

CARIBBEAN DEVELOPMENT BANK



SPECIAL DEVELOPMENT FUND (UNIFIED)

**STATUS REPORT ON THE IMPLEMENTATION OF SDF 8
AND CDB'S MANAGEMENT FOR DEVELOPMENT RESULTS ACTION PLAN**

NOVEMBER 2015

ABBREVIATIONS

APEC	-	Audit and Post-Evaluation Committee
BCP	-	Business Continuity Plan
BMCs	-	Borrowing Member Countries
BNTF	-	Basic Needs Trust Fund
BOD	-	Board of Directors
CARICOM	-	Caribbean Community
CDB	-	Caribbean Development Bank
CMDG	-	Caribbean-specific Millennium Development Goals
CSP	-	Country Strategy Paper
CTCS	-	Caribbean Technological Consultancy Services
DER	-	Development Effectiveness Review
DFID	-	Department for International Development of the United Kingdom
DRM	-	Disaster Risk Management
GIDS	-	Governance and Institutional Development Strategy
IT	-	Information Technology
MDGs	-	Millennium Development Goals
MfDR	-	Managing for Development Results
mn	-	million
MSMEs	-	Micro, Small and Medium Enterprises
MTE	-	Mid-Term Evaluation
MTR	-	Mid-Term Review
OECS	-	Organisation of Eastern Caribbean States
OIE	-	Office of Independent Evaluation
OCR	-	Ordinary Capital Resources
PCM	-	Project Cycle Management
PPMS	-	Project Portfolio Management System
PRS	-	Poverty Reduction Strategy
RAS	-	Resource Allocation Strategy for SDF
RCI	-	Regional Cooperation and Integration
RMF	-	Results Monitoring Framework
SDF (U)	-	Special Development Fund (Unified)
SDF 6	-	Special Development Fund (Sixth Cycle)
SDF 7	-	Special Development Fund (Seventh Cycle)
SDF 8	-	Special Development Fund (Eighth Cycle)
SDF 9	-	Special Development Fund (Ninth Cycle)
SDGs	-	Sustainable Development Goals
TA	-	Technical Assistance
TCD	-	Technical Cooperation Division
TVET	-	Technical and Vocational Education and Training
UK	-	United Kingdom
WB	-	World Bank

\$ United States Dollar (unless otherwise specified)

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STATUS REPORT ON THE SPECIAL DEVELOPMENT FUND (EIGHTH CYCLE)

1. INTRODUCTION

1.01 On May 19, 2015, the Annual Meeting of Contributors to the Special Development Fund (Unified) [(SDF (U))] considered the Mid-Term Review (MTR) of the Special Development Fund (Eighth Cycle) (SDF 8) which assessed progress up to December 31, 2014 with respect to the strategic and other priorities contained in the *Report of Contributors on SDF 8*, together with the milestones set out in the SDF 8 Implementation Plan.

1.02 This Status Report is intended to provide an update on some of the information and analysis in the SDF 8 MTR, including SDF 8 resources and operations, and the expected outcomes of selected project approvals projected to December 2015. The report also includes sections on progress of the SDF 8 Implementation Plan and the CDB's Managing for Development Results (MfDR) Action Plan. This report is part of a wider set of core information submitted for the Preparatory Meeting of Contributors for the Replenishment of SDF (U), to provide insights into the progress of SDF 8 before proceeding to address issues related to the Special Development Fund (Ninth Cycle) (SDF 9).

2. OVERVIEW OF SDF 8 RESOURCES AND OPERATIONS

SDF 8 Resources and Programme Levels

2.01 In the SDF 8 Agreement,^{1/} the programme level approved by Contributors was \$348 million (mn) to be funded from internally generated resources of \$100mn, agreed new contributions of \$212.7mn; an allocation of \$18.0mn from the net income of the Bank's Ordinary Capital Resources (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 1.

TABLE 1: SDF 8 RESOURCES

(USD mn)

Item	Projected		
	Per Contributors' Report	Position at December, 31 2016	Difference
Commitment Authority at Beginning of Cycle	7.0	3.3	(3.7)
Expected Net Income	18.0	6.7	(11.3)
Loan Repayments	75.0	103.4	28.4
Allocation from OCR Net Income	18.0	18.0	-
New Contributions	212.7	213.5 ²	0.8
Base Programme Level	330.7	344.9	14.2
Structural Gap/(Residual Funds)	17.3	3.1	(14.2)
Overall Programme Level	348.0	348.0	

^{1/} *Resolution and Report of Contributors to SDF 8*, March 21, 2013.

² This includes an additional £3mn (USD4.5mn) commitment from the United Kingdom (UK) and a shortfall of \$3.7mn from Suriname.

2.02 The base funding level at December 31, 2016, is projected to be \$344.9mn, based on current estimates, which is \$14.2mn greater than originally planned. This improved position reflects forecast better out-turns in the level of internally generated resources. Internally generated funds (net income and loan repayments) are set to reach \$110.1mn rather than the original position of \$93.0mn. This primarily reflects higher loan repayments, related in part to repayments on Policy-Based Loans (PBLs), notwithstanding lower than forecast out-turns for net income. The expected level of new contributions is also forecast to be just over (\$0.8mn) the target set for the planning horizon. Internally generated resources represent 28.7% of the total and new contributions 61.1%. The structural gap included an additional commitment by the UK £6mn (approximately \$9mn), conditional on the achievement of certain milestones. Half of this amount, £3mn, was received but this reduction was off-set by the higher level of internally generated resources, resulting in an estimated structural gap of \$3.1mn by December 2016.

SDF 8 Commitment Authority

2.03 Table 2 shows the actual and projected commitment authority for 2013–2016 and the actual and projected use of those resources during SDF 8. Loan approvals are projected at \$229.5mn while grant approvals are projected at \$100.0mn over the SDF 8 life-cycle. Given expected net income performance \$3.7mn and \$4.4mn in 2015 and 2016, respectively, coupled with repayment flows of \$30.3mn and \$28.1mn, commitment authority is forecast at \$24.0mn in 2015 with a carry-over balance of \$15.4mn to SDF 9.

TABLE 2: SDF 8 COMMITMENT AUTHORITY
(\$mn)

Item	Actual		Projected		Total
	2013	2014	2015	2016	
Commitment Authority at Beginning of Period	3.3	30.1	19.3	24.0	3.3
Net Income	-1.8	0.4	3.7	4.4	6.7
Repayments	22.3	22.7	30.3	28.1	103.4
Commitment Authority from New Contributions	54.3	47.5	54.5	57.2	213.5
Allocation from OCR Net income	0.0	6.0	6.0	6.0	18.0
Approvals for SDF Loans (Net) *	30.0	68.2	61.3	70.0	229.5
Approvals for SDF Grants (Net)*	18.0	19.2	28.5	34.3	100.0
Available Commitment authority at end of period	30.1	19.3	24.0	15.4	15.4

* Net of cancellations

SDF 8 Programme Allocations

2.04 The indicative programme allocations for SDF 8 included \$182.7mn for regular country lending to Borrowing Member Countries (BMCs) (allocated to eligible countries using the approved resources allocation system), \$30mn of loanable funds to support natural disaster mitigation and rehabilitation, \$10mn for the Basic Needs Trust Fund (BNTF), \$46mn for Haiti and another \$44mn in special set-aside resources (See Table 3). A re-allocation was conducted in mid-2015 to take account of the OCR allocation from Net Income and the UK additional contribution.

2.05 During the period January 1, 2013 and (projected to) December 31, 2015, loan and grant commitments totalled \$225.1mn, or 65.3% of the revised base programme level of \$344.9mn, comprising

\$75.6mn in grants and \$159.5mn in loans. Grants were 65.6% of the total allocation for the cycle while loans were 75.0% of the total allocated. This compares with 37.1% and 46.2% for grants and loans, respectively at the end of the midterm or at December 31, 2014. The increased activity is projected to continue throughout the final year of the SDF 8 cycle, with possible reallocations to countries which exhibit a stronger effective demand for resources. It is projected that the full programme level under SDF 8 will be fully committed by the end of the cycle in December 2016.

TABLE 3: PROGRAMME ALLOCATIONS FOR SDF 7 AND SDF 8
(USD '000)

Programme Allocations	SDF 7		SDF 8			
	Indicative Allocation	Approvals 2009- 2012	Indicative Allocation	Revised Allocation	Approvals 2013-15	Available Balance
Set Asides for:						
BNTF (grant funding)	46,000	46,000	10,000	10,000	10,000	0
Haiti (grant funding)	46,000	46,000	46,000	46,000	30,780	15,220
Technical Assistance (TA) (grant funding):	17,500	19,900	20,000	12,493	12,493	7,507
Project Training	5,000	4,000	-	-	-	-
BMC Capacity-Building TA	8,000	12,400	12,000	8,283	8,283	3,717
Caribbean Technological Consultancy Services (CTCS)	4,500	3,500	5,000	5,000	2,115	2,885
Agriculture	-	-	3,000	3,000	2,095	905
Regional Integration and Regional Public Goods	10,000	7,700	10,000	10,000	9,183	817
Development Effectiveness [including for MfDR]	5,000	4,000	-	-	-	-
Environmental Sustainability and Climate Change	4,000	4,000	5,000	5,000	773	4,227
Gender Equality (GE)	4,000	3,000	-	-	-	-
Millennium Development Goals (MDGs) (grant funding)	-	-	-	-	-	-
Citizen Security	-	-	4,000	4,000	1,053	2,947
Disaster Response (grant funding)	6,100	1,300	5,000	5,000	1,320	3,680
Sub-Total – Grants	138,600	131,900	100,000	100,000	65,602	34,398
Loans for assistance for BMCs in fiscal distress	47,000	43,410	-	-	-	-
Loans for natural disaster mitigation and rehabilitation	30,000	30,000	30,000	30,000	19,037	10,963
Lending Haiti	-	-	-	-	-	-
Country lending	145,447	147,500	182,700	205,200	140,463	64,737
Sub-Total – Loans	222,447	220,910	212,700	235,200	159,500	75,700
Total Funding	361,047	352,810	312,700	335,200	225,102	110,098
<i>Unallocated (Structural Gap)</i>	29,553		17,300	12,800		
<i>OCR Allocation</i>			18,000			
Total Programme Level			348,000	348,000		

Overview of SDF 8 Operations

2.06 Operational highlights for SDF 8 relative to SDF 7 cycle are presented below in Table 4 (Commitments) and Table 5 (Disbursements). Loan and grant approvals are shown separately, as are commitments for BNTF, Haiti, and for TA support. Annual average commitments for SDF 8 to date are

\$78.4mn, as compared to \$89.9mn during SDF 7. The strong performance in SDF 7 in part reflected the enlarged BNTF and Haiti programmes relative to other cycles.

2.07 Loan approvals in 2015 are expected to amount to \$61.3mn including two education sector interventions - one targeted towards improving Technical and Vocational Education and Training (TVET) and the second for improving development outcomes through enhancement in basic education. Other commitments include two rehabilitation and reconstruction projects and one immediate response loan in response to the passage of Tropical Storm Erika which devastated one BMC; one project to support greater access to water and one policy-based operation (PBO) geared towards growth and resilience building in one BMC.

2.08 Grant commitments in 2015 projected at \$28.5mn, the highest yearly level of grant commitments in SDF 8 (see Table 4). The bulk of the total grants was approved for Haiti (\$14.9mn or 52.3%) comprising support for TVET expansion across the country (\$12mn); an intervention geared towards promoting environmental sustainability by strengthening technical capacity in the sector particularly with respect to waste disposal and the assessment of differential gender impacts of inadequate sanitary conditions; and \$2.5mn representing the Caribbean Catastrophe Risk Insurance Facility annual premium payments for insurance against adverse weather events. TA and Other activity included supporting development outcomes in inclusive and sustainable growth in three BMCs; enhancing environmental sustainability in one BMC and strengthening governance systems across BMCs through four regional interventions.

2.09 Compared with the earlier cycle, the annual average total commitments are expected to be \$75.0 mn in SDF 8 relative to \$89.6mn in SDF 7. As noted prior, the strong commitments level in SDF 7 is biased upwards in part due to the large allocation under BNTF 7 compared to the SDF 8 cycle.

TABLE 4: SDF PROJECT AND PROGRAMME COMMITMENTS

	SDF 7		SDF 8				
	2009-2012	Annual average	2013	2014	2015	2013-2015	3-year average
SDF loan approvals	220.9	55.2	30.0	68.2	61.3	159.5	53.2
SDF grant approvals	131.9	33.0	18.0	19.1	28.5	65.6	21.9
<i>Of which:</i>							
<i>BNTF</i>	<i>46.0</i>	<i>11.5</i>	<i>0</i>	<i>10.0</i>	<i>0</i>	<i>10.0</i>	<i>3.3</i>
<i>Haiti</i>	<i>46.0</i>	<i>11.5</i>	<i>13.6</i>	<i>2.6</i>	<i>14.9</i>	<i>31.1</i>	<i>10.4</i>
<i>TA and Other</i>	<i>39.9</i>	<i>10.0</i>	<i>4.4</i>	<i>6.5</i>	<i>13.6</i>	<i>24.5</i>	<i>8.2</i>
Total Commitments	352.8	89.6	48.0	87.3	89.8	225.1	75.0

2.10 Disbursements to date are shown in Table 5, together with disbursements during SDF 7. Grant and loan disbursements are shown separately, as are disbursements for BNTF sub-projects, Haiti and for TA grants and loans.

TABLE 5: DISBURSEMENTS SDF 6 TO SDF 8
(USD mn)

	SDF 7		SDF 8				
	2009-2012	Annual Average	2013	2014	2015	2013-2015	3-year Average
Loans	148.6	37.1	62.5	48.7	45.0	156.2	52.1
Grants	88.2	22.1	33.9	23.6	20.0	77.5	25.8
<i>Of which:</i>							
<i>BNTF†</i>	26.8	6.7	8.2	9.0	5.4	26.2	8.7
<i>Haiti</i>	37.9	9.5	20.1	10.1	7.6	37.8	12.6
<i>TA and Other</i>	23.5	5.9	5.6	4.5	6.0	13.5	4.5
Total Disbursements	236.8	59.2	96.6	72.3	65.0	233.7	77.9

2.11 Total annual average disbursements at the end of 2015 are estimated at \$77.9mn, compared with \$59.2mn in SDF 7. Loan disbursements continue to provide the impetus to the disbursement performance in 2015 with \$45mn being projected compared with \$20mn in grants.

3. EXPECTED OUTCOMES OF SDF 8 PROJECTS

3.01 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 MTR in relation to the expected outcomes of a selection of projects approved in SDF 8. The information is presented thematically to be consistent with the Report of Contributors on SDF 8.

Promoting Inclusive and Sustainable Growth

3.02 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 expects to support 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 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.

3.03 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 and the cost of interpretation services to facilitate the participation of persons from Haiti 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.

3.04 Against the backdrop of water scarcity in many of the BMCs, one country will be supported with 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.

3.05 Assistance in reducing vulnerability in many communities will be provided through the implementation of BNTF sub-projects in ten BMCs. It is also planned to support an institutional assessment of the social investment fund in Belize as a precursor to further funding; and to assist with addressing citizen security through a community renewable programme, with an associated monitoring and evaluation system, in Jamaica. 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.

3.06 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 training programme consisting of four one-week modules in Loan Portfolio Administration and Management; Credit Appraisal; Risk Management; and Key Performance Indicators for financial institutions.

3.07 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

3.08 In order to assist in mitigating the risks associated with natural hazard events, the Bank provided assistance to Haiti to meet its commitments to the Caribbean Catastrophe Risk Insurance Facility. The Bank also provided three immediate response loans/grants to assist with cleaning up following passage of weather systems, in addition to the disaster risk management (DRM) and climate change initiatives associated with the rehabilitation and reconstruction projects referred to above.

3.09 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 (DFID) 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.

3.10 The Bank in collaboration with the World Bank (WB) supported a two and a half day workshop on the Draft Environmental and Social Management Framework (ESMF) including discussions on the implications of the ESMF for different countries. The review is designed to partly inform the routine update, and treatment of the Caribbean Development Bank's (CDB) own safeguard policies as articulated in its "Environment and Social Review Procedures" including efforts to harmonise the safeguard requirements with other multilateral financial institutions.

3.11 In collaboration with the Inter-American Development Bank and the Caribbean Water Operators Partnership, 25 representatives from public sector water utilities and water regulators in BMCs were funded at a workshop on building climate resilience in the water sector with a focus on climate vulnerability and change.

Regional Cooperation and Integration (RCI)

3.12 In the domain of RCI, the Bank supported outcomes specifically in relation to improving the regional talent pool by assisting the Caribbean Community (CARICOM) with the establishment of a gender responsive and socially inclusive CARICOM Strategic Framework for harmonised education reform with an associated monitoring system. An important deliverable will be a comprehensive regional Human Resources Development Strategy and Action Plan in response to deep-seated structural deficiencies that constrain the equitable development of human resources and the contribution of the sector to national and regional development goals.

3.13 In the area of gender, the Bank supported a special coordination meeting of CARICOM women's/gender bureau in an effort to promote continued advocacy and action for gender equality (GE) and the empowerment of women. CDB's BMCs have shared in this pursuit in part through the ratification of international conventions and making national and regional commitments to fulfil their obligations. To deepen engagement and to focus the development agenda in the post-2015 context, the Bank supported the CARICOM Secretariat in hosting a special meeting to assist BMCs to prepare for negotiations on the post-2015 agenda with a focus on Caribbean specific targets for Sustainable Development Goal 5 – Achieve Gender Equality and Empower All Women and Girls and also on the effectiveness of gender mainstreaming in other goals.

3.14 The Bank also promoted RCI amongst a sub-set of BMCs in the Eastern Caribbean Currency Union by supporting the orderly resolution of the banking sector issues through the provision of USD2 mn to support highly specialist work in collaboration with the International Monetary Fund and WB.

Capacity Building to Strengthen Good Governance

3.15 In the area of capacity building to strengthen good governance, the Bank supported the building out of procurement systems as well as capacity building across BMCs as well as within the institution regarding training in CDB procurement guidelines, procedures and documentation. The Bank also provided TA to strengthen and improve the services of a financial services authority in one BMC.

3.16 With respect to promoting greater evidence-based policy formulation and decision making, the Bank is seeking to strengthen statistical capacity in the Region through a collaboration with key development partners including the Canadian Department of Foreign Affairs, Trade and Development Programme and United Nations Development Programme aimed at promoting stronger evidence-based decision making within the context of national development planning and monitoring and evaluation of progress under the new SDGs.

3.17 In collaboration with WB and the Inter-American Development Bank, it is also promoting an improved regulatory and institutional environment to promote public/private partnerships through the roll-out of the Public/Private Partnership Regional Support Mechanism and active dialogue with BMCs on their capacity-building needs. Further, the Bank is seeking to increase capacity for project implementation at the country level through the relaunching of the Project Cycle Management (PCM) training.

4. SDF 8 IMPLEMENTATION PLAN: CURRENT STATUS

4.01 During the SDF 8 Replenishment discussions, Contributors and the Bank agreed to an Implementation Plan for SDF 8 which would provide a basis for monitoring key steps necessary to implement the SDF 8 Agreement. The Implementation Plan was structured in terms of three sets of objectives and milestones - *Strategic Priorities and Programme Focus; Development Results and Institutional Capacity and Reform* - with monitoring parameters for each milestone. The progress on each milestone is presented in the Status of the SDF 8 Implementation Plan at Appendix 1. Out of a total of 40 actions, the Bank has fully completed 23 with work ongoing for the remaining 17 actions. There are no actions that have not been started.

5. MFDR ACTION PLAN: CURRENT STATUS

5.01 The Report of Contributors to SDF 8 also contained an MfDR Action Plan to be monitored over the SDF 8 cycle. An update of the Plan is also provided at Appendix 2. As of end of 2015, the Bank had started working on all 30 outputs in the Plan, with 37% being achieved and 63% still in progress. Of the 18 outcomes identified in the Plan, 39% were achieved, 56% were partially achieved/in progress and 6% did not meet the target. It is worth noting that several outputs and outcomes are of the nature that continual progress will be ongoing indefinitely in order to sustain and further improve performance. A follow-up independent review of CDB's performance in MfDR, undertaken in 2015, found an overall improvement since 2012, with particular improvements in the areas of strategic management and presenting performance information. Informed by these findings, CDB will develop a new action plan in early 2016 that will guide its ongoing commitment to improve its development effectiveness through MfDR.

Colour Code:

Green: Completed

Gold Ongoing

Red Not Started

√ Further support required in SDF 9

APPENDIX 1**STATUS OF SDF 8 IMPLEMENTATION PLAN**

OBJECTIVE	PROPOSED ACTIONS/ MILESTONES	STATUS OF IMPLEMENTATION	CONTINUED SUPPORT IN SDF 9	CURRENT STATUS AS OF DECEMBER 31, 2015
A. STRATEGIC PRIORITIES AND PROGRAMME FOCUS				
1. SDF 8 operational programme aligned with strategic themes and objectives within available resources and capacity.	1.1 SDF 8 programme to target core operational themes of inclusive and sustainable growth, environmental sustainability and climate change, citizen security, and RCI.			Interventions in 2013-2015 have addressed the SDF 8 strategic operational themes. 60% of the approvals for the first three years of the cycle (2013-15) have been targeted towards Inclusive and Sustainable Growth, 36% for Environmental Sustainability and Climate Change, 3% for RCI and Good Governance and approximately 1% geared towards promoting Citizen Security. These compare with indicative allocations of 63%, 25%, 7% and 1%, respectively at the beginning of the cycle.
	1.2 Governance Strategy to be revised in light of experience as well as the Bank's Strategic Plan and the policy and operational framework of SDF 8.		√	<p>In line with the SDF 8 Implementation Plan, CDB in 2014 assigned a governance focal point in the Technical Cooperation Division, with a view to developing a more programmatic approach to governance and institutional development. The Bank's Governance and Institutional Development Strategy is being revised. Initial work involved a redraft of the original governance strategy with a focus on enhancing the consistency and effectiveness of CDB's programming for Good Governance.</p> <p>However, since the commencement of the SDF 8 cycle, significant institutional changes have taken place to strengthen governance arrangements in the Bank. These include: a revised Code of Conduct for management and staff; the development of a Charter and a more robust framework for Internal Audit functions; the establishment of a centralised Risk Management function and a more robust Information Disclosure Policy.</p> <p>The draft revised Governance and Institutional Development Strategy (GIDS) is scheduled to be presented to the Board in December 2015 and will be re-launched within the Bank in 2016.</p>

OBJECTIVE	PROPOSED ACTIONS/ MILESTONES	STATUS OF IMPLEMENTATION	CONTINUED SUPPORT IN SDF 9	CURRENT STATUS AS OF DECEMBER 31, 2015
	1.3 Revision of the Poverty Reduction Strategy (PRS) taking into account recommendations of the assessment.			Implementation of GIDS will entail, <i>inter alia</i> , (a) refresher training in the application of the governance toolkits in the design and supervision of CDB's projects and policy-based loans; (b) developing a Monitoring and Evaluation framework for assessing the efficacy of the Strategy; (c) recommendations on appropriate Good Governance indicators to use in the Country Strategy Paper (CSP) process; and (d) identification of opportunities for greater integration with CDB's other cross-cutting policies and strategies. The decision was taken not to prepare another standalone PRS but to integrate poverty reduction objectives in all of the Bank's current and future strategies and policies. A Poverty Reduction Policy statement has been prepared and included in the revised policy and procedures manual.
2. Country programme planning (other than set-aside allocations) based on SDF Resource Allocation Strategy (RAS), taking into account both needs and performance, and on country partnership strategies.	2.1 Revised RAS to be applied at start of SDF 8, with planning allocations reviewed at mid-term.			A revised RAS, which uses a POOR variable to take account of the actual number of poor people in eligible countries, was applied at the beginning of the SDF 8 cycle. Planning allocations have also been reviewed during 2015 or mid-way through the cycle.
	2.2. CSPs with enhanced results frameworks to be prepared according to timetable, with all BMCs to be covered by CSPs.			12 CSPs have been prepared in the 2003-2015 period and there is a schedule to complete CSPs for the remaining BMCs by the end of 2016. All CSPs contain an increasingly robust results framework.
3. Implementation of new TA policy and strategy.	3.1 Full operationalisation of new Technical Cooperation Division (TCD), including focal points for Regional Cooperation/Integration and for Governance.			TCD is now operational and is the focal point for RCI and Governance. A new Governance strategy paper is being finalised and recruitment of the RCI Coordinator in its final stages. The Bank views its TA operations as an integral part of its overall operations and TCD is seen as the most reliable avenue for full operationalising and continued monitoring of its TA operations within the Bank.
	3.2 Development of TA operational framework and work programme with identification of objectives and expected results and revision of the TA manual.			TA operational frame work completed; revision of the manual is in progress, as it is a living document. The Bank is continuously updating its TA process to reflect and deliver in accordance with the Region's demands.

OBJECTIVE	PROPOSED ACTIONS/ MILESTONES	STATUS OF IMPLEMENTATION	CONTINUED SUPPORT IN SDF 9	CURRENT STATUS AS OF DECEMBER 31, 2015
	3.3 Increased focus on TA quality-at-entry and on supervision, monitoring and results assessment, and improved management of TA information systems.			Due to a slight delay in the start-up and recruitment of staff for TCD, the work on TA quality on entrance only recently commenced in 2015 and is due to be incorporated into TA operations 1st quarter 2016.
	3.4 Strengthen CDB and BMC capacity to design and implement TAs through provision of training for CDB staff and in-country TA management by BMCs.		√	Training plans in place and a TA training programme for BMCs and CDB staff will commence 2016.
4. Strengthening of capacity and performance on GE.	4.1 Appointment of the GE Adviser.			A Consultant Advisor on GE located in the Office of the Vice-President Operations, was recruited in 2013. She has played an important role in promoting policies, strategies, programmes, projects and incentives to bring a sharper focus on results for GE.
	4.2 Implementation of staff training module to support GE programme.			41 Staff members from across all the Bank's Divisions completed the WB eCourse on Gender and Development. The course was available for a period of eight months. Technical notes on integrating GE in sectors are under preparation and will further support staff in their substantive work.
	4.3 Inclusion of explicit results indicators for men, women, boys and girls for project level outputs and outcomes.		√	The Gender Action Plan requires gender outcomes and indicators in project results monitoring frameworks (RMFs). This is an accountability measure linked to the Bank's performance on gender mainstreaming. In deepening the results focus among clients, the Bank has also conducted training for clients and cooperating agencies on addressing gender in MfDR.
	4.4 Increased assistance to BMCs for GE work, including gender analysis, capacity-building, advocacy, and the collection and dissemination of data and information on GE.		√	Ten Country Gender Assessments completed with an accompanying regional synthesis report. Increased TA in standalone projects and intervention within investment projects - including guidelines for gender planning in the education sector; capacity-building audits of national gender machineries; data collection as part of monitoring and evaluation (M&E) in projects. Regional work – improving architecture, availability of data and methodologies used by statistical offices for gender disaggregated data; and gender as a critical dimension of Enhanced CPA methodology.

OBJECTIVE	PROPOSED ACTIONS/ MILESTONES	STATUS OF IMPLEMENTATION	CONTINUED SUPPORT IN SDF 9	CURRENT STATUS AS OF DECEMBER 31, 2015
5. Strengthening of capacity and performance on environmental sustainability.	5.1 Enhance institutional capacity for the mainstreaming of environment, DRM and climate change through recruitment of an additional DRM Specialist.			The Environmental Sustainability Unit (ESU) was established in 2014 and institutional capacity strengthened with an additional DRM Specialist. Additional support has been provided by the German Government.
	5.2 Review and update of the ESRP and make them available on CDB's website.			ESRP approved by the Advisory Management Team and available on CDB's website as of November 2015.
	5.3 Training for CDB staff on ESRP requirements and on natural hazard and climate change risk assessments; and sensitisation sessions for BMC public sector officers on ESRP.			Sensitisation sessions with staff are ongoing, with three conducted in 2015. One with BMC public sector officers held in February 2015, as well as with six countries in 2015 on climate risk screening. Further sessions are planned for 2016 for climate, disaster risk reduction (DRR), and ESRP.
6. Implementation of BNTF 7 with additional resources provided under SDF 8.	6.1 Report on implementation of BNTF 7. Report on implementation of recommendations of Mid-Term Evaluations (MTEs) for BNTF 5 and BNTF 6.			A Status Report on the implementation of BNTF 5 and 6 MTE recommendations was presented to Contributors in May 2013. All MTE recommendations have been addressed. A Status Report on BNTF 7 and 8 is to be presented at the Preparatory SDF 9 Meeting in December 2015.
	6.2 Strengthening focus on results and results reporting, and on addressing efficiency issues identified in BNTF 6 MTE.			<p>The BNTF Information System (BIS) was designed in 2014; basic sub-project data is captured and sub-project monitoring and completion reports are prepared via this web-based platform used by the ten BNTF implementing agencies and CDB.</p> <p>A team of consultants is currently developing a comprehensive M&E system and an Impact Assessment Framework to provide more empirical information on the intermediate outcomes, and impacts of BNTF interventions over past programme cycles, and for future cycles over the short, medium and long term. The system should be capable of measuring progress and changes in relation to core cross-cutting issues of gender, environment and climate change adaptation, and citizen security. Assignment ends March 2016.</p> <p>BNTF programme being integrated in the design of the Project Portfolio Management System (PPMS).</p> <p>In response to the BNTF 6 MTE recommendations/findings, a</p>

OBJECTIVE	PROPOSED ACTIONS/ MILESTONES	STATUS OF IMPLEMENTATION	CONTINUED SUPPORT IN SDF 9	CURRENT STATUS AS OF DECEMBER 31, 2015
				number of activities have been undertaken to strengthen programme effectiveness, including revisions to the Poverty Reduction Action Plans (PRAPs) attached to each of the ten BNTF Country Projects and the BNTF Operations Manual; a new web-based BIS; a RMF and tools for monitoring sub-projects; training in Results-Based Monitoring for stakeholders and BNTF staff in PCs; and Operations Reviews and Institutional and Organisational Assessments of the IAs, which assessed the adequacy of the institutional framework and processes for managing implementation. Capacity-building interventions in financial management, gender mainstreaming and environmental due diligence management have also been offered during 2013 to 2015.
	6.3 MTE of BNTF 7.			MTE for BNTF 7 and 8 is ongoing – interim report completed Nov. 2015. MTE presentation to be made by consultant at Board meeting March 2016.
B. DEVELOPMENT RESULTS				
7. Strengthened focus on results and further implementation of the MfDR agenda.	7.1 Build awareness of and commitment to CDB's MfDR agenda to facilitate its implementation.		√	Through increased awareness and commitment-building, CDB made progress on implementing its MfDR agenda. CDB's improved overall score between two independent MOPAN assessments (2012 and 2015) provide concrete evidence of CDB's commitment and progress in implementing its MfDR agenda. In the 2012 assessment, CDB was perceived as performing adequate or better in 7 of the 16 key performance indicators. In the 2015 assessment, this performance increased to performing adequately or better in 12 of the 16 KPIs.
	7.2 Ensure availability of evaluation reports and other key documents (e.g. CSPs, project appraisals) on website.		√	Evaluation reports are available on the CDB's public website. The CDB Evaluation Policy (2011) commits to disclose self- and independent evaluations to the public to the extent provided for in CDB's Disclosure Policy. Upon approval by the Audit and Post Evaluation Committee (APEC), evaluation reports are submitted to Corporate Communications for review and posting on the CDB website.
	7.3 Development Effectiveness Review			CDB used DER findings and recommendations to inform the annual

OBJECTIVE	PROPOSED ACTIONS/ MILESTONES	STATUS OF IMPLEMENTATION	CONTINUED SUPPORT IN SDF 9	CURRENT STATUS AS OF DECEMBER 31, 2015
	(DER) findings and recommendations reflected in CDB's Work Programme and Budget 2014/15.		√	work programme and budget. As CDB continually strives to increase the outcomes-focus of the DER, the DER will become more informative for Work Programme and Budget Planning. DER communications plans developed in 2015 expected to increase the communication and use of 2015 DER findings across the Bank. A management-level Development Effectiveness Committee, established in late 2015 is expected to contribute toward increased use of performance results in planning.
	7.4 Develop and maintain Scorecard and Results Dashboard, and accessible to management and staff.		√	A results scorecard is included in the DER starting in 2013. Development of a results dashboard is still in the planning stages; manager feedback has been solicited on the type of information that would be useful to monitor more frequently than annually. Currently, disbursement progress reports are circulated periodically. The new PPMS system will support dashboard information.
	7.5 Independent MOPAN assessment of CDB's Agenda for MfDR.			CDB contracted independent MOPAN assessment in 2012 which led to the development of an MfDR Action Plan. CDB contracted a follow-up MOPAN assessment in 2015 (See 7.1).
8. Development and use of RMF.	8.1 Further development as appropriate of the RMF, with annual reporting of results, and preparation of an annual Development Effectiveness Report.		√	CDB has a fully-developed four-level corporate RMF, which it maintains relevant through ongoing review and update. Publication of an annual DER is institutionalised into CDB's annual work programme. Continual efforts are being made to improve the utility of the RMF and DER by increasing their focus on outcomes and information highly relevant to planning and decision making.
9. Report on progress in the Caribbean on CMDG targets.	9.1 Work with BMCs and development partners to develop a stronger statistical base for assessing overall progress towards the CMDGs and to ensure that an adequate assessment of progress as of 2015 is undertaken.		√	The in-country capacity to measure and accurately report on development goals and targets continue to be strengthened. CDB initiated the establishment of a Caribbean Development Partner Task Force (DPTF) on Statistics for enhanced harmonisation of Development Partner support to statistical capacity-building in the Caribbean. The DPTF is developing a proposal for a joint funding arrangement for a statistical capacity-building, multi-year strategy for the Region for monitoring the SDGs. Expected by April 2016. CDB is also supporting BMCs in data dissemination and analysis of Census data from the 2010 round as well as preparations for the 2020 round. Two projects in this area will begin in 2016.

OBJECTIVE	PROPOSED ACTIONS/ MILESTONES	STATUS OF IMPLEMENTATION	CONTINUED SUPPORT IN SDF 9	CURRENT STATUS AS OF DECEMBER 31, 2015
				CDB also provides ongoing, technical support to the Organisation of Eastern Caribbean States (OECS) Living Standards Measurement Committee on social and poverty data.
10. Implementation of the Bank's Effectiveness Evaluation Policy.	10.1 Incorporation of evaluation results into the DER.		√	As of 2014, the DER reports key findings from independent evaluations of CDB operations. This practice will continue.
11. Increased results orientation in project and programme design implementation and reporting.	11.1 Design and implementation of staff training programmes in results framework techniques and enhancement of output and outcome indicators for CSP, project appraisals and completion reports.		√	CDB hired consultants to develop an MfDR curriculum which was subsequently approved. There is a curriculum for CDB staff as well as BMCs. CDB staff were trained using the curriculum in 2013, with follow-up training in 2015. New training is planned for the cohort of new staff in early 2016. One-on-one support in developing project appraisals from the CDB's Results Management Advisor/Specialist, Office of Independent Evaluation (OIE), and staff MfDR Champions have contributed to strengthened results-focused designs.
	11.2 Implement a redesigned PPMS by 2nd Quarter 2014			PPMS redesign project is in progress. Delays were encountered due to internal capacity/project leadership issues. A software solution has been selected and a Gap analysis conducted. The final report submitted and under current review by CDB. Detailed design stage is targeted for early Q1-2016 subject to the acceptance of the gap report and the contract variance. New target launch date is late 2016/early 2017.

OBJECTIVE	PROPOSED ACTIONS/MILESTONES	STATUS OF IMPLEMENTATION	CONTINUED SUPPORT IN SDF 9	CURRENT STATUS AS OF DECEMBER 31, 2015
C. INSTITUTIONAL CAPACITY AND REFORM				
12. Implementation of the Bank's Reform Agenda to further enhance capacity and development effectiveness.	12.1 Review of the governance and oversight mechanisms of the Board of Directors (BOD).			Governance and oversight mechanisms of the Board have been overhauled. In 2015, the BOD considered a paper entitled Framework for Strengthening the Governance Structure of the Caribbean Development Bank Governance Reforms including a Code of Conduct for BOD, and a revised Terms of Reference for the Oversight and Assurance Committee (formerly the Audit and Post-Evaluation Committee) was approved.
	12.2 Development of a Risk Management Framework.			The Office of Risk Management was established in 2013 and a Chief Risk Officer recruited. A comprehensive Risk Management Framework has been implemented and Risk Monitoring Dashboards covering all of CDB developed. An enterprise Risk Committee has been established to monitor all risks with the Bank and regular risk updates are provided to Directors.
	12.3 Review of the Internal Audit and Compliance functions.			This review has been completed and a revised Internal Audit Division Charter approved. The governance, transparency and accountability systems were further strengthened through the creation of the Office of Integrity, Compliance and Accountability.
	12.4 Reorganisation of the Corporate Services Area.			Two consultancies were undertaken to review the structure and processes in the Operations and Corporate Services Areas. The proposed restructuring of the Operations Area provides for the strengthening of the Office of the Vice-President Operations and streamlining of the Projects and Economics Departments. The Corporate Services Area will be restructured to support the Operations Area with the right people, technology and other resources. Revisions to operational guidelines, procedures, processes, systems and templates will be required to support the proposed structure.
	12.5 A comprehensive review of the Performance Management System.			Review of Performance Management System completed in 2015.
	12.6 Re-engineering of the business processes for investment lending.			This work is ongoing including the possible application of Lean 6 sigma as an approach to possible aspects of work and business processes within the organisation.

OBJECTIVE	PROPOSED ACTIONS/MILESTONES	STATUS OF IMPLEMENTATION	CONTINUED SUPPORT IN SDF 9	CURRENT STATUS AS OF DECEMBER 31, 2015
	12.7 Revised strategy for private sector support.			A draft revised Private Sector Policy has been developed and is currently being finalised for Board presentation in Q1 2016.
	12.8 A review of policy-based lending and its relationship to the operational programme of the Bank and SDF.			A revised Policy Paper: A Framework for Policy-based Operations was approved by the Board in October 2013 which sets, out among other things, the scope of policy-based operations including clarifying the types of PBOs and the linkage to poverty reduction particularly through Sector PBOs.
	12.9 Replacement of management information systems (PPMS, HRIS and BNTF MIS).			Replacement of new HRIS and PPMS in progress. BNTF MIS replaced and implemented. This will be integrated into the new PPMS system.
	12.10 Implementation of a Bank-wide Business Continuity Plan (BCP).			<p>Phase I of the Business Continuity Plan was completed and implemented in 2010. The major elements of the information technology (IT) BCP were: IT Continuity Framework - The framework addresses the resilience of the infrastructure, organisational roles and responsibilities, and the rules and structures to document, test and execute disaster recovery plans; Offsite Backup – to facilitate storage of all critical backup media, documentation and other IT resources; Event testing – for testing the IT continuity plan on a regular basis to evaluate readiness and recovery timeframes: and Training – required training for staff with key roles in the IT BCP</p> <p>Phase 11 of the BCP was completed in 2014 and included completion of Threat Risk Assessment; finalisation of Business Impact Analysis Surveys; and development and testing of BCP.</p>
13. Strengthen performance in the areas of partnership, harmonisation and alignment	13.1 Review of procedures and targets in the light of goals of the new Global Partnership established at the Busan HLM.		✓	The Bank continues to partner with key institutions in pursuing its poverty reduction mandate. CDB has collaborated with both bilateral and multilateral partners in all aspects of its work.
14. New Strategic Plan effective 2015	14.1 Preparation, consultation and approval for Strategic Plan beginning in 2015.			Consultants hired in 2014 to conduct stakeholder consultations to inform the 2015-19 Strategic Plan. Consulted: 18 members of the Board of Directors/their alternates; 72 (90%) of CDB professional staff; 57 clients and 67 individuals in BMCs. New Strategic Plan 2015-2019 approved in 2014.

MfDR ACTION PLAN 2012-2014 MATRIX
2015 PROGRESS UPDATE

Background: This document tracks progress on implementation of CDB’s MfDR Action Plan as included in Appendix G of the Resolution and Report on Contributors on SDF 8.

Progress Summary:

Total Outcomes	n=18	Total Outputs	n=30
Achieved	44%	Achieved	45%
Partially achieved/In progress	17%	In progress	57%
Target not met	17%	Not started	0%
Unable to assess	22%		

Key Results Areas and Outcomes	Outcome Indicators & Outputs	Status Summary	Progress Status as of December 2015 (since 2012)
I. Strategic Management			
A. Greater accessibility to CDB Board approved documents, increased transparency, and better provision of direction for results	<u>Outcome A:</u> All stakeholder and public requests for Board approved documents responded to within 20 days.	Outcome achieved	<u>Outcome A:</u> All board-approved documents have been posted on CDB’s website from 2012 onward. Requests for documents made through the central request email are responded to within 20 days.
	<u>Output A:</u> Disclosure regulation approved/Communication Strategy and Action Plan fully developed and implemented.	Output in progress	<u>Output A:</u> CDB’s information disclosure policy was approved in 2011 and became effective in 2012. It includes an implementation plan which is currently in progress. A Corporate Communications Unit was established in 2014.
	<u>Outcome A2:</u> Communication Strategy developed.	Outcome in progress	<u>Outcome A2:</u> A Corporate Communications Unit – a key element of the Bank’s Communication Strategy – was established in 2014. The Unit is further developing the Bank’s Communications Strategy.
	<u>Output A2:</u> User-friendly and Informative external web-site enhanced and maintained.	Output in progress	<u>Output A2:</u> Phase 1 of external website redesign was completed in October 2015 with the launch of a new layout with enhanced features, including enhanced search function, social media integration and mobile optimisation. Phase 2 is in progress and will be ongoing. It

Key Results Areas and Outcomes	Outcome Indicators & Outputs	Status Summary	Progress Status as of December 2015 (since 2012)
			involves expanding, enhancing and reorganising the content.
	<u>Outcome A3:</u> Communication specialist, Web Content Specialist and other communication professional recruited.	Outcome achieved	<u>Outcome A3:</u> CDB Recruited: 1 Head of Corporate Communications; 1 Web Content Specialist; 2 Communications Officers
B. Stakeholders ability to interact/engage with CDB greatly enhanced	<u>Outcome B1:</u> Improvement in stakeholder perceptions of CDB in terms of openness, accountability and partnering. (Baseline and target TBD from stakeholder surveys.)	Outcome in progress	<u>Outcome B1:</u> Consultants hired in 2014 to conduct stakeholder consultations to inform the 2015-19 Strategic Plan. Consulted: 18 members of the Board of Directors/their alternates; 72 (90%) of CDB professional staff; 57 clients and 67 individuals in BMCs. The findings form the baseline for this outcome indicator: <ul style="list-style-type: none">• On CDB’s <u>openness to partnerships</u>, client responses were: 38% “somewhat open to partnerships”; 27% “need to be substantially more open to partnerships”; 16% “very open to partnerships”. (20%: no opinion). ‘• On <u>CDB’s visibility</u>, stakeholder responses were: 51% said “acceptable but with significant weaknesses”; 41% rated it “poor”.• On <u>CDBs accessibility</u> client responses were: 60% indicated “limitations on accessibility”; 40% said “very accessible”.• The survey did not systematically address accountability. CDB will survey stakeholders on these topics again in during the next consultations.
	<u>Output B1a:</u> User-friendly and informative external web-site maintained. <u>Output B1b:</u> High quality publications on development issues produced and disseminated.	Output in progress	<u>Output B1a:</u> The new external website design, which is fully integrated with social media, went live in October 2015. Work to improve CDB’s social media presence, and the quality of the website is ongoing. <u>Output B1b:</u> CDB improved the reader-friendliness of its Annual Reports and other special publications. Namely, the quality of content and design of the Development Effectiveness Review was vastly improved. Continued improvements are planned with support from the Corporate Communications Unit.

Key Results Areas and Outcomes	Outcome Indicators & Outputs	Status Summary	Progress Status as of December 2015 (since 2012)
	<p><u>Outcome B2:</u> Improvement in MARs and MOPAN score for Transparency and Accountability which was scored by MARs as weak in 2011.</p>	<p>Outcome partially achieved</p>	<p><u>Outcome B2:</u> There was no improvement in CDB’s score on Transparency and Accountability in the Dfid’s MAR in 2013 vs. 2011. CDB again scored a rating of 2 for having made “some progress” on a progress scale of 1 (little or no progress) to 4 (significant progress). The review noted that CDB made some progress by introducing new information disclosure and corporate communications policies and taking initial steps towards sharing more project and country data on the Bank’s public website.</p> <p>CDB’s MOPAN score (as assessed by independent consultants contracted by CDB) improved: specifically, the score on providing direction for results by making documents publicly available, improved from 2/6 “Inadequate” in 2012, to 4/6 “Adequate” in 2015. The reviewers noted the significant increase in documents available on the Bank’s website. Areas flagged as requiring further improvement were: better accessibility to audits, evaluations, and project appraisal reports, and improved document search function on the Bank’s website.</p>
<p>C. Improved results focus in CSPs</p>	<p><u>Outcome C:</u> Percentage of CSPs rated satisfactory or better by OIE. (Baseline and target TBD.)</p> <p><u>Output C:</u> All operations staff trained to develop results-based CSPs.</p>	<p>Outcome achieved</p> <p>Output achieved</p>	<p><u>Outcome C1:</u> The 2015 MOPAN review (conducted by independent consultants contracted by CDB) reported an improved results focus of CSPs compared to the 2012 assessment (based on a review of a sample of CSPs).</p> <p>OIE made a strategic decision to focus its time and resources on evaluations instead of CSP reviews. The approach paper for the first CSP evaluation has been reviewed by APEC and first evaluation of a CSP is scheduled in 2015-16. The Bank’s Results Monitoring Specialist reviews all draft CSPs to ensure a results focus.</p> <p><u>Output C1:</u> In 2013, all Operations staff was trained on developing results-focused CSPs. Follow-up training on developing results frameworks was conducted in 2015.</p>
<p>D. Enhanced link between staff performance and compensation/incentives</p>	<p><u>Outcome D:</u> Enhanced staff satisfaction with staff assessment model. (Baseline and target TBD from staff satisfaction surveys.)</p> <p><u>Output Da:</u> Revised CPI developed and implemented</p> <p><u>Output Db:</u> Staff performance metrics aligned with corporate RMF</p>	<p>Outcome in progress</p> <p>Outputs in progress</p>	<p><u>Outcome D:</u> Staff engagement survey in progress, with results expected in early 2016. Survey includes section on compensation. Data will form the baseline for outcome indicator.</p> <p><u>Output Da:</u> Consultant engaged in 2013/14 to review and revise staff performance system – review completed. Revision of CPI still in progress.</p> <p>Differentiated performance management system for senior staff (AMT) performance assessment implemented. This contributed to an improvement in CDB’s MOPAN score on the indicator “results-focused performance assessment systems in place for senior staff”</p>

Key Results Areas and Outcomes	Outcome Indicators & Outputs	Status Summary	Progress Status as of December 2015 (since 2012)
			from 3/6 “Inadequate” in 2012 to 4/6 “adequate” in 2015. <u>Output Db:</u> Still in progress as part of the revised CPI.
II. Operational Management			
E. Strengthened results focus in operational management.	<p><u>Outcome E1:</u> Improved rating in 2014 by MOPAN assessment</p> <p><u>Output E1:</u> Recruitment of results specialists with mandate to build awareness of and commitment to CDB’s MfDR agenda; to facilitate its implementation; and report regularly and on a timely basis to AMT and BOD.</p>	<p>Outcome target not met</p> <p>Output achieved</p>	<p><u>Outcome E1:</u> CDB’s MOPAN rating on indicators related to results focus of operational management remained the same, or declined slightly between 2013 and 2015.</p> <ul style="list-style-type: none"> • CDB’s score on “linking aid management to performance” remained 2/6 “inadequate”. • CDB’s score on “using performance information” fell from 5/6 “strong” to 4/6 “adequate” because CDB had undertaken a country portfolio report in only 3 of its 18 BMCs and did not have reports about programming performance at country-level, nor evaluations of country strategies. • CDB’s score on “performance-oriented programming” remained 4/6 “adequate”. <p>CDB’s overall MOPAN score improved due to the Bank prioritising investment in improving the results focus at the strategic level. With this strategic framework sustainably in place, CDB will now shift its focus to the operational level.</p> <p><u>Output E1:</u> Recruited on secondment Results Management Advisor September 2013 – 2015; Recruited Results Management Specialist August 2015.</p>
	<p><u>Outcome E2:</u> DER findings used as inputs to the Work Programme and Budget Framework.</p> <p><u>Output E2a:</u> Scorecard and Results Dashboard</p>	<p>Outcome in progress</p> <p>Output in</p>	<p><u>Outcome E2:</u> CDB used DER findings and recommendations to inform the Annual Work Programme and Budget. Process consists of lead developers of the Annual Work Programme and Budget reviewing the DER as one source to inform planning. As CDB continually strives to increase the outcomes-focus of the DER, the DER will become more informative for work programme and budget planning. DER communication plans developed in 2015 are expected to increase the communication and use of DER findings across the Bank. A management-level Development Effectiveness Committee, established in late 2015 is expected to contribute toward increased use of performance results in planning.</p> <p><u>Output E2a:</u> A results scorecard is included in the DER starting in 2013. Development of a</p>

Key Results Areas and Outcomes	Outcome Indicators & Outputs	Status Summary	Progress Status as of December 2015 (since 2012)
	developed and maintained, and accessible to management and staff.	progress	results dashboard is still in the planning stages; manager feedback has been solicited on the type of information that would be useful to monitor more frequently than annually. Currently, disbursement progress reports are circulated periodically. The new PPMS system will support dashboard information.
	<u>Output E2b:</u> Access to evaluation reports on website.	Output achieved	<u>Output E2b:</u> Evaluation reports are available on CDB's public website. The CDB Evaluation Policy (2011) commits to disclose self- and independent evaluations to the public to the extent provided for in CDB's Disclosure Policy. Upon approval by APEC, evaluation reports are submitted to Corporate Communications for review and posting on the CDB website.
F. Improved financial accountability and effective risk management.	<p><u>Outcome F:</u> Improved Risk rating from at least one international credit rating agency.</p> <p><u>Output Fa:</u> Roadmap for Risk Management Framework developed and approved.</p> <p><u>Output Fb:</u> New Risk Management structure approved. Staff recruitment commenced and being implemented.</p>	<p>Outcome achieved</p> <p>Output achieved</p> <p>Output achieved</p>	<p><u>Outcome F:</u> CDB is rated by S&P and Moody's. Ratings from both agencies improved from negative in 2012, to stable outlook between in 2015. CDB is currently rated AA stable by S&P and Aa1 stable by Moody's.</p> <p><u>Output Fa:</u> Consultant hired in 2012 to develop a risk management strategy and action plan. Risk Management Framework approved by BOD in 2013. Implementation of action plan near complete.</p> <p><u>Output Fb:</u> Office of Risk Management established in 2013. Chief Risk Officer, a Risk Officer, and two interns hired to staff the Unit. Unit is fully active, leading on ID, monitoring, and mitigation of enterprise risk for the Bank.</p>
G. Improved staff awareness and skills in MfDR.	<p><u>Outcome G:</u> Improved perception rating on awareness of staff about MfDR. (Baseline and target TBD based on staff surveys.)</p> <p><u>Output Ga:</u> Communications Plan for MfDR developed and implemented.</p>	<p>Outcome in progress</p> <p>Output in progress</p>	<p><u>Outcome G:</u> Post-workshop participant surveys assessed participant satisfaction with workshop and its various modules but did not assess reported change in awareness levels. CDB will be conducting internal surveys in 2016 to inform the next MfDR Action Plan.</p> <p><u>Output Ga:</u> A basic communication plan for MfDR was developed. Communication to date consists of raising awareness and knowledge of MfDR via the CDB Results/Development Effectiveness Committee, publication of DER, workshops, and in-person by Results Management Specialist and staff champions. Further elaboration and implementation of MfDR communication plan will continue in 2016.</p>

Key Results Areas and Outcomes	Outcome Indicators & Outputs	Status Summary	Progress Status as of December 2015 (since 2012)
	<p><u>Output Gb</u>: MfDR curriculum developed and approved.</p> <p><u>Output G1c</u>: All MPS and Admin. Support staff trained in MfDR principles and approaches, and to develop results monitoring frameworks and indicators.</p>	Outputs achieved	<p><u>Output Gb & Output Gc</u>: CDB hired consultants to develop an MfDR curriculum which was subsequently approved. There is a curriculum for CDB staff as well as BMCs. CDB professional staff were trained using the curriculum in 2013, with follow-up training in 2015. New training is planned for the cohort of new staff in early 2016.</p>
<p>H. Improved staff awareness, knowledge of, and acceptance of performance assessment system and linkage with rewards.</p>	<p><u>Outcome H</u>: Baseline and target TBD from staff surveys.</p> <p><u>Output Ha</u>: Reinforced results orientation of CPI and linkage to Departmental results completed.</p> <p><u>Output Hb</u>: Individual professional development plans completed for all staff.</p>	<p>Outcome in progress</p> <p>Outputs in progress</p>	<p><u>Outcome H</u>: Staff Engagement Survey in progress, to be completed in early 2016. Survey includes section on compensation which will form baseline.</p> <p><u>Output Ha</u>: Implementation of new performance system still in progress. New system will link staff individual performance still to be linked directly to Departmental results.</p> <p><u>Output Hb</u>: The decision was made to keep PD plans optional for staff to develop in collaboration with their supervisor.</p>
<p>I. Improved BMCs officials awareness, knowledge and skills in MfDR.</p>	<p><u>Outcome I</u>: Baseline and target TBD from stakeholder surveys.</p> <p><u>Output Ia</u>: Training in BMCs.</p> <p><u>Output Ib</u>: Informational seminars and annual orientation programmes for Board members.</p>	<p>Outcome in progress</p> <p>Output in progress</p> <p>Output in progress</p>	<p><u>Outcome I</u>: A baseline on MfDR readiness of OECS countries was conducted in 2011-2012 (via PRODEV project). No stakeholder surveys addressing MfDR capacity conducted since 2012. CDB intends to work strategically in this area, in collaboration with other development partners to avoid duplication. CDB will reach out to other partners to determine what information has already been collected.</p> <p><u>Output Ia</u>: High-level officials not yet trained; training content has been developed - delivery planning in progress with intention of being strategic and avoiding overlap with other actors. Technical-level officials trained through various TA initiatives (e.g. CTCS Partner Institutions in Nov 2015; public sector officials in Haiti). Public Policy Analysis and Management and PCM project, a major CDB initiative in this area is in the design and pilot stage.</p> <p><u>Output Ib</u>: Detailed information on MfDR not yet included in Board orientation programmes. Orientation schedule deemed too full to accommodate another topic. CDB intends to deliver an overview of MfDR in CDB to BOD as part of an informational seminar in July 2016, contingent on time being set aside for this topic during July meetings.</p>

Key Results Areas and Outcomes	Outcome Indicators & Outputs	Status Summary	Progress Status as of December 2015 (since 2012)
<p>J. More targeted and effectively delivered support for country capacity development on MfDR.</p>	<p><u>Outcome J:</u> Increased number of BMCs with monitorable results framework in national development plans. (Baseline and target TBD.)</p>	<p>Outcome achieved</p>	<p><u>Outcome J:</u> A baseline and target were not set for this indicator. However, Economics Department observed an increased number of national development plans/strategies with monitorable results frameworks since 2012 as a result of CDB financing the development of plans/strategies (for e.g. for St. Kitts, St. Lucia, Antigua, and Turks and Caicos). CDB will continue to provide support in this area.</p>
	<p><u>Output Ja:</u> A more strategic, coordinated approach to capacity development in BMCs designed and implemented with adequate financial resources available to sustain CDB's programme in BMCs.</p>	<p>Output in progress</p>	<p><u>Output Ja:</u> Public Policy Analysis and Management and PCM training programme approved in December 2014. Focuses on building MfDR capacity in BMC governments and institutions as well as within CDB. Currently in detailed design/pilot phase.</p>
<p>III. Operational Management/Knowledge Management</p>			
<p>K. Strengthened project monitoring and evaluation</p>	<p><u>Outcome K1:</u> Improved quality of Project RMFs.</p>	<p>Outcome achieved</p>	<p><u>Outcome K1:</u> Independent review of CDB's MOPAN score (as assessed by consultants contracted by CDB) on area of "country focus for results" improved from 2/6 "inadequate" in 2012 to 4/6 "adequate" in 2015.</p>
	<p><u>Outcome K2:</u> Overall quality at entry rating of CSPs results framework and performance indicators improved. (Baseline and target TBD.)</p>	<p>Outcome achieved</p>	<p><u>Outcome K2:</u> CDB's MOPAN review (conducted by independent consultants contracted by CDB) noted a significant improvement in the results focus of CSPs.</p>
	<p><u>Output Ka:</u> PPMS redesigned and implemented for 100% of projects under implementation.</p>	<p>Output in Progress</p>	<p><u>Output Ka:</u> PPMS redesign project in progress. Delays due to internal capacity/project leadership issues. Gap analysis conducted and final report submitted and under current review by CDB. Detailed design stage is targeted for early Q1-2016 subject to the acceptance of the gap report and the contract variance. New target launch date is late 2016/early 2017.</p>
	<p><u>Output Kb:</u> Develop and roll out staff guidelines for preparing country and sector results framework for monitoring outcomes.</p>	<p>Output in Progress</p>	<p><u>Output Kb:</u> Manual for 2013 staff training on preparing country and sector results framework; staff training contains guidelines. Official guidelines to be developed in 2016 for use with new PPMS system.</p>
	<p><u>Output Kc:</u> All Projects Department professionals fully trained in results framework techniques.</p>	<p>Output achieved</p>	<p><u>Output Kc:</u> In 2013, Projects Department staff was trained in results framework techniques. Follow-up training on developing results frameworks was conducted in 2015. Training is planned for new staff in early 2016</p>
	<p><u>Output Kd:</u> Relevant output indicators in CDB's RMF systematically integrated into country and sector results</p>	<p>Output in progress</p>	<p><u>Output Kd:</u> As of 2015, Results Management Specialist reviews all CSP RMFs to ensure indicator linkage to corporate RMF, as appropriate. This will be an ongoing effort.</p>

Key Results Areas and Outcomes	Outcome Indicators & Outputs	Status Summary	Progress Status as of December 2015 (since 2012)
	frameworks.		
IV. Operational Management/Relationship Management/Knowledge Management			
L. Greater effectiveness of capacity-building activities.	<p><u>Outcome L:</u> Implementation of key measures contained in the TA strategy.</p> <p><u>Output La:</u> Increased assistance to BMCs for strengthening of their statistics infrastructure.</p> <p><u>Output Lb:</u> DevInfo successfully implemented in five pilot countries.</p>	<p>Outcome in progress</p> <p>Output achieved</p> <p>Output in progress</p>	<p><u>Outcome L:</u> Reviewed TA Policy and Strategy and as of 2015 in the final stages of a consultancy to revise TA procedures. Will roll out new TA procedures to staff in early 2016.</p> <p><u>Output La:</u> CDB initiated establishment of a Caribbean Development Partner Task Force (DPTF) on Statistics for enhanced harmonisation of Development Partner support to statistical capacity-building in the Caribbean. DPTF is developing a proposal for a joint funding arrangement for a statistical capacity-building, multi-year strategy for the Region for monitoring the SDGs. Expected by April 2016.</p> <p>CDB also supporting BMCs in data dissemination and analysis of Census data from the 2010 round as well as preparations for the 2020 round. Two projects in this area will begin in 2016.</p> <p>CDB also provides ongoing, technical support to the OECS Living Standards Measurement Committee on social and poverty data.</p> <p><u>Output Lb:</u> Implementation plans for five OECS participating countries, and OECS secretariat completed. Second stage consisting of training to begin in 2016. Project was delayed due to difficulty in procuring quality consultancy services.</p>
V. Knowledge Management			
M. Lessons learned are effectively disseminated at the Bank and BMCs.	<p><u>Outcome M:</u> Strategic plans, policies and programmes are evidenced-based and incorporate lessons of experience.</p> <p><u>Output Ma:</u> Knowledge Management Strategy developed and rolled out across the Bank.</p> <p><u>Output Mb:</u> Project reporting officers who are impacting MfDR trained in conducting performance assessment/evaluation.</p>	<p>Outcome achieved</p> <p>Output in progress</p> <p>Output in progress</p>	<p><u>Outcome M:</u> CDB’s 2015 MOPAN score (as assessed by independent consultants contracted by CDB) on corporate focus on results was 6/6 “strong”, and was 4/6 “adequate” on performance-oriented programming. Strategic plans and work programmes incorporate DER findings. More effectively aggregating, communicating and using lessons learned at the corporate level is a work in progress.</p> <p><u>Output Ma:</u> Knowledge Management Strategy was developed and approved in 2011/2012. It was transferred to Operations Department which is leading on ongoing implementation.</p> <p><u>Output Mb:</u> All Operations staff received general training on the evaluation function. The Bank sent a few officers for more in-depth monitoring and evaluation training. Some operations officers received training on the performance assessment system. Further,</p>

Key Results Areas and Outcomes	Outcome Indicators & Outputs	Status Summary	Progress Status as of December 2015 (since 2012)
			performance assessment system training on hold until further progress with the PPMS replacement project to ensure consistency with the new PPMS and the application of knowledge and skills shortly after training.
	<u>Output Mc:</u> OIE evaluation reports uploaded on OIE website.	Output achieved	<u>Output Mc:</u> All evaluation reports available on OIE website and CDB's public website.