

CARIBBEAN DEVELOPMENT BANK



TERMS OF REFERENCE

**CORPORATE PROCESS REVIEW OF MANAGING FOR DEVELOPMENT RESULTS IN
THE CARIBBEAN DEVELOPMENT BANK**

OFFICE OF INDEPENDENT EVALUATION

SEPTEMBER 2020

1. INTRODUCTION

1.01 Managing for development results (MfDR) is an approach/strategy aimed at improving development performance and results (outputs, outcomes and impacts). It is essentially a framework for development effectiveness – providing reliable and timely information on performance and results aimed at better planning, management, and decision-making. The terms “managing for development results”, and “results-based management” are often used interchangeably and are treated so in this paper.¹

1.02 Over the years, CDB has made strides in mainstreaming a performance and results-oriented culture, and enhancing its capacity to manage, measure and report on results. Further progress is nonetheless possible. Key challenges include improved quality at entry, stronger supervision and completion reporting based on results, and effective harvesting of corporate level outcome data.

2. CONTEXT AND BACKGROUND TO MfDR AT CDB

2.01 Improving development outcomes is a shared responsibility of CARICOM countries, their development partners including CDB, private sector, civil society, and beneficiaries. Given the economic, social, and environmental challenges, it is critical that CDB seeks to maximise every dollar spent in assisting its BMCs to meet their development goals and global commitments, including the 2030 Agenda and transforming the lives of Caribbean citizens.

2.02 The Bank’s Results Agenda has evolved since the implementation of the 2000-2004 Strategic Plan and the introduction of results-based management techniques. Two independent reviews^{2,3,4} in 2012 and 2015 have informed implementation of various MfDR Action Plans intended to strengthen MfDR approaches. In 2017, CDB developed guidelines for developing results frameworks⁵, to guide staff in their project design and appraisal. The Bank is also undertaking a Transformation programme aimed at achieving business practices that are agile, cost-efficient, responsive to client needs, and focussed on development results.

2.03 MfDR can be thought of at several levels: institutional or corporate; country/regional; sector; project; and partnerships, harmonisation and alignment.

¹ From the Centre for International Development and Training: “The United Nation’s standard definition of **MfDR** – which is mostly externally focused and concerned with aid effectiveness and development results that reach target countries and beneficiaries – and their definition of **Results-Based Management (RBM)** – which is more internally focused and concentrated on organisational development and efficiencies within an institution ... many organisations use the terms interchangeably”

² http://insidecdb.caribank.org/intranet/Apps/detail_view.cfm?MenuID=2000079&ID=9

³ http://insidecdb.caribank.org/intranet/Apps/detail_view.cfm?MenuID=2000079&ID=10

⁴ The reviews applied the Multilateral Organisation Performance Assessment Network (MOPAN) methodology, which seeks to provide a diagnostic assessment, or snapshot, of an organisation at present. It aims to ‘tell the story’ of an organisation’s current performance. It is not an external audit of an organisation, nor it an institutional evaluation. MOPAN seeks to address relevance, efficiency, effectiveness and sustainability/impact linked to five areas – strategic management, relationship management, performance management (previously knowledge management), operational management and results.

⁵ <http://insidecdb.caribank.org/intranet/Site/view.cfm?pageID=2000246>

3. OBJECTIVES OF THE CORPORATE PROCESS REVIEW

3.01 The MfDR corporate process review will examine the current state of MfDR practice in the Bank, and the degree to which it contributes to improved management decision-making and development effectiveness.

3.02 The review will focus on the period since the last assessment in 2015. For historical context, it will also provide an appreciation of prior MfDR experience in the Bank. Overall, this review will be primarily formative, intended to provide clear recommendations for improving MfDR practice. While aimed at managers and staff generally, bodies with particular interest will be the Development Effectiveness Committee and the Transformational Change and Business Process Review team.

3.03 The review will primarily focus on projects (loans, technical assistance, policy-based loans and corresponding project results frameworks, appraisals, and, supervision, completion and validation reports) as the main unit of analysis. As secondary units of analysis it will review the Corporate Strategy and its RMF, Development Effectiveness Reviews, and results frameworks and their use in Sector Policies and Operational Strategies, and Country Programmes (now called Country Engagement Strategies).

3.04 The review will also assess the culture, incentives, motivations and opportunities for assimilating MfDR by staff and decision-makers within the Bank; that is, the degree to which a results culture has been fostered and that has resulted in making better management decisions.

3.05 Finally, the review will offer a comparison with MfDR approaches at other Multilateral Development Banks (MDBs).

4. CORPORATE PROCESS REVIEW QUESTIONS AND METHODOLOGY

4.01 A draft set of questions are presented below, which will be confirmed during the inception phase. Two criteria will guide the evaluation questions: relevance and effectiveness. Overarching questions for each include:

Relevance

- a) How has the practice of MfDR at CDB evolved over the years to respond to the growing demand for development effectiveness?
- b) To what extent is CDB's MfDR agenda relevant to its staff, BMCs, and other stakeholders, including its SDF contributors?

Effectiveness

- a) To what degree are Results Frameworks for loans and grants effectively developed, managed, and reported on at the Bank? What are the main gaps in effective implementation and how might these be addressed?
- b) To what extent has CDB's project-level reporting improved with respect to monitoring progress towards expected / intended results?

- c) What are the systems, procedures, incentives and leadership that are in place to support MfDR practice?
- d) How well does CDB report corporate-level results?
- e) To what degree are results being used to inform decisions on projects, country portfolios, and strategy implementation?

5. SCOPE OF SERVICE

5.01 These questions will be revisited, and a detailed methodology will be designed by the contracted Process Review consultants in the inception phase. The review team will gather evidence from a variety of sources. Literature review will include relevant Bank documents⁶, particularly a robust sample of project results frameworks for investment loans, policy-based loans, and TA grants. As travel restrictions make an in-person visit to the Bank unlikely, the review will rely on interviews and focus groups conducted virtually.

5.02 Formal performance ratings will not be required in this evaluation. Rather, areas of strength and weakness, lessons, and opportunities for improvement will be identified.

6. REPORTING REQUIREMENTS / DELIVERABLES

6.01 The evaluation consultants shall provide the following documents and reports to OIE:

- (a) *Deliverable 1- Inception Report*: The Inception report will be based on an initial review of documents, and discussions with Bank staff, and will include a full evaluation design including: overall approach; specific evaluation questions; methods; sampling, data collection and analysis plan; draft interview or survey instruments; measures to ensure ethical conduct and confidentiality; and calendar of activities. The inception report should include an evaluation matrix. Comments from OIE will be provided within two weeks of submission.

⁶ SDF Evaluations and Reviews including the SDF 9 Mid-term Review; Evaluation of CDB' Results Agenda (2012 and 2015) using MOPAN methodology; CDB's Corporate and Strategic Reports- Strategic Plans 2015-19 and 2020-24; Development Effectiveness Reviews; Annual Performance of Projects/Loans under Implementation; SDF Annual Reports; MfDR Action Plan 2015-19 and 2020-24; CDB's Perception Survey – 2018/19; Operational and sector policies and strategies (existing, newly-approved and in preparation) – Gender Equality Policy and Operational Strategy; Youth Policy and Operational Strategy; IT Strategy; OPPM; Education and Training Policy and Strategy; Agriculture Sector Policy and Strategy, Energy Sector Policy and Strategy, Climate Resilience Strategy etc.; Project Appraisal Reports; Project Supervision Reports; Project Completion Reports; Validation of PCRs, and Evaluation/Impact Assessments; Relevant/comparable documents from major multilateral development banks.

- (b) *Deliverable 2 – Findings and Conclusions Report:* The Findings and Conclusions will contain the initial compiled, organised and analysed evidence from the document review, portfolio analysis, internal interviews and survey, and field visits. Comments to be provided by OIE (after consultation with Advisory committee) within two weeks of submission.
- (c) *Deliverable 3 - Draft Final Evaluation Report:* (maximum 35 pages minus annexes) to include validated findings and conclusions, and will present lessons and recommendations, and a strategy for dissemination. Comments from OIE (in consultation with the Advisory committee) to be provided within two weeks of submission.
- (d) *Deliverable 4 - Final Evaluation Report:* The Final Evaluation Report will include an executive summary (no longer than 6 pages) and an accompanying PowerPoint presentation summarising highlights of the evaluation for presentation to the Development Effectiveness Committee as well as the Board.

7. EXECUTION

7.01 An estimated level of effort of approximately 80 person days will be required for this assignment. It is expected the review will commence in October 2020, and the submission of the final report in March 2021. The evaluation will not include any travel.

Deliverable	Estimated dates
Contract Signature	October 15
Inception Report with evaluation design including method and work plan.	November 15
Findings and Conclusion Report accompanied by validation exercise with DEC	January 30
Draft Review Report	February 15
Final Review Report and Presentation	March 15

8. QUALIFICATIONS

8.01 The process review team should command the following expertise:

- (a) Experience in the design and conduct of MDB evaluations, particularly of institutional assessments
- (b) Experience in MfDR and use of results frameworks
- (c) Knowledge of development issues in the Caribbean
- (d) Strong inter-cultural communication skills in English
- (e) Ability to integrate qualitative and quantitative data
- (f) Strong report writing and presentation skills