as marginally unsatisfactory, 50% being satisfactory and 48% rated as being highly satisfactory. (see Table 1 below).

**TABLE 1:
SDF (U) PORTFOLIO – PROJECT PERFORMANCE RATING
FOR THE YEARS ENDING DECEMBER 31, 2015 AND 2014**

Composite Score	2015					2014				
	No. of Projects	% of Portfolio by No. of Projects	Value of Projects (USD'000)	% of Portfolio by Value of Projects	Overall Portfolio PPI	No. of Projects	% of Portfolio by No. of Projects	Value of Projects (USD'000)	% of Portfolio by Value of Projects	Overall Portfolio PPI
8.0–10.0	-	-	-	-	-	-	-	-	-	-
6.0–7.9	16	31.4	117.3	36.4	6.5	23	43.4	160.0	45.0	6.4
4.0–5.9	35	68.6	204.8	63.6	5.5	30	56.6	195.7	55.0	5.3
2.0–3.9	-	-	-	-	-	-	-	-	-	-
0.0–1.9	-	-	-	-	-	-	-	-	-	-
Totals	51	100	322.1	100	5.9	53	100	355.7	100	5.8

Country Portfolio Performance

In 2015, four countries three countries and one regional project were rated highly satisfactory while seven countries and one regional project were rated satisfactory. Tables 2 and 3 summarise the country portfolio performance for 2015 and 2014.

TABLE 2
SDF PORTFOLIO – COUNTRY PERFORMANCE RATING
FOR THE YEARS ENDING DECEMBER 31, 2015 AND 2014

Performance Rating	2015	2014
Excellent	None	None
Highly Satisfactory	Anguilla, Belize, Jamaica, Suriname	Anguilla, Belize, Montserrat, Regional
Satisfactory	British Virgin Islands, Dominica, Grenada, Guyana, St. Kitts and Nevis, St. Vincent and the Grenadines and Regional	British Virgin Islands, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, and St. Lucia, St. Vincent and the Grenadines
Marginally Unsatisfactory	None	None
Unsatisfactory	None	None

TABLE 3
SDF PORTFOLIO – COUNTRY PERFORMANCE RATING BY PPI
FOR THE YEARS ENDING DECEMBER 31, 2015 AND 2014

Country	2015		2014	
	No. of Projects	Country PPI	No. of Projects	Country PPI
Anguilla	1	6.3	1	6.4
Antigua & Barbuda	-	-	-	-
Barbados	-	-	-	-
Belize	10	6.2	8	5.9
British Virgin Islands	1	5.5	1	5.5
Cayman Islands	-	-	-	-
Dominica	7	5.6	9	5.7
Grenada	9	5.6	7	5.5
Guyana	5	5.9	6	5.7
Jamaica	3	6.7	6	5.9
Montserrat	-	-	1	6.4
St. Kitts & Nevis	1	5.9	1	5.9
St. Lucia	7	5.4	7	5.7
St. Vincent & the Grenadines	5	5.8	5	5.8
Suriname	1	7.0	-	-
The Bahamas	-	-	-	-
Trinidad & Tobago	-	-	-	-
Turks & Caicos	-	-	-	-
Regional	1	5.7	1	6.2
Total	51	5.9	53	5.8
Overall PPI Rating	Satisfactory		Satisfactory	

Sector Portfolio Performance

The distribution and average composite performance scores by sector are presented in Table 4. In 2015, the portfolio was dominated by education sector projects (19.2%) eclipsing the environment and disaster risk sector (17.3%) which made up the bulk of the portfolio in 2014. Financial, business and other services and transport and communications accounted for 15.3% and 13.5%, respectively. In 2015, the overall average performance rating was 'Satisfactory' with a PPI of 5.9, similar to the overall performance in 2014 and 2013 with a PPI of 5.8.

TABLE 4
SDF PORTFOLIO – AVERAGE PERFORMANCE SCORES BY SECTOR
FOR THE YEARS ENDING DECEMBER 31, 2015 AND 2014

Sector	2015			2014		
	No. of Projects	% of Portfolio	PPI	No. of Projects	% of Portfolio	PPI
Agriculture and Rural Development	4	7.8	5.3	3	5.7	4.6
Education	10	19.6	5.9	8	15.1	5.6
Energy	-	-	-	1	1.9	6.4
Environment and Disaster Risk Reduction	8	15.7	5.8	12	22.6	5.5
Financial, Business and other Services	8	15.7	6.1	8	15.1	6.7
Health	-	-	-	-	-	-
Multi-Sector/Cross Cutting	-	-	-	-	-	-
Public Sector Management	4	7.8	6.1	4	7.5	6.6
Social Infrastructure and Services	3	5.9	5.9	4	7.5	5.9
Tourism	-	-	-	-	-	-
Transport and Communication	7	13.7	5.8	8	15.1	5.9
Urban Development Shelter	2	3.9	5.5	2	3.8	5.9
Water and Sanitation	5	9.8	6.1	3	5.7	6.1
Total	51	100.0	5.9	53	100.0	5.8
Overall Average Performance Rating	Satisfactory			Satisfactory		

AVAILABILITY AND USE OF RESOURCES

Item	Actual			Projected	
	2013	2014	2015	2016	Total
Commitment authority at beginning of period	3.3	33.1	25.2	20.9	3.3
Net income	-1.8	0.4	-2.9	0.4	-3.9
Repayments	22.3	22.7	25.6	29.2	99.8
Commitment authority from new contributions	54.3	47.5	56.3	55.4	213.5
Allocation from OCR	0.0	6.0	6.0	6.0	18.0
Fund Available for commitment	78.1	109.7	110.2	111.9	330.7
Approvals for SDF Loans (Net)	27.4	66.7	58.1	72.0	224.2
Approvals for SDF Grants (Net)	17.4	17.8	31.2	33.4	100.0
Available Commitment authority at end of period	33.1	25.2	20.9	6.5	6.5

**SUMMARY BALANCE SHEETS,
AS AT DECEMBER 31, 2011-2015**

(\$ mn)

Item	2011	2012	2013	2014	2015
Assets:					
Cash and Investments	274.4	286.5	278.3	273.3	294.0
Contributions in Arrears	11.3	9.6	6.8	5.8	12.1
Non-neg. Demand Instruments	59.3	61.2	60.0	64.6	73.2
Loans Outstanding (Net)	448.5	463.5	503.5	529.9	543.4
Other Receivables	1.0	7.9	-	5.0	-
Total Assets	794.5	828.7	848.6	878.6	922.7
Liabilities:					
Contributions in Advance					
Payables	70.8	70.2	67.3	60.3	60.375
Contributions	595.4	638.5	667.8	659.9	691.8
Accumulated Net Income	41.8	57.2	55.0	61.4	52.5
TA Allocation	86.5	62.8	58.5	97.0	118.1
Total Liabilities and Funds	794.5	828.7	848.6	878.6	922.7

**SUMMARY INCOME STATEMENTS,
FOR THE YEARS ENDING DECEMBER 31, 2011-2015**

(\$ mn)

Item	2011	2012	2013	2014	2015
Revenue:					
Investment Income	3.4	3.5	0.5	1.5	1.1
Loan Income	10.1	10.4	11.6	11.6	12.1
Exchange	-	-	-	-	-
Total Revenue	13.5	13.9	12.1	13.1	13.2
Expenses:					
Administrative Expenses	12.3	14.0	13.7	13.6	16.8
Exchange	0.3	-	0.2	-0.9	-0.8
Total Expenses	12.6	14.0	13.9	12.7	16.0
Net Income	0.9	(0.1)	(1.8)	0.4	-2.9

SUMMARY OF NOTES, DRAWDOWNS, ENCASHMENTS 2015														
Country	Notes Receivable 1/1/15		Notes Issued		Curr.	Encashments		Notes Receivable 31/12/15		Not Yet Made Available	Approved but not yet Effective		Cumulative Drawdowns	Approved Contribution (Curr Value)
	US\$		Loc Cur.	US\$		Loc Cur.	US\$	US\$	US\$		US\$	US\$		
Borrowing members (BMCs)														
Trinidad and Tobago	\$7,784				USD			\$7,784	\$2,638	\$-		\$43,297	\$45,935	
Bahamas, The	11,763			1,469.00	(¹)	2,107.00		11,126	1,469	-		24,216	25,685	
Barbados	2,832			1,979.00	(¹)			2,832	1,469	-		24,212	25,681	
Jamaica	11,594				(¹)			13,573	2,638	-		41,117	43,755	
Guyana	5,876				(¹)	1,469.00		4,407	1,469	-		24,217	25,686	
Antigua and Barbuda	777				(¹)			777		632		2,257	2,257	
Belize	2,029			360.00	(¹)	137.00		2,252	360	-		6,215	6,575	
Dominica	2,549				(¹)			2,549	360	-		5,955	6,315	
St. Kitts and Nevis	2,494				(¹)			2,494		1,441		5,134	5,134	
St. Lucia	2,390			360.00	(¹)	137.00		2,612	360	-		6,215	6,575	
St. Vincent and Grenadines	2,304				(¹)	275.00		2,029	360	-		6,227	6,587	
Grenada	2,687			303.00	(¹)			2,990	152	-		3,825	3,977	
Montserrat	-				(¹)			-		632		2,045	2,045	
BVI	-				(¹)			-	158	-		2,519	2,677	
Turks and Caicos	-				(¹)			-		632		2,045	2,045	
Cayman Islands	-				(¹)			-		1,237		1,340	1,340	
Anguilla	946				(¹)	210.00		736		632		2,045	2,045	
Haiti	-				(¹)			-		945		1,560	1,560	
Suriname	1,080							1,080	540	-		1,620	2,160	
TOTAL - BMCs	57,105.00		-	4,471.00	-	4,335.00		57,241.00	11,973	6,151		206,061	218,034	
Non Borrowing members (NBMCs)														
Colombia					(¹)			-	881	-		29,776	30,657	
Mexico					(¹)			-		3,524		17,000	17,000	
Venezuela					(¹)			-		3,524		21,982	21,982	
Canada			16,705.00	13,695.00	Cdn\$	16,705.00	13,695.00	-	33,217	-		308,965	342,182	
China					US\$			-	1,750	-		46,548	48,298	
United Kingdom	14,820		9,000.00	16,816.00	Str	8,839.25	16,225.00	14,820	26,026	-		251,305	277,331	
Germany	1,115		4,100.00	5,332.00	EUR	8,200.00	10,735.00	1,115	7,980	-		93,193	101,173	
Italy					EUR			-		3,244		62,052	62,052	
TOTAL - NBMCs	15,935.00		35,843.00	-	-	40,655.00		15,935.00	69,854	10,292		830,821	900,675	
Non Members														
France	-				FF*	-		-		-		58,254	58,254	
Chile	-							-		-		10	10	
Netherlands	-				NG	-		-		-		24,902	24,902	
GRAND TOTAL	73,040.00		40,314.00	-	-	44,990.00		73,176.00	81,827	16,443		1,120,048	1,201,875	

**PROJECTED BALANCE SHEETS
AS AT DECEMBER 31, 2016-2018**

(\$ mn)

Item	2016	2017	2018
Cash and Equivalents	67.1	67.9	75.9
Securities – Prime	268.3	271.4	303.8
Long-term Loans	535.8	577.4	591.1
Other Assets	104.6	109.8	107.8
Total Assets	975.7	1026.4	1078.7
Liabilities			
Current Liabilities	60.4	60.4	60.4
Contributions	744.4	794.4	844.4
Accumulated Net Income	170.9	171.6	173.8
Total Liabilities and Capital	975.7	1026.4	1078.7

**PROJECTED INCOME STATEMENTS
FOR THE YEARS ENDING DECEMBER 31, 2016-2018**

(\$ mn)

Item	2016	2017	2018
Revenues:			
Cash and Securities	3.1	3.2	4.1
Loans Outstanding	12.8	13.4	14.4
Total Revenues	15.8	16.5	18.4
Expenses:			
Administrative Expenses	15.4	15.8	16.2
Total Expenses	15.4	15.8	16.2
Net Income	0.4	0.7	2.2



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