

## CARTAC Mid-Term Evaluation 2015

### Implementation Action Plan

Recommendation	IMF Response	Action(s)	Timing	Responsible
<p><u>Recommendation 1:</u> Fund CARTAC Phase 5 at about \$60 million to \$65 million in total and commit to doing so early enough to avoid a severe downturn in the level of activities during the first year of Phase 5.</p>	Agree.	The IMF will initiate fundraising for Phase V with the draft Program Document.	January 2016	ICDGP
<p><u>Recommendation 2:</u> Improve CARTAC's financial sustainability by diversifying its donors, strengthening its cooperation with other IMF trust funds, starting a complementary RTACs Trust Fund, and increasing the suggested contributions from CARTAC member governments.</p>	Partially agree.	<p>The IMF is exploring cooperation with new donors to CARTAC and the RTACs more broadly, as well as new modalities that will allow for smoothing out of lumpy financing across phases and RTACs.</p> <p>Regarding member contributions, these are expected to account for up to 16%-17% percent of CARTAC's new phase budget.</p>	Phase V	ICDGP
<p><u>Recommendation 3:</u> Strengthen results-based management in Phase 5 by piloting the new RBM systems being developed by the IMF, by investing in the measurement of baselines and increments in each functional area and by specifying measurable objectives and targets for each of its Programs within a program-based approach to TA and training.</p>	Agree.	<p>IMF continues to strengthen RBM, including through the development of a catalog of outcomes and indicators, as well as a new IT system (CD-PORT).</p> <p>CARTAC will pilot the implementation of an IMF-wide RBM IT management system-CD-PORT.</p> <p>The IMF will implement a Fund-wide RBM framework with a standardized catalog of objectives, outcomes and indicators.</p> <p>CARTAC will use the new system in the formulation of programs under Phase V.</p>	<p>Mid-2016</p> <p>Early 2016</p> <p>Phase V</p> <p>Phase V</p>	<p>ICDGP, ICDSE, CARTAC</p>

Recommendation	IMF Response	Action(s)	Timing	Responsible
<p><u>Recommendation 4:</u> Adopt a program-based approach to TA and training.</p>	<p>Agree.</p>	<p>Clearly articulated objectives and outcomes will be an integral part of the next cycle's work plans, within the context of a strategic logframe for the Center and sector logframes, which provide a framework for multi-annual planning and reporting.</p>	<p>Mid-2016</p>	<p>CARTAC</p>
<p><u>Recommendation 5:</u> Strengthen the role of the Steering Committee in providing oversight and strategic direction.</p>	<p>Partially agree.</p>	<p>The Steering Committee already has a strategic role within the RTAC governance model. However, the IMF recognizes the need to support this strategic role through:</p> <ul style="list-style-type: none"> <li>implementation of RBM which will change the focus from reporting on activities to results;</li> <li>enhanced results reports to the Steering Committee (restructured Annual Report);</li> <li>clearer documentation of issues to be discussed, and endorsement tables to record SC feedback;</li> <li>changing the focus of the SC meetings to one annual, results focused meeting, with the second meeting dealing with progress of the work plan.</li> </ul> <p>The IMF will engage in extensive consultations with the SC during the preparation of the phase V Program Document on priorities and strategies.</p>	<p>Ongoing</p>	<p>CARTAC, ICDGP, ICDSE</p>
<p><u>Recommendation 6:</u> In addition to sector programs, fund a program that is interdisciplinary to fund thematic, cross-disciplinary and cross-sectoral work.</p>	<p>Partially agree.</p>	<p>The CARTAC Center Coordinator is well placed to identify opportunities for cross-sectoral/thematic work. CARTAC has also been leveraging the co-location of advisors to identify and address cross-cutting themes.</p> <p>Regarding the recommendation to focus on inclusiveness and sustainability-the eventual choice of topic will be determined by the needs of the region and the IMF's mandate. Going forward, CARTAC will continue to seek opportunities to leverage its skill set.</p>	<p>Phase V</p>	<p>CARTAC/ WHD</p>

<b>Recommendation</b>	<b>IMF Response</b>	<b>Action(s)</b>	<b>Timing</b>	<b>Responsible</b>
<u>Recommendation 7</u> : Devolve more responsibility and authority to the Coordinator.	Disagree.	<p>The Coordinator is responsible for the day-to-day management of the regional center, in close coordination with and monitored by TA and area departments.</p> <p>On administrative issues, such as contract administration, security, human resources and IT support, these are centralized IMF functions and cannot be delegated.</p>		
<u>Recommendation 8</u> : Improve CARTAC’s corporate memory and use of information technologies.	Agree.	<p>The IMF will implement the recommendations of a senior inter-departmental working group on knowledge management.</p> <p>CARTAC is already working to strengthen and streamline internal information management processes, to ensure that the full complement of documentation related to individual programs are available, and ensuring where possible overlap between experts.</p> <p>CARTAC will focus on enhancing the range and timeliness of information available through its website.</p> <p>CARTAC will work in tandem with the online training division of the Institute for Capacity Development to ensure that information on new IMF online courses is disseminated, as well as to explore options for complementarities and more targeted training.</p>	<p>Phase V</p> <p>Ongoing</p>	<p>ICDGP</p> <p>CARTAC</p>
<u>Recommendation 9</u> : Improve the synergies between CARTAC and the wider network of RTACs.	Partially agree.	<p>The IMF is already implementing a series of measures to improve synergies between the RTACs including:</p> <ul style="list-style-type: none"> <li>○ Finalization of an RTAC Handbook to standardize policies and procedures;</li> <li>○ Organizing periodic retreats for Center Coordinators and Advisors;</li> <li>○ Development of a unified framework for evaluation of RTAC, and IMF, capacity development; and</li> <li>○ Introduction of RBM.</li> </ul>	Ongoing	ICDGP, ICDSE

Recommendation	IMF Response	Action(s)	Timing	Responsible
<u>Recommendation 10</u> : Pay more attention to cross-cutting, interdisciplinary and thematic issues.	Partially agree.	CARTAC will continue to incorporate inclusiveness and sustainability issues into its TA programs, where possible, while recognizing that these areas are outside the IMF's core competencies.	Phase V	CARTAC, TA Departments
<u>Recommendation 11</u> : Intensify efforts to build regional expert capacity in the Caribbean.	Agree.	CARTAC will prepare an Action Plan for enhancing regional expert capacity, for discussion at the April 2016 SC meeting.	April 2016	CARTAC
<u>Recommendation 12</u> : To promote the efficient use of their resources donors should consolidate their aid to technical assistance in the Caribbean in the IMF core areas as much as possible under the CARTAC umbrella. To facilitate this CARTAC should produce a survey of donor activity in each of the sectors in which it operates.	Partially agree.	CARTAC will continue to coordinate its TA and training with that of other TA providers in the region. Where possible donors will be encouraged to program their assistance in areas which are additional and complementary to CARTAC's work, in order to optimize synergies.  CARTAC Phase V Program Document will include an overview of donors and their activity in the Caribbean in each of the sectors in which the Center operates.	Ongoing  Apr 2016	CARTAC  CARTAC, ICDGP