CARIBBEAN DEVELOPMENT BANK

SPECIAL DEVELOPMENT FUND (UNIFIED)

STATUS REPORT ON CDB's REFORM AGENDA: 2008-2012

JULY 2012

CURRENCY EQUIVALENT

Dollars ($) throughout refer to United States dollars (USD) unless otherwise stated.

ABBREVIATIONS

BMC	-	Borrowing Member Country
BOD	-	Board of Directors
CDB	-	Caribbean Development Bank
CSP	-	Country Strategy Paper
GOV Strategy	-	Governance and Institutional Development Strategy
HR	-	Human Resources
HRMS	-	Human Resources Management System
IT	-	Information Technology
ITSD	-	Information and Technology Solutions Department
KM	-	Knowledge Management
MfDR	-	Managing for Development Results
MIS	-	Management Information System
OIE	-	Office of Independent Evaluation
PBLs	-	Policy-Based Loans
PCRs	-	Project Completion Reports
PPMS	-	Project Performance Management System
PSRs	-	Project Supervision Reports
RCs	-	Resident Coordinators
RFP	-	Request for Proposal
RMF	-	Results Monitoring Framework
SDF	-	Special Development Fund (Unified)
TA	-	Technical Assistance

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APPENDIX

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1.   INTRODUCTION

1.01   This paper reports on progress in implementing key internal reforms by Management for the period 2008 – 2012. The reforms are part of the Bank's strategy to enhance its development effectiveness and accountability.

1.02   Over the last five years, there have been profound changes in the global economic landscape and ongoing social and economic challenges facing the Caribbean. There has also been increasing demands from shareholders and borrowing members for the Bank to be more efficient and effective in its operations, and more responsive to its clients. To adapt to those evolving realities, the Bank has continued its extensive reform programme. These reforms are necessary, as they provide the Bank with the opportunity to demonstrate its relevance to its shareholders and development partners. They also ensure that, as the premier development institution in the Region, the Bank continues to effectively leverage development resources to tackle the challenge of poverty in its Borrowing Member Countries (BMCs).

1.03   Building on the 2004 reform agenda, the reforms for 2008 – 2012 include refocused and refined priorities, new and revised strategies and polices that are relevant to the needs of the BMCs, and reengineered processes. Steps are also currently being taken to improve the Bank's governance, risk management and operational structures.

2.   INTERNAL REFORM AGENDA

2.01   The internal reform agenda has the potential to transform the Bank and realise the goals of making the Caribbean Development Bank (CDB) more responsive to its clients, accountable to its shareholders and results focused. The reforms target four key outcomes:

(a)   *Enhanced corporate governance and oversight* frameworks that strengthen Board of Directors' oversight and effectiveness, and improve risk management, transparency and accountability;

(b)   *Improved operational policies, strategies and guidelines* that support improvement in project performance and outcomes, operational efficiency and overall development effectiveness;

(c)   *Aligned organisational structure and processes* that are lean, yet effective and responsive to our clients; and

(d)   *Mainstreamed management for development results* focus, to strengthen the results orientation of the Bank.

2.02   Human resources and information technologies are key enablers of the reform agenda and, as such, reforms in those areas have been reported on in this paper. The paragraphs below summarise the reforms implemented and signal other reforms that are proposed. Detailed information on the reforms can be found in Appendix 1 – *The Reform Agenda Matrix, 2008 – 2012*.

3.   CORPORATE GOVERNANCE AND OVERSIGHT

3.01   The reforms in this area focus on internal governance as it relates to the Board of Directors (BOD) and its relationship with management, and the corporate governance systems that support transparency and accountability.   Several measures were introduced to improve transparency and

accountability and there is ongoing work is the areas of BOD oversight mechanisms, risk management and compliance testing.

3.02   Reforms that have already been implemented included the creation of greater independence in the evaluation function; an information disclosure policy which is oriented more towards disclosure; the introduction of greater transparency and accountability in the appointment of senior leadership, implementation of a revised Code of Conduct and the implementation of a Business Continuity Plan for the Bank's information technology.

3.03   There are three ongoing initiatives that underpin the reforms that address oversight, governance and risk management. These initiatives, which for most part will be completed in 2012, are:

(a)   A review of the governance and oversight mechanisms of BOD. This review is being conducted to advise BOD and Management on appropriate mechanism(s) (committees, policies, etc.) to address any deficiencies and gaps in the governance structure, policies and procedures of the Bank relating to the oversight of business conduct and ethical behaviour, and on any necessary supporting frameworks, including whistle-blower protection;

(b)   The development of an appropriate Risk Management Framework for managing the Bank's operational, credit, market, liquidity, reputation, legal and other risks. The expected outcome is the establishment of an independent Risk Management Unit to strengthen and integrate credit and financial risk management systems. The recommended policies, guidelines, procedures and organisational changes will take account of relevant best practices of CDB's peer-institutions; and

(c)   An assessment of the state of CDB's internal and external operations, to identify opportunities to bring CDB in line with best practice within the International Financial Institution's community in the areas of Internal Audit, Fraud Investigations, Compliance Testing and Complaints Mechanisms.

4.   POLICIES, STRATEGIES AND GUIDELINES

4.01   The Bank has revised and developed several policies, strategies and operational guidelines during the reporting period. Those changes impact project design and implementation, monitoring and quality assurance mechanisms, governance and institutional development, procurement, communications, human resources and knowledge management.

4.02   To improve project design and implementation, strategy papers were developed for Disaster Risk Management and Gender Equality. Other strategy papers that are under development are: Climate Resiliency; Social Protection; Technical Assistance (TA); and Governance and Institutional Development. Those strategies further underpin the Bank's focus on ensuring high quality appraisals and sustainable project outcomes. Other reforms include the revised Guidelines for the Selection and Engagement of Consultants by Recipients of CDB Financing, and the recently approved Evaluation Policy for the Office of Independent Evaluation, both policies are harmonised and aligned with standards and best practices of other multilateral banks.

4.03   A Corporate Communications Strategy has been developed to strengthen the Bank's communication capability and capacity. The strategy addresses the communication gaps, and promotes initiatives that the Bank should undertake in order to showcase the institution as the premier development

finance institution in the Region. Some aspects of the strategy are being implemented while the Bank seeks to recruit a Head, Corporate Communications.

4.04   A Human Resources Strategy was approved by the Board in 2010 and a Knowledge Management (KM) Strategy was developed and approved by the Advisory Management Team in 2011. Both strategies provide for natural synergies, as they both seek to build internal capacity and increase the engagement of the Bank's human resources. While implementation has started on initiatives in both areas, progress has lagged on the KM strategy as the Bank seeks to recruit a KM Advisor to assist with the implementation of the required actions.

5.   ORGANISATIONAL STRUCTURE AND PROCESSES IMPROVEMENTS

5.01   Streamlining operations and standardising processes are essential to reducing costs, enhancing efficiency and freeing up more resources for strategic decision making.The Bank continued to refine and realign its matrix structure to improve client orientation, and to review its operational processes to maximise efficiencies. The reengineering of processes focused on shifting from a task orientation to a focus on process and results.

5.02   The realignment of structures was implemented in 2008 for the Information and Technology Solutions and Economics Departments and in 2012 for the Operations Area. Those realignments resulted in stronger client orientation and greater accountability for results. One component of the proposed Operations realignment, not yet approved, is the deployment of in-country Resident Coordinators (RCs) who would cover a specific country of residence with a cluster of other countries. Implementation of this aspect of the realignment is dependent on the re-submission of a business case for the RCs to the BOD. A review of the Corporate Services Area is currently underway to determine structure, business processes and the optimal use of human resources and technology. This review should be completed by December 2012.

5.03   Process improvements have been consistently used by the Bank to drive efficiencies, especially by leveraging technology solutions. Process reviews were carried out in the Finance Department with the introduction of a new Loans and Grants Management System, Purchasing and Inventory, Fixed Assets, Travel Management, the SmartStream Budget Application that significantly enhances the efficiency of the budgeting process, and improvements to the Investment Management System; Projects Department with a focus on improving project implementation and outcomes; Economics Department in the redesign of the various review processes; Human Resources Department with the introduction of an Applicant Tracking System and a Lean Six Sigma review of its processes; and in the Information Services Unit in enabling easier access to digital repositories.

5.04   Ongoing process redesigns include a review of the processing time for the Investment Lending product with the objective of eliminating non-value adding tasks, and in the Corporate Service Area, to identify non-value adding tasks as well as bottle-necks and process improvement opportunities. A workload analysis is being conducted in the Corporate Services Area to determine distribution and volume of work in order to ascertain optimum staffing and utilisation. This analysis will also be conducted in the Operations Area, once the review of the Corporate Services Area has been completed.

6.   MANAGEMENT FOR DEVELOPMENT RESULTS

6.01   The Bank's efforts at reinforcing its development effectiveness mandate and embedding a results culture within the organisation included:

(a)   Establishing a Results Committee with representation from all departments, tasked with reviewing the SDF 7 results monitoring framework (RMF) and developing a consolidated RMF for the Bank as a whole. This will facilitate and improve the Bank's monitoring and reporting on results;

(b)   Implementing an RMF to monitor the implementation of the Strategic Plan and developing a structured process for data management;

(c)   Reporting on the results through the Development Effectiveness Review 2011 - the first annual comprehensive report on the Bank's corporate performance was considered by BOD in May 2012;

(d)   Conducting a review of its Managing for Development Results (MfDR) Agenda and developing:

    (i)   an Action Plan for strengthening the MfDR programme and enhancing its RMF; and

    (ii)   a curriculum and training programme for improving organisational/staff capacity to implement and manage the MfDR agenda.

6.02   The next step will be implementing the MfDR action plan. This includes an internal communication programme and training programme designed to ensure that all staff develop and demonstrate strong proficiency in consistently applying MfDR. The initial results of the Multilateral Organisation Performance Assessment Network review of MfDR have now become available and the areas where improvements are necessary will be the subject of a separate matrix.

7.   **HUMAN RESOURCES**

7.01   In supporting the Bank's reform agenda and Strategic Plan, the Human Resource (HR) Strategy 2010-14 focused on (i) flexible employment relationships, (ii) de-risking key positions, (iii) creating a motivating and equitable work environment; (iv) promoting integrated performance management, and (v) streamlined and cost-efficient internal HR operations. A major element of the HR reforms is the review of all its policies to ensure that they support the new service delivery model of the Bank, and reflect best practices. This review is currently underway and is expected to be completed by December 2012. In following through on recommendations included in the Internal Gender Strategy, policies that cover paternity leave, flexible working and telecommuting have been included in the review and rewrite of HR policies.

7.02   An evaluation of the efficiency and effectiveness of HR transactional services was carried out in 2010. That evaluation recommended changes that will lead to the elimination of non-value adding steps and the automation of many of the existing manual activities. In order to capitalise on the redesigned processes, steps have been taken to procure an integrated human resource management system to enhance HR efficiency and to provide employees with self-serve options in managing their information.

7.03   A leadership coaching programme was piloted as one of the strategic tools to assist the Bank's managers and leaders in creating environments where they constantly challenge themselves to higher levels of personal excellence and learning. This programme is facilitated by an external leadership coach. The programme is available to staff in leadership roles and emerging leaders identified as part of the talent de-risking strategy. The programme includes a 360-feedback report, as well as group and individualised learning and resourcing sessions with the coach.

8.   INFORMATION TECHNOLOGY

8.01   The Information and Technology Solutions Department (ITSD) continued to implement enabling technology solutions under its Information Systems Architecture Roadmap (ISAR). This roadmap covers the period 2007 – 2012 and is currently being revised. The Information Technology (IT) function is one of the key enablers of the reform agenda, as an organisation of the Bank's size cannot make significant gains in efficiency unless technology is leveraged to its optimum capability.

8.02   While technology is critical to process reengineering, it is not the where the reengineering begins. Rather, the starting point is the redesign of the work processes, followed by the application of technology to automate. ITSD through its Process Improvement Unit has enabled several business areas to reform their service delivery platforms and IT architecture, with redesigned processes and new enabling software.

9.   CONCLUSION

9.01   The reforms outlined above are expected to contribute to improved project outcomes, enhanced governance and oversight and increased internal capacity and capability. The Bank has reached important milestones in the case of many of the reforms, however more work needs to be done in the case of others. In continuing this work, Management will carefully consider the sequencing, prioritisation and pace of the reforms to ensure that within the context of a small organisation, there are seamless transitions and staff does not become overburdened with, or disconnected from the changes. It is also critical that Management operationalises the proposed reforms once they have been approved and completed. Reform of policies, strategies, processes and structure can change behavior, but that change requires a commitment to implementation and the time to evaluate and adjust the change as necessary.

9.02   The reform agenda should instil a culture of continuous improvement within the Bank, where every staff member is both required and empowered to make the changes necessary for the Bank to achieve its strategic and operational objectives. CDB most firmly believes in the importance of continuous improvement and the synergy that results from aligning purpose, people and values, and therefore reaffirms its commitment to the reform agenda.

REFORM AGENDA MATRIX, 2008-2012

Item No.	Reform	Focus	Status
Corporate Governance and Oversight			
1.	Board Oversight	Consultancy to advise BOD on appropriate mechanism(s) (committees, policies, etc.) to address any deficiencies and gaps in the governance structure, policies and procedures of the Bank relating to the oversight of business conduct and ethical behaviour, and on any necessary supporting frameworks including whistle-blower protection.	This is an ongoing consultancy with an expected completion date of December 2012. The Inception Report for the consultancy has been received by the Bank.
2.	Compliance Function	Consultancy to assess the state of CDB's internal and external operations, to identify opportunities to bring CDB in line with best practice within the IFI community in the areas of Internal Audit, Fraud Investigations, Compliance Testing and Complaints Mechanisms.	The expected completion date is September 2012.
3.	Risk Management Framework	Consultancy to review and propose an appropriate Risk Management Framework for managing the Bank's operational, credit, market, liquidity, reputation, legal and other risks. The expected outcome is the establishment of an independent Risk Management Unit to strengthen and integrate credit and financial risk management systems.	The consultancy has commenced with an expected completion date of October 2012. Implementation of the recommendations once approved will commence immediately after. Resourcing of the Unit with staff will roll over to the first quarter of 2013.
4.	Appointment of Senior Leadership	Introduced transparency, greater accountability and competition into the selection of Vice-Presidents of the Bank.	BOD approved the guidelines in 2010.
5.	Office of Independent Evaluation (OIE)	To position the evaluation function with greater independence and to ensure that it operates in line with internationally-accepted principles for the evaluation of development assistance in particular the good-practice standards issued by the Multilateral Development Banks. Those standards define Independent Evaluation as an evaluation carried out by entities and persons free of the control of those responsible for the design and implementation of the development intervention.	In December 2011 BOD approved the recommendations for greater independence of the evaluation function. OIE was implemented with effect from January 1, 2012. Appointment of Head, OIE was deferred pending the review of the Internal Audit function, and the determination of synergies in the leadership of both independent functions. Interim acting arrangements are in place for Head, OIE.

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Item No.	Reform	Focus	Status
6.	Code of Conduct	The Code is the Bank's overarching framework for the values and principles that guide the way business is conducted and relationships are developed and maintained. It is one of the many tools available that provide staff with clarity and guidance on ethical issues and concerns. The Code complements the Bank's regulations and policies.	Implemented in 2009. Currently under a review with other HR policies.
7.	Information Disclosure	To improve access to information with respect to the Bank's activities and programmes, provide evidence to support transparency and accountability and increase knowledge sharing.	BOD approved the Policy in 2011. The Charter, Operational Guidelines, staff handbook and implementation plan have been developed. The Operational Guidelines will be notified to BOD in October 2012.
8.	Business Continuity	The development of an IT business continuity plan to establish an off-island data storage facility for critical data and an on-island disaster recovery site. The development of a business continuity plan for the other operational areas of the Bank is in progress.	Implemented in 2010.
Policies, Strategies and Guidelines			
9.	Evaluation Policy	The policy, which was approved by BOD in December 2011, covers the guiding principles for CDB's evaluation system, including both self- and independent evaluation; describes that system, including the types of evaluation; provides for the establishment of an OIE, including its staffing, work programme, and budget; lays out the institutional roles and responsibilities for evaluation, including interactions between	Implemented in January 2012.

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		OIE and operational offices; and outlines procedures for evaluation reporting.	
10.	Disaster Risk Management	Revision of the Bank's 1998 *"Natural Disaster Management Strategy and Operational Guidelines"*. A revised strategy that is not only reactive but proactive as well, and allows more flexibility in the procurement of the goods, works and services required by BMCs for disaster management projects.	BOD approved the revised policy in 2009.
11.	Gender Equality Policy and Strategy	Recognising that gender equality and empowerment are key requirements for socio-economic development, the Bank developed a new policy that consists of eight (8) Core Commitments as well as a strategy to mainstream Gender Equality in the Bank's BMCs. Gender equality considerations are now addressed in all of the Bank's Country Strategy Papers (CSPs), projects and programmes.	BOD approved the policy in 2008. The first evaluation of its implementation has just been completed.
12.	Climate Resiliency Strategy	An environmental sustainability risk framework has been developed to explicitly include climate resilience in the Bank's operations. This will assist BMCs and regional institutions to mobilise financing, and to design and implement policies, strategies and investment programmes to address climate resilience and deliver on their sustainable development objectives.	Special Development Fund (Unified) (SDF) Contributors considered the strategy in March 2012. The Strategy will be submitted to BOD for consideration in July 2012.
13.	Private Sector Strategy	The Strategy will provide a revised strategic framework for private sector interventions given not only past experiences, but a changing environment and the need for the Bank to be more responsive to the needs of its BMCs and targeted in its approach to the sector	Revisions to the draft Strategy are being undertaken following discussion and feedback from the SDF Contributors. The Contributors indicated the need for engagement with beneficiaries of CDB financing. The revised policy will be submitted for BOD approval in October 2012.
14.	Technical Assistance Policy and Strategy	This Policy and Strategy seeks to align the TA programme with the Bank's strategic objectives, strengthen the operational	The Policy and Strategy will be submitted to BOD in October 2012 for approval.

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		focus for TA programming, monitoring and reporting, and reinforce best practices in the TA programme. The policy will also require the mainstreaming of MfDR in the TA programme.	
15.	Governance and Institutional Development (GOV) Strategy	The focus will be to develop an M&E Framework for the GOV Strategy and identify opportunities for integrating the GOV Strategy with the Bank's other cross-cutting strategies. Indicators for good governance will be developed along with case studies on the recent work of other MDBs in good governance.	Terms of reference for the consultancy are being developed. This consultancy is expected to commence in December 2012.
16.	Environment and Social Risk-Review Procedures	The development of a robust Environment and Social Risk Safeguard System that is integrated with the Project Performance Management System	The Procedures will be finalised for approval by the Bank's Advisory Management Team in September 2012.
17.	Guidelines for the Selection and Engagement of Consultants by Recipients of CDB Financing	The Guidelines were harmonised with those of other Multi-lateral Development Banks and generally updated. They reflect a more efficient and transparent procurement of CDB-financed consultancy services by BMCs.	BOD approved the Guidelines in July 2011. All BMC projects approved for financing as of October 1, 2001 fall under the new Guidelines.
18.	Corporate Communications Strategy	The main objectives of the strategy are: (a) Creating internal buy-in of the Bank's vision, core values and key strategic objectives; (b) Projection of the Bank as a key and important development finance organisation funding programmes that are critically relevant to and impactful on the development of the Region; (c) Projection of CDB as the leading voice on Caribbean development issues and the leading voice in the Region with respect to: (i) Promoting broad-based economic growth and	Initiatives that have already been implemented include: (a) Redesigned and re-branded website for improved access to information; (b) Redesign of the Bank's press conferences (format and focus); (c) Development and publishing of knowledge products (country profiles; project profiles); and (d) Increased use of social media tools and other web-based technologies.

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		inclusive social development; (ii) Supporting environmental sustainability and disaster risk mitigation; (iii) Promoting good governance; and (iv) Fostering Regional Cooperation and Integration; and (d) Creation of a climate of receptivity and support among governments and the general population of member countries.	The Bank is in the process of recruiting a Head, Corporate Communication to lead the communications portfolio.
19.	Human Resource Strategy	The Strategy was realigned with the Bank's Strategic Plan 2010 – 2014. The key elements of the realigned strategy and their main objectives are: (a) *Flexible employment relationships* to strengthen the Bank's capacity to react flexibly, and in a timely manner, to operational developments, particularly to the dynamics of the lending programme; (b) *De-risking key positions* to ensure that the Bank has available talent for key positions and a replacement plan that ensures a strong talent pool with the right mix of skills to support current and future business plan goals; (c) *Creating a motivating and equitable work environment* to attract and retain high calibre staff and fully engage them; (d) *Promoting integrated performance management* to support a results-driven culture in the Bank; and (e) *Streamlined and cost-efficient internal HR operations* to create increased value for employees and boundary	BOD approved the realigned Strategy in 2010. Progress has been made on strategic initiatives in the following areas: (a) Development and circulation of a Request For Proposal (RFP) for an integrated human resource system; (b) Development and implementation of a competency framework to support recruitment, performance management and employee development; (c) Re-design of the recruitment and on-boarding processes; (d) Development of career path for Administrative Support Staff; (e) Standardisation of the induction process for Managerial and Professional Staff; (f) Introduction of a coaching programme to support employee development of emerging

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		partners.	leaders; (g) Revision of all HR policies to modernise the HR toolkit and align with best practice; and (h) The adoption of an Internal Gender Strategy, and membership in ORIGIN (the Organisational and Institutional Gender Information Network of the World Bank).
20.	Knowledge Management Strategy	The Strategy is designed to support organisational learning through knowledge sharing, knowledge retention and building communities of practice for peer networking.	Senior Management Group approved the Strategy in 2011. The Bank is currently in the process of recruiting a Knowledge Management Advisor who will be responsible for the rollout of the KM Strategy.
Organisational Structures and Processes Improvement			
21.	Reorganisation of the Information and Technology Solutions Department	To improve work processes and enhance client orientation.	The new structure was implemented in 2008.
22.	Reorganisation of the Economics Department	The reorganisation resulted in greater country focus with the BMC's grouped in two clusters; each headed by a Chief Economist.	The new structure was implemented in 2008.
23.	Reorganisation of the Operations Area	The objectives of the restructuring are to: (a) position the Bank to be more responsive to BMCs through heightened country focus, and also (b) improve operational efficiency through rationalisation and consolidation of functions and the strengthening of the office of the Vice-President (Operations).	The new restructure, with the exception of the Resident Coordinators, was implemented with effect from February 1, 2012. BOD requested a more robust business case for the in-country Resident Coordinators. This case will be submitted in October 2012.
24.	Reorganisation of the Corporate Services Area	This consultancy is intended to carry out a comprehensive diagnostic review of Corporate Services Area's structure,	The consultancy is on-going and should be completed by December 2012.

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		business processes and optimal use of human resources and technology. The overall objective is to ensure alignment with the Operations Area's service delivery model, and to provide actionable recommendations to improve business processes for optimal delivery of services to clients.	
25.	Quality Assurance & Results Management	The reforms focused on further embedding a results focus into the project cycle work to improve project appraisal and portfolio management, as well as to streamline existing operational tools, guidelines and templates.	Work that has already been completed include: (a) New templates and performance indicators for Investment Loan, Policy-Based Loans (PBL) and Private Sector Loans Appraisal; CSPs; Project Completion Reports (PCRs); and Project Supervision Reports (PSRs). (b) New Guidelines for new Institutional Analysis, Quality of Supervision Standards, Quality of Entry Standards, Portfolio Review Missions, PSRs and PCRs. (c) Adoption of a results-based framework for the CSPs; approved use of a multi-disciplinary approach that includes sector specialists; improvement in the designs and effectiveness of PBLs through better targeting of policy conditions and moving from a multi-tranche to a single-tranche disbursement; formal mid-term and final reviews; strengthening of peer, departmental and country committee review processes to support better design and outcomes. (d) An enhanced review process for CSPs, PBLs and TAs and an improved TA supervision, and

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			reporting process in PPMS
26.	Investment Lending	To evaluate the efficiency and effectiveness of the Investment lending process using the Lean Six Sigma methodology.	This work is ongoing and should be completed in the first quarter of 2013. In 2012 a team of 14 employees across the Bank were trained in the methodology. The mapping of the current process has been completed. Future state mapping based on the elimination of non-value adding tasks underway developed.
27.	Human Resources	To evaluate the efficiency and effectiveness of the HR transactional services using the Lean Six Sigma methodology.	The review was completed, with recommendations to reduce transactional tasks from 290 to 192 through the elimination of non-value adding steps and automation of many of the existing manual activities and to procure a single integrated Human Resource Management System (HRMS) solution with self-serve capability to deliver automation, reduce paper and capture and validate data on-line at source. RFP for procurement of an HRMS published.
28.	Information Management	To improve access to electronic information resources.	A web-based integrated library management system was implemented in 2008. There is on-going development of digital repositories.
29.	Project Performance Management System (PPMS) – Management Information System (MIS)	The new PPMS-MIS application is expected to: (a) provide additional flexibility and functionality to both internal and external stakeholders; (b) operate within the Bank's existing network infrastructure; (c) support web-enabling strategies and technologies;	RFP preparation in progress. Contract to be awarded in the first quarter of 2013, with full implementation by the end of 2013.

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		(d) integrate into the existing data warehouse, BNTF-MIS, FlexCube (FLC); (e) support the management of the Project Portfolio; (f) support the MfDR framework.	
30.	Basic Needs Trust Fund (BNTF) – MIS	The consultancy will specifically deliver an operational MIS which will facilitate: (a) management of the BNTF Programme at CDB and BNTF(Office) relative to all aspects of funding, procurement and sub-project management; (b) knowledge sharing capability for both CDB and BNTF(Office) towards establishing results-oriented reporting; (c) monitoring and assessment of Programme execution using the Bank's standard performance methodology and indicators; (d) web-based transaction processing with workflow at both country level and CDB to support greater transparency; (e) interfaces between the BNTF-MIS and the existing core CDB applications, PPMS, FLC, SmartStream and Data Warehouse.	RFP developed and procurement in progress.
31.	Loans Management	Replacement of the Loans and Grant System with commercial, off-the-shelf enhanced software to improve the processing and management of loans.	Implemented in 2009
32.	Investment Management System	Provision of enhanced software features and functionality resulting in improved management of Bank's investment portfolio.	Completed in February 2012
33.	SmartStream Budget	This application provides up-to-date information on the	Implemented in 2011

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	Application	utilisation of the budget and allows the work units to enter budgets for the upcoming period directly into the system. It facilitates easy consolidation and analysis of budget information across the Bank.	
34.	Purchasing and Inventory, Fixed Assets & Travel Management,	Improve efficiency; eliminating some non value-adding manual tasks to an electronic platform & creating easier consolidation of data	Implemented in 2008
35.	Recruitment Applicant System	This application improves the efficiency of the recruitment process by moving routine manual tasks to an electronic platform.	Implemented in 2010
Managing for Development Results			
36.	Management for Development Results	Embed MfDR within the Bank and ensure a strong result orientation in all programmes and activities.	The results agenda was adopted in 2001. The Corporate RMF was developed and implemented in 2008.
			A Results Committee was established with representation across the Bank, tasked with reviewing the RMF and developing a consolidated RMF for the Bank as a whole.
			Production of the first annual comprehensive report on the Bank's corporate performance was considered by BOD in May 2012.
			Recruitment of a Results Management Analyst is underway.