

**CARIBBEAN DEVELOPMENT BANK**



**TERMS OF REFERENCE**

**EVALUATION OF THE BANK'S WORK IN THE WATER SECTOR**

**OFFICE OF INDEPENDENT EVALUATION**

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# 1. Introduction

## 1.1 Background and Rationale

Water plays a crucial role in the social and economic development of the 19 Borrowing Member Countries (BMCs) of the Caribbean Development Bank (CDB), and in sustaining their natural ecosystems. The provision and equitable access to sustainable water supply is critical for resilient societies, and a common requirement for most of the Sustainable Development Goals (SDGs) goals and targets of the 2030 Agenda. Most BMCs have legislation governing the use and management of their water resources and have established accompanying entities to provide oversight; however, there is a notable disparity in the level of development in the water sectors across these countries. Despite the BMC's progress in access to basic water services, they still face many challenges associated with weak climate-adapted water resources management instruments, ineffective water governance, inequitable, unreliable service delivery, poor data monitoring and information management, and lack of creditworthiness of service providers. (CDB, 2023)

In the BMCs, wastewater is poorly managed and underinvested in which contributes to unchecked pollution of water resources, including marine water, resulting in the deterioration of the ecosystems. The lack of effective management, inadequate or malfunctioning sewage treatment facilities, and disposal of untreated sewage. plagues the wastewater sector throughout the region. Additionally, without strategic and comprehensive policy instruments, supporting laws and regulations for the wastewater sector, and sufficient and sustainable financing, management will continue to be ineffective and unsustainable. However, there are opportunities to improve the sector with the development of codes and regulations to divert storm and grey water, all while preventing cross-contamination, to be used in industry, subsurface irrigation, and sanitation etc. (CDB, 2023)

According to The World Bank and the Global Facility for Disaster Reduction and Recovery (2021), some of the major challenges in managing water resources in the Caribbean include:

1. Limited land and water resources: The small size and dispersed nature of the islands in the Caribbean make them vulnerable to water scarcity and limited land availability for water-related infrastructure.
2. Vulnerability to climate change: The Caribbean region is highly susceptible to the impacts of climate change, including changing rainfall patterns, increased frequency and intensity of hurricanes and storms, rising sea levels, and droughts. These factors pose significant challenges for managing water resources effectively.
3. Fragile economies and limited resources: Many Caribbean countries have limited financial and human resources to invest in water infrastructure, maintenance, and management. Limited tax revenues from small populations constrain the governments' capability to handle the consequences of water-related challenges.
4. Inadequate infrastructure and aging systems: The existing water infrastructure in the Caribbean is often outdated and in need of repair and upgrading. Aging systems and inadequate infrastructure lead to water losses, inefficiencies, and unreliable water supply and sanitation services.
5. Poor land management: Poor land management practices, including deforestation, urbanization, and improper agricultural practices, contribute to soil erosion, sedimentation of water bodies, and pollution of water sources, affecting the overall quality and availability of water resources.

6. Lack of coordination and capacity: Inadequate national coordination, limited capacity for planning and policy implementation, and insufficient financial capabilities of water service providers hinder effective water resource management in the Caribbean. Additionally, the lack of transparent mechanisms to address upstream/downstream water use creates conflicts among users.
7. Increasing demand and population growth: The growing population, combined with tourism and economic development, puts additional pressure on water resources in the Caribbean. Increasing demand for water supply and sanitation services exacerbates the challenges of managing water resources effectively.

To address these pressing challenges, CDB is actively engaged in expanding and enhancing safe water and sanitation for communities across the Caribbean. This commitment encompasses initiatives such as: installation or upgrading of water lines, ensuring households with access to clean water supply and improved sanitation. Furthermore, CDB invests in projects that leverage new technologies to reduce greenhouse gas emissions from solid waste, water, and wastewater treatment systems.

The adoption of the 2030 Sustainable Development Agenda in 2015 marked a pivotal point for the international development community. Multilateral Development Banks (MDB) committed to work with other development partners to contribute to translate this agenda into tangible country-level targets, policies, and programs, along with a substantial increase in funding to support them. “MDBs place eradication of poverty at the top of their goals hierarchy, to be achieved by inclusive and sustainable economic growth. This in turn argues for policies that support open trade and well-functioning markets. To an increasing degree, addressing income distribution and inequality figures in the discussion as well. Engaging the private sector, through enabling business environments and crowding in of investment, is seen as the most feasible way of taking development financing to scale.” (OIE, 2020)

CDB's commitment to the water sector is evident through its substantial investments in water infrastructure and institutional capacity building across the region. These initiatives encompass completed, ongoing, or forthcoming projects in various BMCs, including Nevis, Barbados, Bahamas, St. Lucia, Dominica, Belize, Jamaica, Grenada, Guyana, and Suriname. The Bank has also collaborated with the Inter-American Development Bank and the Caribbean Water and Wastewater Association to develop regional water sector studies and strategies (OIE, 2020).

## 1.2 CDB Policy Framework in the Water Sector

The Bank's involvement in the sector has been guided by the Water and Sewage Sector Policy (1981) and is in alignment with the strategic direction laid out in successive Strategic Plans (CDB, 2023). A CDB-specific water sector strategy is being prepared and scheduled for Board consideration in 2024.

In a broader global context, the Water and Wastewater Sector Policy and Strategy unfolds within the Frameworks of the 2030 Sustainable Development Agenda, with a particular focus on SDG 6. Additionally, it aligns with the Cartagena Convention and the International Convention for the Prevention of Pollution from Ships, 1973, as amended by the Protocol of 1978 (MARPOL 73/78). At the regional level, the Regional Strategic Action Plan (RSAP) for the Water Sector in the Caribbean to Develop Resilience to the Impacts of Climate Change serves as the regional framework for supporting and monitoring the implementation of national plans.

### 1.3 Water Sector Portfolio Overview

CDB's four focus areas in the Water and Sanitation Sector are: i) Water supply; ii) Sanitation; iii) Waste management and disposal; and iv) Education and training in water supply and sanitation. CDB has defined Agricultural Water Resources as a focus area of the Agriculture Sector to complement the water-related investments. These five focus areas will be of interest for the evaluation. Projects under these areas will integrate the assessed portfolio, and further information will be available during the inception phase.

### 1.4 Relevant CDB Reports

The following documents will provide useful inputs that apply to this evaluation:

- CDB. Strategic Plan Update Reposition for Resilience 2022-2024, 2021.
- CDB, Environmental Solutions Limited, Preparation of a Water and Sanitation Sector Policy, Strategy and Operational Guidelines for CDB, Draft Water and Wastewater Sector Policy and Strategy, 2023.
- CDB, Environmental Solutions Limited, Preparation of a Water and Sanitation Sector Policy, Strategy and Operational Guidelines for CDB, Phase 1 and 2 Report- Country Profiles, 2021.
- CDB, Environmental Solutions Limited, Preparation of a Water and Sanitation Sector Policy, Strategy and Operational Guidelines for CDB, Water and Sanitation Sector Policy Options Report 2023-2028, 2022.
- CDB, Assessment and Analysis of the Water Sector in the Caribbean (Parts 1, 2 and 3), 2015
- Janson N., Burkhard L., and Jones S., Inter-American Development Bank Water and Sanitation Division, IDB, Caribbean Water Study, 2021.
- Evaluation of the Caribbean Development Bank's Gender Equality Policy and Operational Strategy. Final Report, 2019.
- CDB. Corporate Process Review of Managing for Development Results. 2022.
- Portfolio Information.
- Project Supervision Report- Bahamas. Water Supply Improvement Project. Caribbean Development Bank. 2017 and 2019.
- Project Supervision Report- Barbados. Water Supply Network Upgrade Project. Caribbean Development Bank. 2020 and 2021.
- Project Supervision Report- Guyana. Water Sector Enhancement Project. Caribbean Development Bank. 2019 and 2021.
- Project Supervision Report- St. Lucia. Seventh Water Supply Facilities. Caribbean Development Bank. 2018.
- Project Supervision Report- Surinam. Feas. Study to Upgrade Water Supply Improvement Project. Caribbean Development Bank. 2017 and 2019.
- Appraisal Report on Third Water. South Ambergris Caye Water and Sewerage Expansion Project. Belize Caribbean Development Bank. 2018.

- Project Completion Report- Belize River Valley Rural Water Project. Caribbean Development Bank. 2019.

## 2. Evaluation Purpose, Objectives, and Scope

### 2.1 Purpose and objectives of the evaluation

The evaluation aims to provide insights into the value of the CDB's water sector projects and assess their operational efficiency. The Evaluation will take stock of the results achieved through the Bank's assistance and distill valuable lessons for future work. The evaluation comprises three key facets:

- 1) It entails examining the operational management processes of the water sector projects funded by the Bank. This involves identifying normative and operational challenges and limitations that may impede effective project management while highlighting strengths and best practices that enhance the capacity for successful project execution.
- 2) It focuses on evaluating the level of coordination among different units within the Bank and how this either facilitates or hinders the achievement of the Bank's objectives within the water sector.
- 3) Lastly, the evaluation aims to guide the value of the projects from the beneficiaries' perspective. This approach aims to give voice to the priorities and concerns of those directly benefiting from the projects, offering valuable insights into their experiences and perspectives.

### 2.2 Evaluation Scope

The concept of the water sector within this independent evaluation includes five focus areas: i) Water supply; ii) Sanitation; iii) Waste management and disposal; iv) Education and training in water supply and sanitation; and v) Agricultural Water Resources.

This evaluation will encompass CDB initiatives undertaken in the five domains listed above. It will focus on operations that received approval within the past six years (2017–2023), encompassing both public and private sector water-related projects, analytical studies, and activities aimed at enhancing institutional capabilities. The evaluation's analytical units will be the overall portfolio of the CDB Water Sector and a sample of ten projects selected within these five areas, evenly distributed.

## 3. Audience and Users of the Evaluation

### 3.1 Board of Directors

The evaluation serves as an independent and evidence-based assessment for the Board of Directors, offering insights into the effectiveness and efficiency of the CDB's operational and coordination mechanisms within the water sector projects. It also offers recommendations for potential enhancements that can empower the CDB to profoundly impact the quality of life for the people of BMCs.

### 3.2 Senior Management

The evaluation will provide insights to Senior Management to make informed decisions regarding the future of water sector initiatives, including aspects related to implementation and coordination.

Senior management can leverage the evaluation findings to make informed decisions regarding expanding the Bank's operational efficiency and effectiveness in delivering impactful water-related outcomes. The evaluation has the potential to bolster the execution and alignment of strategies related to water initiatives.

### 3.3 Operational Staff

By identifying what works, what doesn't, and why, the evaluation will provide lessons from experience to guide the improvement of the Bank's new water-related interventions.

### 3.4 External Audience

Beyond internal stakeholders, the evaluation also interests external parties. The evaluation holds significance for government officials, policymakers, and development partners in BMCs and beyond. While the evaluation will focus on the Bank's implementation mechanism, it is likely to yield valuable lessons that can benefit development partners seeking to enhance their strategies and approaches in the water sector.

## 4. Evaluation Approach and Methodology

The evaluation is expected to follow a Theory of Change (ToC) approach. The results chain and operative mechanisms for the Bank's water sector will be the basis for the analytical framework of this evaluation. Although the new Water and Wastewater Sector Policy and Strategy has not been approved yet, the draft will serve as input to define the CDB's ToC in the water sector.

### 4.1 Evaluation Questions

The evaluation will address one overarching question: "To what extent have the CDBs projects in the Water Sector contributed to improving the lives of citizens in BMCs?". To answer this question, six specific evaluation questions (EQs) have been identified to guide the evaluation exercise. The OECD DAC criteria (relevance, efficiency, sustainability, and effectiveness) have informed these EQs. The proposed EQs will be finalized and validated during the inception phase.

#### Relevance

**EQ1: How adequate are CDB's focus areas in the water sector to support overall water sector development in BMCs?** The question examines if the existing focus areas (i) Water supply; ii) Sanitation; iii) Waste management and disposal; iv) Education and training in water supply and sanitation; and v) Agricultural Water Resources are sufficient and necessary to guide the development of the water sector in the region. This question also examines if the CDB's investments in the Water Sector answer the BMCs' needs and priorities while considering the expectations and requirements of local stakeholders involved in these projects.

#### Efficiency

**EQ2. To what extent do the Bank's identification, design, approval mechanisms, and human resources contribute to ensuring efficient implementation of water interventions?** This question will examine the operational processes and their efficiency.

**EQ3. What is the level of coordination on water projects within the Bank's units?** This question will examine the extent to which water-related programs are considered cross-cutting and how units within CDB working on them communicate and coordinate their work.

#### Sustainability

**EQ4: To what degree has the Bank effectively supported BMCs in ensuring the long-term sustainability of water sector projects by actively engaging relevant stakeholders, cultivating a sense of ownership among beneficiaries, and forging partnerships with key stakeholders (such as local authorities, civil society organizations, the private sector, and donors) that can support the beyond the project implementation?** In this question, the primary focus is assessing the Bank's efforts to achieve sustainability in water sector projects. The question aims to gauge the extent to which the Bank has succeeded in promoting sustainability by involving stakeholders, instilling a sense of ownership among beneficiaries, establishing lasting partnerships, and developing sustainable plans to ensure the benefits of these projects continue beyond their implementation phase.

#### Effectiveness

**EQ5: To what extent have CDB's investments in the water sector contributed to realizing the Bank's priority outcomes? What are the lessons, challenges, and opportunities that CDB needs to embrace/address to improve its contribution to the achievement of regional water sector development?** This question aims to assess the effectiveness of the Bank's investments in the water sector. The question wants to verify the extent to which these investments have directly contributed to realizing the Bank's priority outcomes and sustainable development goals.

## 4.2 Evaluation approach

The evaluation will be built upon the following analytical blocks: i) Reconstruction of a ToC of the CDB's Water Sector, ii) a Desk Review iii) a Portfolio Analysis, and iv) Cluster Studies for the five focus areas.

### *Theory of Change*

In line with contemporary international evaluation standards<sup>1</sup>, the OIE's approach to evaluating the CDB's water sector proposes adopting a theory-based framework. This approach hinges on developing a ToC, explicitly outlining the underlying theory guiding the interventions within the sector. The evaluation process has to be tailored to test and validate this theoretical framework. The proposed approach benefits from going beyond the focus on outcomes, offering a structured approach to analysis within the evaluation process. This framework aims to establish the plausibility of the connections between interventions and their intended outcomes while also considering external factors and unintended consequences.

The theory-based approach in the evaluation of the Water sector serves two main objectives:

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<sup>1</sup> The United Nations Evaluation Group (UNEG), the Evaluation Cooperation Group (ECG) of the Multilateral Development Banks and the quality standards and principles of the Organisation for Economic Co-operation and Development (OECD).



(i) Identification and comprehension of the contextual factors influencing the outcomes of water-related programs; and

(ii) Understanding the fundamental mechanisms that drive observed effects, acknowledging potential variations across diverse contexts and target populations.

Thus, this approach transcends the surface-level assessment of "what has changed" and delves into the intricacies of how, why, where, and for whom these changes occur.

### *Desk Review*

To answer the evaluation questions and reconstruct the ToC, an evaluation team will gather evidence from various sources. A desk review will include the analysis of publicly available documents of the BMCs governments and other multi-lateral institutions, as well as relevant Bank documents related to the Water Sector, including but not limited to the new CDB's Draft Policy for the Water Sector, strategic planning and policy documents, previous evaluations, country strategy papers, appraisals, progress monitoring reports, project supervision reports and project completion reports.

### *Portfolio Analysis*

The main objective of the portfolio review is to assess the overall performance of the CDB's water sector. The analysis will examine the composition of the Bank's Water Sector portfolio and assess the project performance in alignment with the Bank's strategies. It will also support the analysis of the operational management processes of the water sector projects funded by the Bank, the level of coordination among different units within the Bank, and how it either facilitates or hinders the achievement of the Bank's objectives within the water sector.

Portfolio analysis will be conducted to identify the main characteristics, objectives, and components of the Bank's initiatives in the water sector and analyse their results. The review will examine project documents and evaluations (i.e., Project Supervision Reports and Project Completion Reports). The analysis, conducted using qualitative and quantitative methods, will include information about project design, execution details, and achievements. The analysis will provide input for identifying a sample of projects for further in-depth cluster studies. The analysis will culminate in establishing selection criteria which will guide the selection of projects for cluster studies. The proposal is to examine a sample of 10 projects evenly distributed between the five focus areas, to delve deeper into their dynamics and outcomes.

### *Cluster of Case Studies*

To assess the effectiveness and efficiency of projects financed by the CDB, and their overall contribution to the benefit of the intended recipients, the evaluation will undertake five cluster case studies, each consisting of two projects. The cluster studies will employ four key evaluation criteria established by OECD-DAC (relevance, efficiency, sustainability, and effectiveness), along with a theory-driven approach, to gauge the level of results achieved. Furthermore, these evaluations will delve into the mechanisms behind the outcomes, shedding light on the how and why of their attainment or non-attainment, as guided by the evaluation inquiries. Subsidiary questions may be introduced and solidified during the inception phase.

### 4.3 Evaluation methodology

A mixed-method analysis is required for this evaluation. A quantitative approach would analyse the water sector portfolio for evolution and comparative assessment between the five water focus areas listed in the scope section and their alignment with the bank's priorities.

A qualitative approach will be used to establish and explain the interactions in the management and implementation of the projects and to identify the value of the projects for the beneficiaries. It may include interviews, direct observation, and focus groups.

Data collection methodologies will involve a mix of recognized evaluation techniques, including but not limited to desk review, key informant interviews, focus-group interviews, case studies (clusters of focus areas) and country visits.

For the country visits, up to three field visits to selected sample of BMCs, will be conducted to collect primary data through semi-structured interviews, focus-groups and direct observation. The visits will enhance the quantity and quality of the review data, as well as awareness and interest for the review among stakeholders.

### 4.4 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 in a full evaluation design, including an 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.

(b) *Data collection Phase.* The data collection phase will include data gathering from secondary sources (desk review) and relevant stakeholders through interviews, focus group discussions, and surveys. Up to five field visits will be undertaken according to the Cluster studies selection, and an additional visit may be conducted in Barbados.

(c) *Synthesis Phase.* This phase analyses the information collected to provide evidence-based answers to the EQs, sound conclusions, and useful (up to max 5) recommendations.

## 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, sources, and case study analysis will be carefully selected 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 interventions that are directly or indirectly related to the water sector are broad and coordinated across the CDB’s structure. Therefore, internal coordination gaps and possible silos within the Bank may difficult the process. Sectors such as agriculture and energy have direct relation with the Water Sector and may contribute to the objectives, including SDG 6.

## 6. Dissemination of the evaluation findings

The dissemination of evaluation findings will be considered from the onset to ensure maximum usability. This evaluation will include several deliverables, including the final evaluation report, executive summary, and the five cluster studies. Some presentations on the evaluation findings, which might include video and audio materials, will be prepared for the Contributors, OAC, and management. Cluster 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, the purpose of dissemination, relevant knowledge products to foster use, a description of the 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, Regional institutions, MDBs, and evaluation domains.

## 7. Deliverables and timeline

An estimated level of effort of approximately 85 person days will be required for this assignment. It is expected that the review will commence in February 2024, and the submission of the final report in June of 2024. The evaluation will include travel to up to three countries in the Region.

Deliverable	Estimated dates
Contract signature	February 2024
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.	March 2024
Data collection	April 2024
Findings and Conclusion Report accompanied by validation exercise	May 2024
Draft Evaluation Report	May 2024
Final Evaluation Report and Presentation	June 2024

## 8. Roles and responsibilities

This request for expression is 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 approval for overall direction, guidance, and deliverables. As the evaluation commissioner and manager, OIE may accompany the evaluation team on field missions. OIE will create a repository of relevant documentation, aiding the evaluation team in identifying stakeholders and setting up interviews and field mission agendas. OIE will guarantee the quality of all the evaluation outputs.

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

## 9. Evaluation Team Qualifications

### 9.1 Team Leader Qualifications

The Team Leader should have the following qualifications and competencies:

- a) Advanced Degree: Possess an advanced degree in evaluation, social sciences, statistics, or an equivalent field.
- b) Extensive Experience in Evaluation: Demonstrate a minimum of fifteen (15) years of experience in evaluating large interventions, showcasing a robust understanding of evaluation methodologies and processes.
- c) Mastery of Mixed-Method Methodology: Command a minimum of ten (10) years of experience with the proposed evaluation mixed-method methodology, encompassing expertise in meta-evaluations, case study analyses, and storytelling.
- d) Leadership and Oversight: Exhibit a minimum of ten (10) years of experience in leading evaluation teams, coupled with a proven track record in overseeing complex evaluation projects.
- e) Thematic Proficiency: Possess a minimum of ten (10) years of experience in the water sector, specifically in at least one of the following thematics: i) Water supply; ii) Sanitation; iii) Waste management and disposal; iv) Education and training in water supply and sanitation; and v) Agricultural Water Resources.
- f) Cross-Cutting Competence: Demonstrate a minimum of eight (8) years of experience in at least one of the cross-cutting of CDB, specifically:
  - Governance
  - Regional integration and cooperation
  - Gender equality
  - Digital Transformation
- g) Regional Focus: Leverage a particular regional focus in past work experiences as a valuable asset to the role (e.g. Experience in the Caribbean region that includes several countries. However, the experience can be related to any other region.)
- h) Inter-Cultural Communication: Exhibit strong intercultural communication skills in English, enabling effective collaboration and communication within diverse teams and stakeholders.
- i) Language Proficiency: Strong intercultural communication skills in English are essential.
- j) Multilateral Development Banks Experience: Highlight prior experience of working (minimum five

years) with Multilateral Development Banks.

## 9.2 Team Qualifications

The proposed evaluation team composition may vary in size and expertise; however, the overall team composition should ensure to command the following expertise and qualifications:

a) Educational Background: Each member of the team should possess a degree in evaluation, social sciences, statistics, or a degree relevant to water sector thematics.

b) Professional Experience: Each member of the team must have:

- A minimum of five (5) years of experience in evaluating large interventions (e.g. sector, policy, and country strategies evaluations).
- Strong expertise (minimum 5 years of experience) in data collection and the development of data collection tools (both primary and secondary) is required.
- Proficiency (minimum 5 years of experience) in utilizing the proposed evaluation mixed-method methodology, including case study analyses, and storytelling.

c) Thematic Expertise: The team composition should ensure a combined experience of at least eight (8) years in at least three of the thematic water sectors namely:

d) Water supply; ii) Sanitation; iii) Waste management and disposal; iv) Education and training in water supply and sanitation; and v) Agricultural Water Resources.

e) Cross-Cutting Expertise: The team should possess a combined experience of at least eight (8) years in at least one of the cross-cutting CDB:

- Governance
- Regional integration and cooperation
- Gender equality
- Digital Transformation

f) Communication Strategy and Dissemination: At least one team member must have proven experience in developing communication strategies for large-scale evaluations (e.g. sector, policy, and country strategies evaluations).

g) At least one team member must be proficient in creating ad hoc dissemination/communication tools such as infographics is required.

h) Regional Experience: At least one team member should have prior experience with a particular regional focus in previous work, which is considered an asset. (e.g. Experience in the Caribbean region that includes several countries. However, the experience can be related to any other region.)

i) Language Skills: Strong intercultural communication skills in English are essential.

j) Multilateral Development Banks (MDBs): Prior experience working with Multilateral Development Banks is desired.

k) Report Writing and Presentation: The team should demonstrate strong report writing and presentation skills. Ability and experience in conveying complex concepts to diverse audiences using non-technical language are crucial.

The above qualifications and requirements are required to ensure that the evaluation team is well-equipped to comprehensively assess the CDB's water sector within the specified thematic and cross-cutting areas while effectively communicating their findings to various stakeholders.