**CARIBBEAN DEVELOPMENT BANK**



“DRAFT”

**TERMS OF REFERENCE**

**MULTICYCLE EVALUATION OF THE UNIFIED SPECIAL DEVELOPMENT FUND, EIGHTH AND NINTH CYCLES**

**OFFICE OF INDEPENDENT EVALUATION**

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### **1. Introduction**

### **1.1 Background and Rationale**

This draft paper outlines the proposed approach for a multi-cycle independent evaluation of Special Development Fund Unified (Eight and Ninth Cycles) (SDF 8 and 9) implemented during the period 2013-3016 and 2017-2020, respectively. The Special Development Fund (Unified) was established in 1983 as a partnership between the non-regional and regional non-borrowing members and Borrowing Member Countries (BMCs) of the Caribbean Development Bank (CDB), all of which, including the poorest and most disadvantaged, contribute to the resources of the Fund. It is directed towards the reduction of poverty, broad-based sustainable growth, and achievement of development goals in the Caribbean.[[1]](#footnote-2) SDF is a key element in the aid architecture for the Caribbean and the operations of the CDB. It has become an indispensable instrument for addressing BMCs’ most pressing development challenges.

The SDF is replenished on a four-year basis. Under SDF 8, Contributors approved an overall programme level allocation of $348mn, comprising $208mn in country loans; $30mn in loans for natural disaster mitigation and rehabilitation and an allocation of $10.0mn for Suriname who joined the Bank in September 2013; and $100mn in grant allocations. For SDF 9, Contributors approved a total programme of $355mn, comprising $211mn in country loans; $20mn in natural disaster mitigation and rehabilitation; and $5mn in regional projects. Grant set-asides amounted to $119 mn, the bulk of which were earmarked for BNTF and Haiti.

The governance of the SDF includes an Annual Meeting of Contributors. Contributors also meet every four years to replenish the Fund. During discussions the Contributors and CDB consider the needs of member countries and agree on an agenda and targets for SDF support in the following period. The SDF priorities, objectives and targets are set out in a Resolution and Report of Contributors. CDB is responsible for the implementation of the SDF Agreement. Progress is monitored against an Implementation Plan, as well as through mid-term reviews and multi-cycle evaluations, which form part of the SDF Agreement.

There has been nearly seven years since the last multi-cycle independent evaluation was conducted in 2016, which focussed on SDF 6 and 7. The multi-cycle independent evaluation is a commitment set forth by the Contributors to ensure accountability and generate learning for future SDF cycles. An independent evaluation of the SDF can provide an impartial account and broader view of stakeholders’ differing perspectives and overall trends, success and failure factors, in order to generate new insights and lessons. As CDB prepares the launch of SDF 11, the results of SDF 8 and 9 need to be assessed and strategic lessons surfaced to feed into the next replenishment cycle.

This evaluation will have the added challenge of considering a markedly different socio-economic and climatic context (e.g., the ongoing effects of COVI-19, conflict in the Ukraine, increasingly frequent and damaging climatic events) from when SDF 8 began in 2013.

The SDF 9 was part of the immediate response of CDB to the fallout from COVID-19. In addition to the provision of grants to aid in the procurement of personal protective equipment (PPE), the Bank was able to reprogramme uncommitted resources in the final year of the SDF 9 to fashion a COVID-19 response that rested on the pillars of: (i) debt service support; (ii) policy-based lending; and (iii) social sector and micro, small and medium-sized enterprise (MSME) assistance. BMCs drew down on resources most notably from the debt service and policy-based initiatives to help contain the fiscal fall-out from the pandemic and ensure that resources were available to meet critical health and other social and economic expenditures. COVID-19 response grants amounted to around $3mn and were directed towards providing PPE and psychosocial support to vulnerable women, their families, students, and teachers.

In addition to the economic risks produced by the COVID-19 pandemic, CDB has continued to operate in a challenging environment due to the Region’s extreme vulnerability to climate change and natural disasters. 2017 resulted in significant economic and social costs in many countries due to devastating weather events; Hurricanes Irma and Maria left widespread destruction, costing upwards of 200 per cent of the Gross Domestic Product (GDP) of countries like Dominica. These events are predicted to increase in quantity and intensity due to climate change, which will also affect other climate sensitive areas such as agriculture, tourism, forestry, water resources and fisheries, as well as coastal and low-lying areas due to rising sea-levels.

### **1.2 SDF 8 and 9 Objectives and Portfolio Overview**

The SDF, as a key instrument of development support for CDB and its BMCs, focuses on key priority areas that hold strong potential for improving livelihoods in a sustainable manner. The SDF is intended to enable CDB to more effectively fulfil its mandate as a leading catalyst for development resources in the Region, working in an efficient, responsive and collaborative manner with BMCs to support social and economic development. It is a primary source of finance for CDB’s concessional lending operations, and its resources complement the Bank’s own Ordinary Capital Resources (OCR), with the SDF offering loans with longer maturities and grace periods and lower interest rates.

SDF 8’s implementation plan had 14 objectives with 43 corresponding proposed actions. The operational strategy for SDF 8 was based on four core themes, namely:

* Inclusive and Sustainable Growth
* Citizen Security
* Regional Cooperation and Integration (RCI)
* Environmental Sustainability and Climate Change.

These were complemented by Gender Equality and Environmental Sustainability and Climate Change as cross-cutting themes, which were also earmarked as areas for direct programming, as well as an underlying foundation of capacity building to strengthen good governance.

SDF 9 was driven by seven key objectives with 36 corresponding proposed actions. SDF 9 focused on the following core themes:

* Support for the SDG targets relevant to the Caribbean and specific to SDGs 1, 2, 4, 6, 7, 8, 9, 10, 11, 13, and 17. (see Appendix 2 in Annex)
* Building resilience to Climate Change and natural hazards events and promoting sustainability.
* Promoting regional cooperation and support for RPGs.

The cross-cutting themes of SDF 9 (Gender Equality, good governance and environmental sustainability) were aligned with the SDGs.[[2]](#footnote-3) These were complemented by: (a) Reform Measures to Improve Institutional Capacity; and (b) Development Effectiveness and Reporting on Results. Consistent with previous SDF cycles, both SDF 8 and 9 focussed on Basic Needs Trust Fund (BNTF) and Haiti as strategic areas.

The two cycles had different and evolving characteristics, as illustrated in the following paragraph and summarised in Table 1.

* The SDGs have been fully incorporated into SDF 9’s poverty reduction principles and are considered as core themes of the Ninth Cycle.
* Structural reform of BNTF, which occurred in part as a response to the Mid-term Review of SDF 8.
* The opening of the Haiti Country Office in 2018 with responsibilities for coordinating the Bank’s aid and providing project implementation support; and strengthening relationships with key stakeholders.
* While country classification and eligibility for resource allocation remained the same across the two cycles, Montserrat and St. Kitts and Nevis graduated from Group 2 to Group 1 and no longer receive country loan allocations.
* As part of the 2017 Procurement Reform, the CDB Procurement Policy was updated and required an intensive capacity building activity and updates of BMCs procurement systems.
* In 2019 a regional focal point was nominated for Regional Cooperation and Integration (RCI) initiatives in order to spearhead regional interventions.
* CDB has initiated efforts to clean-up the existing portfolio for Technical Assistance (TA) grants by cancelling activities with undisbursed balances. For new TA grants, the focus is on (a) TA interventions that contribute to building the pipeline of loans and grants by supporting the design and appraisal of projects; and (b) strengthening BMC capacities for project implementation.
* The Results Management Framework (RMF) for SDF 8 followed the same structure as CDB’s corporate RMF for 2015-2019. Since most projects are funded through combined SDF and Ordinary Capital Resources (OCR), both RMFs overlapped, and the SDF 8 Annual Report was seen as a duplication of the contents of the Annual Development Effectiveness Review (DER) report. As a result of the administrative efforts involved in managing and producing these reports, CDB has decided that SDF 9 results will be tracked solely through the Corporate RMF 2015-2019, thereby having one set of bank-wide performance targets. Funding disbursed in 2020 under SDF 9 was captured in the subsequent Corporate RMF for 2020-2025.

Table 1: Key differences between SDF 8 and SDF 9[[3]](#footnote-4)

|  |  |  |
| --- | --- | --- |
| Characteristic | SDF 8 | SDF 9 |
| Period | January 2013 to December 2016 | January 2017 to December 2020 |
| Strategic objective | Based on two pillars: a) Inclusive economic growth; and b) Vulnerability reduction and resilience, on a foundation of governance, capacity development and regional cooperation and integration. | Supporting inclusive and sustainable growth and development and promoting good governance. |
| International agenda and frameworks | Millennium Development Goals (MDGs) | * UN Sustainable Development Goals (SDGs)
* Financing for Development (Addis Ababa Action Agenda)
* UN Climate Change Agenda (Paris Agreement)
 |
| Thematic areas | * Inclusive and sustainable growth
* Environmental sustainability and climate change
* Citizen security
* Regional cooperation and integration
 | * Building resilience and promoting environmental sustainability
* Supporting the achievement of the SDGs
* Regional cooperation and integration
 |
| Cross-cutting areas | * Gender equality
* Environmental sustainability
* ICT for development
 | * Gender equality
* Environmental sustainability
* Good governance
 |
| BNTF | * SDF 8 period covered parts of BNTF 6 cycle as well as BNTF 7 and 8
 | * BNTF 9 cycle to line up with SDF 9 cycle
* BNTF structure reformed
 |
| Haiti programme | * Programming in Haiti conducted exclusively through partnerships and collaboration with other development partners.
* Access solely to SDF grants.
 | * Haiti Country Office opened in 2018
* Increased autonomous programming.
* Eligibility for OSF loans.
 |
| Country classification and resource allocation | * Revision of Country classification system: The number of country groupings reduced from four to three: Group 3 (Haiti only, SDF funds); Group 2 (eligible for SDF and OCR funds); Group 1 (mainly OCR funds)
 | * No change in classification system and country groups, except some Group 2 countries have graduate to Group 1 and no longer receive loan allocations.
 |
| Terms of lending | * 2.5% interest rate for Groups 1 and 2, and 2% for Group 3.
 | * Interest rates reduced to 1% for all groups.
 |

***Funding:*** Contributions pledged for SDF 8 amounted to $231.5mn and comprised $18mn from OCR Net Income, $53.5mn from BMCs and $160.0mn from non-BMCs. Contributions under SDF 9 totaled $187.7mn, inclusive of $15mn from OCR Net Income, BMC pledges of $60.9mn and $111.8mn from non-BMCs. Contributions to each cycle by category of membership are shown in the chart below.

SDF continued to play a very active role in Haiti during SDF 8 and 9, with approved development support totaling $43.5mn for in SDF 8 and $43.9mn for SDF 9. Further details are presented in Annex 1.

***Commitments:*** The total commitment for SDF 8 amounted to $324.6mn or 93% of the original allocation ($348mn), and for SDF 9, $348.2mn (98%) out of a total programme of $355mn. The Chart below highlights SDF commitments over the two cycles. The number of loans and grants, and their corresponding thematic areas, can be found in the Portfolio Analysis (Appendix I).



***Disbursements:*** On average, SDF 9 disbursements were lower than those of SDF 8 as a result of implementation capacity issues during the first three years of the SDF 9 cycle, which curtailed project execution. Loan disbursements in 2020, which more than doubled those of 2019, were driven by the Bank’s COVID-19 response.

### **1.3 Relevant CDB reports**

The following Office of Independent (OIE) evaluations, reviews and related management responses will provide useful inputs that apply to this evaluation:

* The Jamaica Country Strategy and Programme Evaluation (2014-2021)
* The Education and Training Policy and Strategy Review (2017-2020)
* The Environmental and Social Review Procedures Evaluation (2014‑2021)
* The Energy Sector Policy and Strategy Evaluation (2015-2020)
* The Community Disaster Risk Reduction Fund evaluation (2012-2020)
* The Suriname Country Strategy and Programme Evaluation (2014 – 2020)
* The Managing for Development Results Review (2015-2020)
* The Belize Country Strategy and Programme (2011-2020)
* The evaluation of the Caribbean Development Bank’s Technical Assistance (TA) programme (2010 -2018)
* Cluster Country Strategy and Programme Evaluation of OECS and ODT Borrowers (2010-2018)
* The Evaluation of the Gender Equality Policy and Operational Strategy (2013-2018)
* The Haiti Country Strategy and Programme Evaluation (2007-2015)
* The evaluation of CDB’s Work Through Development Finance Institutions and Other Financial Intermediaries (2012-2019)
* Evaluation of Policy-Based Operations (2006-2016)

Of particular importance, CDB undertook a full set of monitoring and evaluation activities, including financial reports and mid-term reviews. An initial list of those reports is reported below, and it will be enriched during the inception phase of the evaluation.

* CDB Development Effectiveness Reviews from 2013 to 2020
* Special Development Fund (SDF) Annual Report from 2013 to 2020
* Mid-Term Review – Special Development Fund (SDF) 8
* Mid-Term Review – Special Development Fund (SDF) 9
* Resolution and Report of Contributors to SDF 8
* Resolution and Report of Contributors to SDF 9
* BNTF Mid-term Reviews

### **2. Evaluation Methodology**

### **2.1. Purpose and Objectives of the Evaluation**

The multi-cycle independent evaluation of SDF 8 and 9 is intended to provide SDF Contributors, BMCs and CDB, with evidence to improve the selection, preparation, design, appraisal and implementation of SDF funded interventions.

The **objective** of the evaluation is to assess the merits of SDF 8 and 9 to the extent that they can be identified, including achievements at the outcome-level, and to gather insights that would contribute to improvements in the design and implementation of next cycles of SDF, particularly of SDF 11 whose replenishment phase will start in March 2024. The objective of the evaluation is also to contribute to the body of knowledge on the implementation of the Bank’s strategic priorities and make this knowledge available to internal decision-makers, as well as external stakeholders involved in the implementation of SDF.

The **scope** of the evaluation covers the implementation of SDF 8 and 9 during the period 2013 to 2020. The evaluation will take into account the design and objectives of SDF 8 and 9, any relevant contextual developments which occurred during the implementation period (e.g., COVID-19 pandemic) to understand the trajectory and future orientations of SDF and to ensure that its recommendations are forward-looking and relevant for future operations.

### **2.2 Evaluation Questions**

The evaluation will address one overarching question: *“how well have SDF 8 and 9 done?”*. To answer this question, seven specific evaluation questions (EQs) have been identified to guide the evaluation exercise. These EQs have been informed by the OECD DAC criteria of relevance, coherence, effectiveness, efficiency and sustainability. The proposed EQs will be finalised and validated during the inception phase.

The EQs are complemented by specific sub-questions/judgement criteria, taking into account specific threats, obstacles and bottlenecks. While those sub-questions/judgment criteria will be refined during the inception phase, they contribute to define the focus of the evaluation work on a limited number of key points (also called reasoned assessment), to better target data collection, in-depth analysis and a enhance the usefulness of the evaluation outputs.

Throughout the evaluation process, the examination of existing good and best practices across other international organisations, including other Multilateral Development Banks (MDBs) will contribute to draft sound recommendations.

***Relevance***

**EQ1: To what extent did SDF 8 and 9 align with and support BMCs poverty reduction, sustainable social and economic inclusive growth priorities?** This question will examine the alignment of SDF 8 and 9 objectives, priorities, and thematic areas with BMCs development priorities and goals. It will include an analysis of the appropriateness of the allocation of resources (and eligibility criteria) to meet BMCs and regional needs, including the relevance of the allocation of resources across the different financing mechanisms (e.g., Technical Assistance and loans / subsidised loans).

**EQ2: How well did the SDF adapt over the Eighth and Ninth cycles to respond to evolving challenges of the Region (e.g., economic climatic, global health crisis such as Covid-19 pandemic)?** The assessment will explore the extent to which SDF 8 and 9 appropriately responded and adapted to emerging global / regional crises and challenges.

***Coherence***

**EQ3: To what extent did SDF 8 and 9 complement and coordinate with other CDB’s programs, policies and strategies and other Development Partners’ initiatives?**

This will examine two dimensions: (a) internal coordination and synergies with CDB’s Country Strategy Programs, and other thematic and sectorial Policies and Strategies; and (b) external synergies and complementarity with initiatives and financial opportunities funded/implemented by other Development Partners.

***Efficiency***

**EQ4: To what extent did the governance and operational arrangements support efficient implementation of SDF 8 and 9?**

This question will examine the extent to which the governance, management and operational arrangements of SDF 8 and 9 led to an efficient delivery of the funds. This will include an assessment of: (a) timing for resource allocation and disbursement; (b) planning and implementation arrangements; (c) management of resources to meet agreed resolutions; and (d) monitoring and adequacy of reporting.

***Effectiveness***

**EQ5: What outcome-level changes occurred as a result of SDF 8 and 9 investments?**

This question will assess which (intended and unintended) outcome-level changes SDF 8 and 9 contributed to, including any appreciable differentiation at thematic and country level. The focus will be on the evaluation of the two cycles as a whole and the value added of the “programmatic” approach vis-à-vis project-by-project implementation. The question will include a dedicated analysis of outcomes supported by BNTF, CTCS, Haiti and cross-cutting initiatives; and the achievements obtained through TA and capacity building activities at individual and organisational levels. It will assist in determining which factors contributed to or constrained the achievement of those outcomes, including the adequacy of the allocated resources. This question will include an assessment of the contribution made by SDF 8 and 9 in providing support to countries with debt overhang.

**EQ6: To what extent did SDF 8 and 9 serve the Bank’s strategic priorities and contribute to the achievement of BMCs development goals?**

This question will seek to assess the extent to which SDF 8 and 9 has contributed to the Bank’s achievements and explore the extent to which the two cycles contributed to the achievement of the development goals of BMCs and the Region.

***Sustainability***

**EQ7: To what extent have the benefits of SDF 8 and 9 continued or are likely to continue beyond the end of the interventions?**

The question will include theexamination of the financial, economic, social, environmental and institutional capacities and arrangements of SDF 8 and 9 to sustain benefits over time, as well as highlight which factors contributed to or constrained the sustainability of the achievements of SDF 8 and 9.

### **2.3 Evaluation Phases**

The evaluation exercise will be structured around the following three main phases:

(a) *Inception Phase*. During this phase, the evaluation will conduct an initial review of documents and consultations with Bank staff. The inception phase will result with a full evaluation design, including overall methodological approach; revision and validation of EQs; sampling strategies, data collection strategy and tools, and analysis plan. One of the main outputs of this initial phase will be the inception report, including a detailed evaluation matrix.

(c) *Data collection Phase*. The data collection phase will include data gathering from secondary sources (desk review) and from relevant stakeholders through interviews, focus group discussions, and surveys. Up to four field visits will be undertaken in a selected sample of countries.

(d) *Synthesis Phase*. The third step, the synthesis phase, consists of the analysis of the information collected to provide evidence-based answers to the EQs, sound conclusions and useful recommendations.

### **2.4 Evaluation methodology and data collection tools**

While a detailed methodology will be designed during the inception phase, the following section outlines an overview of the main methods and data collection tools that will be utilised during the evaluation.

***Meta-evaluation and Desk review*:** The meta-evaluation will contribute to aggregate findings from a previous evaluations, reports, and assessments. It will provide a systematic review of main results and achievements of SDF 8 and 9 operations and will provide useful insights on the performance of SDF 8 and 9 at the country and sector level. The meta-analysis will not only focus on quantitative data, but will also consider ‘harvesting’ outcomes, based on qualitative analysis, which will help to substantiate evidence in responding to the evaluation questions, as well as contribute to the determination of existing gaps and orientating the subsequent data collection phases, including case study analysis. The meta-evaluation will take into account the Mid-term review of SDF 10.

The desk review will include the following: (a) detailed analysis of the SDF portfolio by sector and country; BMCs characteristics; trends in SDF allocations and use; approaches to poverty targeting, contributions to cross-cutting themes; and (b) review and synthesis of progress reports on CDB reforms, organisational effectiveness reviews, development effectiveness reports and documents relating to CDB operations.

***Case studies:*** Some of the main themes of the evaluation will be analysed thorough the medium of case studies. Three or four case studies will be undertaken to support evaluative analysis along the seven evaluation questions. Each case study will feature an analysis of purposefully selected samples, based on their representativeness across relevant criteria, their success and constraints. Combined, the selected case studies will enable a comparative analysis of the relevance and coherence of SDF 8 and 9, as well as contextualised illustrative examples of efficiency and effectiveness. They will be essential for the purpose of identifying useful lessons and specific patterns that might be applicable in the future cycles. Case studies will allow the evaluation to collect “*Stakeholder Stories of Change*”; which will be used as evaluation evidence and contribute to the validation of results, as well as be developed into communication products (e.g., story telling). The criteria for the selection of case study will include: geographical features of BMCs; type of support received through SDF 8 and 9; and successes and innovations.

***Semi-structured interviews.*** The meta-evaluation, document review, and case study analysis will be complemented by key informant interviews conducted remotely or in person with stakeholders at CDB, including sector specialists, BNTF staff, Senior Management and other actors. Additional interviews will be conducted with a selected number of representatives from BMCs. Most interviews will be conducted using a semi-structured approach. During the inception phase, interview protocols will be developed in line with a corresponding assessment grid developed under each theme.

***Country visits****.* Up to four field visits, to a selected sample of BMCs, will be conducted to collect primary data through semi-structured interviews and direct observation. One field visit will be dedicated to Haiti. The visits will enhance the quantity and quality of the review data, as well as awareness and interest for the review among stakeholders.

### **2.5 Challenges and Limitations**

Incomplete data, which can result in inadequate data sets and limited triangulation, represents one of the main challenges and risks for any evaluation exercise. An evaluability assessment will be part of the inception phase, and it will identify data gaps, implications for data analysis and appropriate mitigation strategies. Primary data collection tools and sources and case study analysis will be carefully selected in order to fill information gaps by consulting a broad range of stakeholders, including government ministries, implementing partners and beneficiaries.

There is always the potential for general evaluation fatigue in institutions such as CDB where evaluations are regularly undertaken. The OIE will engage in regular feedback loops with key stakeholders in the CDB and BMCs as necessary to ensure the utility of the evaluation.

The evaluation will need to consider that while SDF is a funding mechanism with specific themes and certain eligibility, there is no fixed programming period during which project are fully completed; themes and cycles overlap but are not necessarily distinct over a number of cycles. In addition, SDF and OCR funded projects are subject to the same procedures, processes and development criteria and are not implemented separately, and blending the two resources renders it impossible to conclude on SDF contributions alone. Therefore, identifying the specific contributions to high-level development outcomes in BMCs such as poverty reduction could be problematic.

### **2.6 Dissemination of the Evaluation**

The dissemination of evaluation findings will be considered from the onset to ensure maximum usability. Thisevaluation will include a number of deliverables, including the final evaluation report and executive summary, as well as three/four stand-alone case studies. A number of presentations on the evaluation findings will be prepared for the Contributors, OAC and management, which might include video and audio materials. Case studies analysis will be of particular interest, and they will be disseminated via different communication channels.

An evaluation dissemination plan will be developed during the inception phase, to include key audiences, purpose of dissemination, relevant knowledge products to foster use, description of dissemination process, any timing considerations, and a description of the relevant evaluation methods necessary to ensure the appropriate data is collected (e.g., Stakeholder Stories of Change).

Time and budget permitting, a short learning product assembling key lessons may be created and communicated to various international fora in International Financial Institutions, MDBs, and evaluation domains.

### **2.7 Deliverables and timeline**

An estimated level of effort of approximately 150 person days will be required for this assignment.  It is expected that the review will commence in September 2023, and the submission of the final report in February 2024.  The evaluation will include travel to up to four countries in the Region, including Barbados.

Table 2 – Proposed Evaluation Timeline

|  |  |
| --- | --- |
| Deliverable | Estimated dates |
| Contract Signature | September 2023 |
| Inception Report including background, evaluability assessment, challenges and mitigation, evaluation design with detailed methodology, tools and work plan, preliminary revised portfolio analysis and list of key documents to review.    | October 2023 |
| Findings and Conclusion Report accompanied by validation exercise | December 2023 |
| Draft Evaluation Report | January 2024 |
| Final Evaluation Report and Presentation | February 2024 |
| Presentation of the Final Evaluation Report to the Contributors Meeting | March 2024 |
| Communications products to include Stakeholder Stories (written / video) and Evaluation Brief | March 2024 |

### **2.8 Roles and responsibilities**

A call for proposals will be issued to select a qualified evaluation consulting firm to conduct the evaluation.

The consultants will report to the CDB’s Office of Independent Evaluation (OIE), providing overall direction, guidance, and deliverables approval. OIE, as the evaluation commissioner and manager, will also accompany the evaluation team on field missions. OIE will be responsible for creating a repository of documentation relevant to the evaluation, aiding the evaluation team in the identification of stakeholders and setting up interviews and field mission agendas. OIE will guarantee the quality of all the evaluation outputs.

An Evaluation Advisory Committee will be convened in order to provide feedback on the main deliverables. Membership may include BMC representation, develop partner representation, and CDB staff.

### **2.9 Evaluation Team Qualifications**

The evaluation team or individual should command the following expertise:

1. Experience in the design and conduct of evaluations, particularly of policies and strategies
2. Experience in the two or more of the thematic areas of SDF 8 and 9.
3. Experience in the cross-cutting areas of SDF 8 and 9.
4. Experience working with multilateral banks and government clients.
5. Knowledge of development issues in the Caribbean
6. Strong inter-cultural communication skills in English
7. Ability to integrate qualitative and quantitative data
8. Strong report writing and presentation skills ability and experience in communicating concepts using non-technical language to diverse audiences
9. Previous Experience in conducting meta-evaluation/analysis
10. Good truck experience in developing communication products in the field of evaluation
11. Ability to work in an iterative, collaborative, team approach; and give and receive constructive feedback.
1. Between 2000 and 2014, the millennium development goals (MDGs) provided a framework for targeting and monitoring the operations of SDF, particularly in terms of the Caribbean-specific MDG (CMDG) targets. Starting from 2015, the global agenda restructured its work around the Sustainable Development Goals (SDGs). This shift has influenced the final year of SDF 8, and the entire cycle of SDF 9 which was formulated within the context of an expanded international development agenda through agreements reached on the SDGs. [↑](#footnote-ref-2)
2. SDG5, SDG16 and SDG 13, respectively. [↑](#footnote-ref-3)
3. Source of information: BD 60/19, Mid-Term Review of the Ninth Cycle of the Special Development Fund (Unified). [↑](#footnote-ref-4)