

CARIBBEAN DEVELOPMENT BANK



Independent Evaluation Manual

OFFICE OF INDEPENDENT EVALUATION

20 November 2025

Updated on 20 June 2026

Table of Contents

Abbreviation List.....	III
Introduction	1
1. Roles and Responsibilities.....	2
1.1. Office of Independent Evaluation (OIE).....	2
1.2. Board of Directors.....	2
1.3. Evaluation Focal Point.....	3
1.4. Evaluation Reference Group (ERG)	3
1.5. Evaluation Advisory Committee	4
1.6. Management.....	4
1.7. Borrowing Member Countries (BMCs)	4
2. The Evaluation Process	5
2.1. Overview of the Evaluation Process	5
2.2. Evaluation Criteria	5
2.3. Evaluation Phases	6
2.3.1. Design Phase.....	6
2.3.2. Implementation Phase.....	10
2.3.3. Reporting and Disclosure Phase	13
3. Resources.....	16
Annexes.....	17
Annex 1: Terms of Reference for Evaluation Reference Groups (ERGs).....	17
Annex 2: Terms of Reference for the Evaluation Advisory Committee.....	19
Annex 3: Outline of the Final Evaluation Report.....	20
Annex 4: Template for Management Response Action Plan	21
Annex 5: Audit Trail / Response Log Template	22
Annex 6: Main elements of OIE’s Communication strategy and plans	23

Abbreviation List

BMC: Borrowing Member Country

CDB: Caribbean Development Bank

DAC: Development Assistance Committee

DEC: Development Effectiveness Committee

EAC: Evaluation Advisory Committee

ECG: Evaluation Cooperation Group (of International Financial Institutions)

ERG: Evaluation Reference Group

IEG: Independent Evaluation Group

MDB: Multilateral Development Bank

MRAP: Management Response and Action Plan

OIE: Office of Independent Evaluation

OECD: Organisation for Economic Co-operation and Development

SAT: Strategic Advisory Team

ToR: Terms of Reference

VPO: Office of the Vice President Operations

Introduction

This manual operationalises the principles established in the December 2025 [CDB Evaluation Policy](#), available on OIE's website, which defines the institutional framework for evaluation across the Bank, focusing on practical, step-by-step guidance for implementation of the work of the Office of Independent Evaluation (hereinafter referred to as the OIE) in conducting evaluations at the Caribbean Development Bank (CDB). While the Policy establishes the overall vision, values, and governance of the evaluation function, this manual provides practical, step-by-step guidance for the design, implementation and delivery of independent evaluations. It is intended to ensure consistency, rigour, and transparency in how evaluations are conducted, and to support the credibility and utility of their findings.

In case of any conflict between this Manual and the CDB Evaluation Policy, the Policy takes precedence.

The manual is intended for use by OIE staff, external consultants, and other stakeholders involved in the independent evaluation process. It outlines the entire independent evaluation process—from topic selection and scoping, through methodological design and data collection, to reporting, dissemination, wider communication and follow-up. It also clarifies the roles and responsibilities of the key actors, including the OIE, consultants and consultancy firms, the Board of Directors, the Development Effectiveness Committee (DEC), CDB Management, and Borrowing Member Countries (BMCs). This Manual is approved by the DEC on behalf of the Board of Directors (BOD). Subsequent revisions – including this version - are approved by the DEC following consultation with OIE and Management.

In line with CDB's Evaluation Policy, the manual reinforces the principles of independence, impartiality, utility and quality, and aligns with international evaluation norms and standards.

As a living document, the manual will evolve in response to institutional learning, feedback from users, and developments in global evaluation practice. It will be revised on average every three years or when policy changes require revision, to refine its content and ensure continued relevance. By codifying the procedures and expectations for independent evaluation, this manual contributes to a culture of accountability, systematic learning and improvement, and evidence-based decision-making across the Bank. This manual focuses explicitly on the management and conduct of independent evaluations by the OIE. It operates as part of a comprehensive evaluation framework that includes:

1. Independent Evaluation Manual (this document): Guidance for OIE-led evaluations
2. Self-Evaluation Manual (companion document): Guidance for Management-led evaluations for:
 - Project Completion Reports (PCR) requirements and procedures
 - Guidance on when departments should commission evaluations
 - Decision frameworks for midterm and strategic evaluations
 - Partner evaluation commissioning guidelines

While this manual addresses OIE's custodial role, comprehensive guidance on self-evaluation, including mandatory PCR completion and OIE's validation, is in the Self-Evaluation Manual.

1. Roles and Responsibilities¹

1.1. Office of Independent Evaluation (OIE)

The Office of Independent Evaluation (OIE) is organizationally, functionally and behaviourally independent and is mandated to lead the independent evaluation function at the Caribbean Development Bank (CDB). The OIE is the custodian of the evaluation function and is responsible for commissioning and conducting independent evaluations of CDB's policies, strategies, programmes, projects, instruments, processes, and systems. These evaluations are designed to generate credible evidence, support systematic institutional learning and organisational improvement, and enhance accountability, in line with the objectives and principles set out in the Evaluation Policy. OIE operates under the oversight of the BOD, through the Development Effectiveness Committee (DEC), and reports to the BOD independently of CDB Management.

OIE manages the full evaluation cycle—from the identification and scoping of evaluation topics to the finalisation and dissemination of evaluation reports. This includes developing the evaluation approach, drafting Approach Papers, preparing Terms of Reference (ToR), and coordinating the implementation of the evaluation, whether conducted internally, through hybrid teams², or fully outsourced to external consultancy firms. OIE ensures that all evaluations adhere to internationally recognised standards and are guided by the principles of independence, utility, impartiality, transparency, and quality. The Head of Evaluation leads the OIE and is responsible for upholding these standards throughout the evaluation process. In addition to managing evaluations, the OIE also conducts other related activities.

- Reviews all draft reports, facilitates feedback from key stakeholders, and submits final reports to the DEC for review and endorsement.
- Oversees the implementation of communication strategies to ensure that findings and lessons are disseminated effectively across CDB, Borrowing Member Countries (BMCs), and the wider development community, including the preparation of tailored communication products.
- Publishes all evaluation reports, along with their Management Responses and Action Plans (MRAP) on the CDB website and intranet in accordance with the CDB disclosure policy.
- Validates a sample of Project Completion Reports (PCRs) annually and, upon request, provides feedback on draft self-assessment products.

1.2. Board of Directors

The Development Effectiveness Committee (DEC), acting on behalf of the Board of Directors, oversees independent evaluation. As part of this, the DEC reviews and endorses evaluation reports submitted by OIE, including the associated Management Response and Action Plan (MRAP).

The DEC provides strategic feedback on findings and recommendations of evaluations and ensures that these are appropriately addressed by Management. The DEC also provides recommendations to the full BOD regarding any aspect of evaluations, after receiving the final evaluation report from OIE with the MRAP, in a timely way for BOD meetings, following established timelines for BOD paper submission.

¹ Ref. 2025 CDB Evaluation Policy

² The Evaluation Leader can be an internal staff member of OIE or an external evaluation expert, which may include individuals from evaluation consultancy firms. Regardless of their origin, all Evaluation Leaders must be appointed by the Head of Evaluation.

The DEC monitors the implementation of agreed actions through annual status updates presented by OIE, thereby reinforcing institutional accountability and supporting the effective use of evaluation results and lessons in informing decision-making, knowledge sharing, and organisational learning.

1.3. Evaluation Focal Point

At the beginning of the design phase of an independent evaluation, the department responsible for the subject of the evaluation, referred to as the Evaluation "business owner", is required to appoint an internal evaluation **Focal Point**. This individual serves as the primary liaison between the OIE and the responsible department throughout the evaluation process. The Focal Point plays a critical facilitative role by ensuring timely access to relevant documentation, coordinating internal inputs, and enabling effective engagement with key stakeholders.

1.4. Evaluation Reference Group (ERG)

For each independent evaluation, the OIE establishes an Evaluation Reference Group (ERG) at the start of the design phase. The ERG is constituted in consultation with the evaluation business owner. It is usually composed of up to five (5) members from key stakeholders, excluding OIE staff, who facilitate and manage the process. The Evaluation Focal Point should usually be an ERG member. Where possible and required, based on the evaluation (e.g., when the focus includes Indigenous peoples or representatives from, e.g., youth, civil society, or other organisations or the government), the ERG can include both internal and external stakeholders. Members are selected based on their relevance to the evaluation topic and their ability to make substantive contributions to the evaluation process and value. The Head of Evaluation chairs the ERG. The designated OIE officer who manages the evaluation (**Evaluation Manager**) facilitates the ERG engagement throughout the evaluation cycle.

The ERG plays an advisory role, supporting the quality, relevance, and utility of the evaluation. It provides structured feedback on key deliverables, including the Approach Paper if required by the evaluation, the Inception Report, and the Draft Evaluation Report. OIE shares the documents with the ERG. ERG members are expected to provide comments within **ten (10) official working days** after receiving the evaluation reports. The ERG also participates in consultation workshops organised by OIE to review and refine evaluation findings and recommendations, to ensure that they are actionable and aligned with institutional priorities. Where appropriate, the ERG may assist in identifying additional stakeholders to be consulted during the evaluation process.

OIE maintains communication with Operations during the development of the MRAP, to, e.g. backstop or clarify recommendations. Also, before the MRAP is presented to SAT, OIE should be informed in advance and receive the final version of the MRAP to support an efficient review by SAT and clarify any questions related to the evaluation.

Management is responsible for ensuring that ERG members are nominated at the appropriate level of seniority and that they keep their departmental leadership informed about key developments in the evaluation. In setting up the ERG, the OIE ensures that all departmental and unit directors who are members of the ERG and relevant to the evaluation areas are informed at the start of the process and at key junctures, including specifically at the time of the factual review of the draft evaluation report. The ERG contributes to the principles of ownership, participation, and transparency by fostering inclusive dialogue and strengthening the credibility and uptake of evaluation results. Its advice is non-binding but is instrumental in enhancing the quality and institutional relevance of OIE evaluations.

1.5. Evaluation Advisory Committee

The Head of Evaluation appoints and convenes an external, independent Evaluation Advisory Committee (EAC) to advise OIE on general and overall strategic and operational matters for the evaluation function. The Evaluation Advisory Committee (EAC) provides the Head of OIE with systematic advice by reviewing and commenting on various aspects of OIE work to enhance the professionalism of the evaluation function. The TORs of the pilot EAC are provided in Annex 2.

1.6. Management

The President and Management are responsible for promoting an enabling environment for evaluation that can foster a culture of evaluation, accountability, and continuous learning.

The Strategic Advisory Team (SAT) has overall responsibility for the self-evaluation function within the Bank. The Office of the VPO, or a delegate, coordinates the preparation of MRAPs and presents them to SAT for approval and to the President for sign-off before submission to the DEC. The VPO ensures that the recommendations issued in the evaluation report are translated into concrete, time-bound actions and plans that are operationally feasible and aligned with CDB's strategic and operational priorities.

The Office of the VPO or a delegate is responsible for monitoring the implementation of the MRAP and providing annual updates to OIE on the status of the implementation of the recommendations. OIE consolidates this information into an annual report on the status of implementation of the recommendations, which is shared with the DEC and the Board of Directors. SAT may request that OIE present the final evaluation report to facilitate a shared understanding of the findings and recommendations. This presentation will support the development of a well-informed MRAP and promote institutional ownership of evaluation outcomes. In such instances, OIE will consider any comments received and address them as appropriate, while maintaining the independence and integrity of the evaluation process.

1.7. Borrowing Member Countries (BMCs)

BMCs play a vital role in ensuring contextual relevance, quality, and utility of independent evaluations. When an evaluation is of strategic significance to the Bank or has a specific geographical focus on one or more BMCs, the Directors of the concerned BMCs or their alternates are informed at the outset of the design phase. They are invited to review and provide feedback on the draft Approach Paper and draft Evaluation Report, thereby contributing to the framing of the evaluation scope and methodology. BMCs serve as key knowledge partners by providing critical insights, data, and perspectives that reflect local context and development priorities. Their engagement in discussing findings and recommendations helps ensure that evaluations are grounded, balanced, and actionable.

When field missions are conducted within OIE evaluations, BMCs support OIE by facilitating logistical arrangements, enabling access to relevant stakeholders and sharing contextual information.

2. The Evaluation Process

2.1. Overview of the Evaluation Process

The design and execution of an independent evaluation is shaped by several interrelated factors: the nature and scope of the subject under evaluation (the "evaluand"), the institutional and operational context, the key evaluation questions, the intended use and users of the findings, and the resources and timeframe available. Evaluations must be systematic, robust, and timely, ensuring that the resulting evidence is credible, relevant, and actionable.

OIE develops its work programme through a systematic process that balances independence with institutional needs, following the consideration of one or more of the following selection criteria:

- Strategic significance to CDB's development objectives
- Potential for learning and institutional improvement
- Accountability requirements and stakeholder demand
- Risk exposure and financial materiality
- Coverage gaps in the existing evaluation portfolio
- Timing considerations and operational relevance
- Resource availability and technical feasibility

The evaluation process is structured into three main phases:

- Design Phase:** This phase focuses on defining the evaluation purpose, scope, and methodology, and includes the development of the Approach Paper and the ToR.
- Implementation Phase:** This phase involves developing a detailed evaluation implementation plan in an Inception Report, conducting data collection and analysis, and engaging stakeholders.
- Reporting and Disclosure Phase:** This phase includes drafting, validation, and dissemination of the final evaluation report, which is submitted to DEC for consideration and endorsement.

Depending on the complexity and scope of the evaluation, the whole evaluation process may span several months, with typical timelines of two to three months for design, three to six months for implementation, and two to three months for reporting. Shorter formats, such as real-time evaluations, may be designed for more rapid delivery. Regular updates on evaluation progress and any scheduled adjustments are shared with stakeholders through the ERG and the designated Evaluation Focal Point within the evaluation business owner to ensure transparent communication throughout the process.

2.2. Evaluation Criteria

The selection of evaluation criteria is guided by the knowledge needs and purpose of the evaluation. CDB evaluations apply the internationally recognised criteria of the OECD Development Assistance Committee (OECD-DAC)³: **Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability**. These criteria are interpreted in relation to the specific intervention's context. **Cross-cutting considerations**— gender equality, social inclusion, environmental sustainability, and climate

³ OECD/DAC Evaluation Criteria: <https://www.oecd.org/en/topics/sub-issues/development-co-operation-evaluation-and-effectiveness/evaluation-criteria.html>

resilience —are integrated into all evaluations, as appropriate. Additional criteria may be applied on a case-by-case basis, in line with emerging best practices and the specific objectives of the evaluation.

2.3. Evaluation Phases

The evaluation process is divided into distinct yet interlinked phases that guide the systematic evaluation of interventions. Each phase serves a specific purpose, ensuring evaluations are conducted in a structured and rigorous manner, from initial planning and methodological design through data collection, analysis, and final reporting of findings. This phased approach supports transparency, accountability, and generation of meaningful evidence to inform decision-making and organisational learning. [Figure 1](#) shows the process that OIE follows when conducting Independent Evaluations.

2.3.1. Design Phase

The design phase is the foundation of a high-quality evaluation. It defines the scope, purpose, and methodological approach and ensures that all stakeholders have a shared understanding of the evaluation's objectives, intended use, and operational parameters. This phase is guided by the principles of utility, independence, credibility, and ownership and participation, as outlined in the CDB Evaluation Policy and international evaluation standards.

The design phase typically spans two to three months and includes the following core tasks:

- a. Determining the evaluation scope and approach;
- b. Drafting the Approach Paper and developing the Terms of Reference (ToR);
- c. Completing the procurement process, if external consultants or firms are engaged.

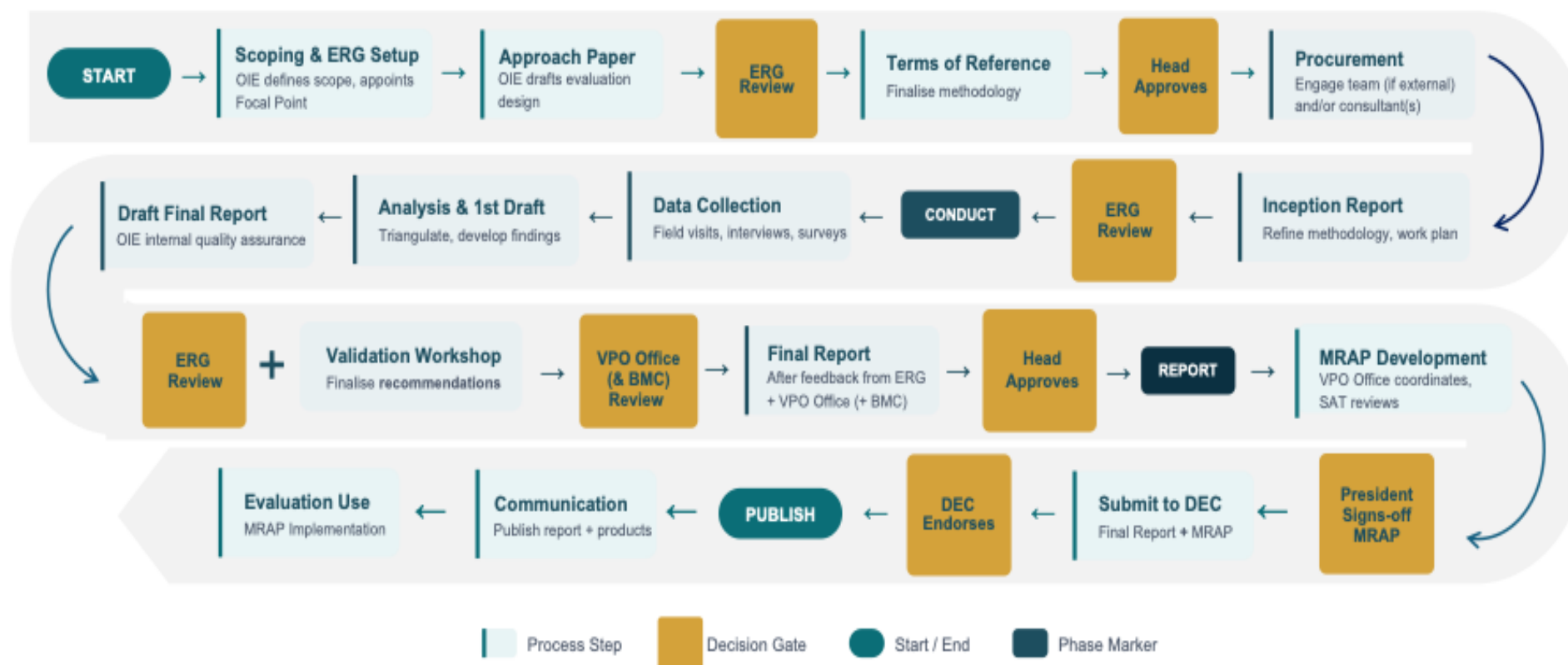
a. Determining the evaluation approach

The evaluation approach is shaped by the evaluation's purpose, scope, knowledge needs, and intended users. It is informed by a review of existing evidence— self-evaluation reports, relevant studies, and contextual literature—and consulting with key stakeholders. This process ensures that the evaluation is grounded in evidence, aligned with institutional priorities and designed to produce actionable insights.

At the start of the design phase, the department responsible for the evaluation appoints a Focal Point to serve as the primary liaison with OIE. Focal Points facilitate timely access to documentation and stakeholders and typically participate in ERGs (established in this phase). OIE shares the ERG's Terms of Reference (ToR) with ERG members at the beginning of the process, outlining its composition, responsibilities, and expected engagement timeline.

Consultation with stakeholders during the design phase is essential to ensure the relevance and utility of the evaluation. During the design phase, OIE shares the ERG's terms of reference (ToR), including the timeline for the evaluation and details the roles and responsibilities of the involved parties.

Figure 1: OIE process for conducting Independent Evaluations



b. Approach Paper

The Approach Paper formalises the evaluation design. It defines the evaluation's scope, purpose, and intended use, and outlines the knowledge gaps the evaluation seeks to address. It also specifies the rationale for the evaluation, its objectives, preliminary evaluation questions, and the desired composition of the evaluation team. The paper considers alternative methodological options, outlines the proposed work structure, and identifies any special considerations—such as ethical concerns, confidentiality, or logistical constraints. It includes a proposed timeline and budget, and details the composition and role of the ERG. The Approach Paper is developed by OIE and reviewed by the ERG during the early stages of the design phase. The Approach Paper is the conceptual design of the evaluation, serving as the basis for the ToR, and guides the evaluation team throughout the evaluation process.

The Approach Paper includes the following key components:

- **Rationale and Context:** This section explains why the evaluation is conducted, including any institutional, strategic, or operational triggers. This section provides background on the evaluand and situates the evaluation within CDB's broader development effectiveness agenda.
- **Purpose and Objectives:** defines the intended use of the evaluation and outlines what the evaluation aims to achieve. This may include informing future programming, enhancing accountability, supporting strategic decision-making, or contributing to institutional learning.
- **Scope and Focus:** It specifies the boundaries of the evaluation, including the time period, geographic coverage, thematic areas, and target groups. It also identifies the key issues or dimensions to be explored.
- **Preliminary Evaluation Questions:** These are high-level questions that guide the evaluation. They are aligned with the OECD-DAC evaluation criteria—Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability—and may include cross-cutting themes, e.g. gender equality, human rights, and environmental sustainability.
- **Evaluation Approach and Methodological Considerations:** This section outlines the proposed evaluation design, including data sources, methods of data collection and analysis, and any anticipated limitations. It also discusses ethical considerations, confidentiality, and risk mitigation strategies (confidentiality protocols, do not harm principles, informed consent, cultural sensitivity, data availability constraints, stakeholder access limitations, timeline pressures, technical and logistical challenges).
- **Stakeholder Engagement:** It describes how stakeholders—including CDB Management, Borrowing Member Countries (BMCs), and external partners—will be consulted and involved throughout the evaluation process. It also details the composition and role of the ERG.
- **Team Composition and Expertise:** It outlines the desired qualifications and roles of the evaluation team, including internal staff and any external consultants or firms.
- **Timeline and Budget Framework:** It provides an indicative schedule for each phase of the evaluation, along with a preliminary budget estimate.
- **Special Considerations:** This may include logistical constraints, political sensitivities, or technical requirements specific to the evaluand or evaluation context.

- **Communication Strategy:** This includes an initial dissemination and communication plan covering target audiences, communication objectives, dissemination channels, key milestones aligned with evaluation phases, a communication budget and needs for support.

c. Terms of Reference

The ToR translate the conceptual framework outlined in the Approach Paper into a structured, operational document that defines the scope, expectations, and deliverables of the evaluation. The ToR ensure a shared understanding among all parties involved—OIE staff, external consultants, and stakeholders—about the purpose, methodology, and management of the evaluation.

ToRs are developed for both internal and external actors. For internal evaluations, they guide the work of the Evaluation Manager and other OIE team members. For hybrid or entirely external evaluations, they serve as the basis for engaging consultants or firms and managing their performance. Regardless of the implementation model, the ToR must reflect the principles of independence, transparency, and methodological rigour, with appropriate use of qualitative and quantitative methods, and of systematic triangulation of evidence and use of standards, as described in CDB’s Evaluation Policy.

Drawing on the Approach Paper, the ToR typically define the contractual arrangements that reflect the conceptual framework described in detail in the Approach Paper, and include the following elements:

- **Evaluation Context and Purpose:** A concise explanation of why the evaluation is being conducted, including institutional, strategic, or operational drivers.
- **Definition of the Evaluand:** A clear description of the subject under evaluation, such as a programme, policy, project, or institutional function.
- **Scope of the Evaluation:** The boundaries of the evaluation, including geographic coverage, time period, thematic focus, and target groups.
- **Objectives and Evaluation Questions:** The specific aims of the evaluation and the key questions it seeks to answer. These are aligned with the OECD-DAC criteria and refined during the inception phase.
- **Methodological Approach:** A preliminary outline of the evaluation design, including data sources, collection methods, and analytical techniques. This section also notes any anticipated limitations or ethical considerations.
- **Management and Governance Arrangements:** Roles and responsibilities of OIE staff, the Evaluation Manager, consultants, and stakeholders. This includes oversight mechanisms and reporting lines.
- **Deliverables:** A list of expected outputs, such as the inception report, interim findings, technical annexes, and the final evaluation report.
- **Timeline and Milestones:** A detailed schedule of activities, including deadlines for deliverables and key stakeholder consultations.

Once the ToR are finalised by the Evaluation Manager, they are submitted to the Head of Evaluation for final approval. Following approval, OIE assembles or procures the evaluation team. The evaluation team

is composed of an Evaluation Manager and may include internal staff, external consultants/firms, or a combination of both, depending on the selected implementation model and approach, outlined below:

- **Internal:** The evaluation is conducted entirely by OIE staff using in-house expertise.
- **Hybrid:** OIE leads the evaluation. The Evaluation Manager coordinates efforts and works alongside external consultants or a consulting firm. A hybrid approach leverages the internal resources, expertise, and organisational knowledge of OIE, while complementing these with external specialised skills as needed. This approach allows for filling gaps in the internal team's expertise with external skill sets. The hybrid model is used based on the availability of internal resources, ensuring that the evaluation remains focused and resource-efficient while upholding high standards of quality and relevance.
- **External:** The evaluation is outsourced to a consultancy firm or individual consultants. OIE retains oversight to ensure quality and alignment with the Evaluation Policy, the evaluation's objectives and international evaluation standards.

In all cases, OIE is responsible for ensuring quality assurance, adherence to standards, and maintaining that the evaluation remains focused, relevant, and methodologically sound.

d. Procurement Process

When external expertise is required, the ToR serve as the foundation for the procurement of firms. This process is conducted in accordance with CDB's corporate procurement guidelines and includes the issuance of a request for proposals, evaluation of proposals, and final selection of consultants. To enhance efficiency and enable consultants to develop a deeper understanding of CDB operations, OIE may establish framework agreements with pre-qualified consultants in specific technical areas, allowing for streamlined procurement while maintaining quality standards. The resulting contract outlines the scope of work, deliverables, timelines, and payment terms. OIE manages the contract and monitors performance to ensure that the evaluation meets its objectives and quality standards. The process concludes with a contract between OIE and the selected consultant or consultancy firm, clearly outlining the contractual agreements, including deliverables, approval processes, timelines, and payment terms.

2.3.2. Implementation Phase

The implementation phase is the core operational stage of the evaluation process. It transforms the design into action, applying the agreed methodology to collect and analyse data, engage stakeholders, and generate evidence-based findings. This phase typically spans three to six months and includes three key components:

- a. Inception Phase and Inception Report
- b. Data Collection and Analysis
- c. Draft Report

a. Inception Phase and Inception Report

The inception phase serves to operationalise the evaluation design as outlined in the Approach Paper and in the ToR. It allows the evaluation team to clarify any ambiguities, refine the evaluation questions, and finalise the methodological framework. During this phase, the evaluation team reviews relevant

documentation, conducts preliminary consultations, and develops a detailed plan for conducting the evaluation. The outcome of this phase is the Inception Report, which includes:

- A refined evaluation purpose and scope;
- Finalised evaluation questions and criteria;
- A detailed methodology, including data collection and sampling strategies;
- A reconstructed theory of change (TOC), where applicable, or expression of understanding of TOC where one exists;
- Evaluation matrix linking questions, indicators, data sources, methods;
- A work plan, including selection of case studies and timeline for the evaluation process.

The Inception Report is shared with the ERG for review and feedback, particularly on the evaluation questions, case study selection, stakeholder engagement, and timelines. Feedback should be provided within **ten (10) working days** (Figure 2). If no comments are received within this period, OIE proceeds with the next steps. OIE may also consult the Evaluation Advisory Committee (EAC) for technical input, as needed. The final Inception Report is reviewed by OIE and approved by the Head of Evaluation. Review criteria include clarity, feasibility, methodological rigour, sensitive words, misunderstandings, inconsistencies, and alignment with the ToR. The ToR for ERGs is in Annex 1; for the EAC in Annex 2.

b. Data Collection and Analysis

Evaluations often involve the collection of various types of data, tailored to the specific objectives and scope of the individual evaluations. This data may include information on developmental risks, climate resilience and sustainability considerations, or, in some cases, other specific types of information as required by the evaluation, e.g., financial, environmental, social and governance (ESG), aspects and data usually systematically collected through institutional M&E systems and/or project-level reporting as detailed in the self-evaluation manual. By gathering diverse data points, evaluations ensure a deeper understanding of the subject matter, thus supporting robust analysis and evidence-based conclusions.

Data collection and analysis are conducted in accordance with the methodology outlined in the Inception Report. A mixed-methods approach is typically employed, combining quantitative and qualitative techniques to ensure triangulation and depth of analysis. Data sources may include:

- Internal documents (e.g., appraisal documents, Project Completion Reports, Supervision Reports, Validation Reports);
- Existing evaluations and studies;
- Primary data collected through interviews, surveys, focus groups, and field visits.

The choice of methods is guided by the evaluation questions, the nature of the evaluand, and the availability and reliability of data. Key considerations include:

- Relevance and credibility of data sources;
- Feasibility and cost-effectiveness of data collection;
- Ethical standards, including confidentiality and informed consent;
- Validity and reliability of findings.

Throughout this phase, the evaluation team ensures that data collection is systematic, inclusive, and aligned with the principles of independence, transparency, and quality and in line with CDB's Privacy Policy. The analysis is structured to respond directly to the evaluation questions and criteria, and to generate findings that are evidence-based, balanced, and actionable.

Figure 2: Timeline of implementation, reporting and dissemination in CDB's Independent Evaluation

PHASE	STEP	KEY ACTIVITIES	RESPONSIBLE	DELIVERABLE	TIMELINE
DESIGN 2-3 months	1. Scoping and Planning	Define scope, purpose, methodology; review existing evidence; consult stakeholders	OIE	Evaluation scope document	-
	2. ERG Establishment	Appoint Focal Point; form ERG (up to 5 members); share ERG ToR	OIE + Business Owner	ERG Terms of Reference	-
	3. Approach Paper	Draft rationale, objectives, scope, questions, methodology, timeline, budget	OIE	Approach Paper	ERG: 10 days
	4. Terms of Reference	Define deliverables, timeline, team composition; Head of Eval approves	OIE / Head	Approved ToR	-
CONDUCT 3-6 months	5. Procurement	If external: RFP, proposal evaluation, contract award (if internal/hybrid: team assembly)	OIE	Signed contract / Team	-
	6. Inception Report	Refine questions, finalise methodology, evaluation matrix, work plan, ToC	Evaluation Team	Inception Report	ERG: 10 days
	7. Data Collection	Document review, interviews, surveys, focus groups, field visits; mixed methods	Evaluation Team	Data and evidence base	-
	8. Analysis and Drafting	Triangulate data, develop findings, conclusions; draft 1st report	Evaluation Team	1st Draft Evaluation Report	ERG: 10 days
REPORT 2-3 months	9. Draft Final Report	Incorporate ERG feedback and BMC feedback; + Management (via VPO Office)	Evaluation Team / OIE	Draft Final Report	MGMT: 10 days
	10. Validation Workshop	Present findings; refine SMART recommendations with ERG and stakeholders	OIE + ERG	Validated recommendations	-
	11. Final Report	Incorporate feedback; prepare audit trail; Head of Evaluation approves	OIE / Head	Final Report + Audit Trail	-
	12. MRAP Development	Management Response and Action Plan; SAT reviews; President signs off	OVPO / SAT / President	Approved MRAP	30 days
	13. DEC Endorsement	Submit Final Report + MRAP to DEC for review and endorsement	OIE / DEC	DEC endorsement	-
	14. Publication	Publish on CDB website; disseminate via comms products (briefs, videos, events)	OIE (Comms support)	Published report + products	10 working days

When primary data is unavailable or inadequate, evaluation teams could use alternative data sources, such as proxy indicators, triangulation methods, expert consultation and comparator analysis.

To promote inclusiveness during data collection, the evaluation team can use stakeholder mapping, multi-language surveys, culturally appropriate consultation approaches, representative sampling (ensuring gender, age, and socio-economic diversity), and remote engagement, utilising digital platforms to facilitate wider participation when access to the field is limited.

A first draft evaluation report should be submitted to/by the OIE for comments from the ERG. Feedback from ERG should be provided within **ten (10) working days** (Figure 2 above).

c. Draft Final Report

The draft final report is a critical output of the implementation phase. It presents the preliminary findings, conclusions, and recommendations of the evaluation and serves as the basis for stakeholder validation and finalisation. The OIE assesses the draft report against the ToR and the Inception Report to ensure that the evaluation has been conducted in accordance with the agreed scope, methodology, and quality standards. Key considerations in this assessment include:

- The extent to which findings are supported by credible evidence;
- The logical coherence between evaluation questions, data, analysis, and conclusions;
- The clarity, neutrality, and appropriateness of language and tone;
- The structure and presentation of the report, including accessibility and readability;
- The identification of any gaps, inconsistencies, or political sensitivities or problematic wording that could lead to misinterpretation or unintended reactions.

OIE applies internal quality assurance protocols and may consult external experts, such as the EAC, to review the draft report, particularly in technically complex or sensitive evaluations.

Feedback from Management on the draft Report may be provided within a total of **twenty (20) working days** (Figure 2 above), from the time it is shared with the ERG, including the time to hold the workshop with stakeholders. If no comments are received within this period, OIE proceeds with the next steps.

OIE follows internal guidelines for drafting evaluation reports, which emphasise clarity, conciseness, and strategic focus. The main body of the report should not exceed **30 pages**, excluding annexes. A separate executive summary of up to four pages is prepared to highlight key findings and recommendations for decision-makers. The report should be a separate document from the Annexes.

OIE employs adaptive management principles to address unforeseen challenges:

- Regular milestone reviews: Monthly progress assessments with evaluation teams
- Flexible scope adjustments: Ability to refine scope based on emerging findings
- Risk mitigation: Contingency plans for data access, stakeholder availability or external factors
- Quality over speed: Timeline extensions when necessary to maintain evaluation quality

d. Recommendations

The draft final report includes a set of preliminary recommendations based on the evaluation findings. A recommendation is understood as a proposal aimed at improving effectiveness, cost-effectiveness, impact, relevance, sustainability, coherence, value creation, portfolio, strategy or policy being evaluated and to inform decision-making. Recommendations should be few and "SMART":

- Specific – Clearly identify the issue and the responsible actor;
- Measurable – Outline actionable steps and expected results;
- Achievable – Realistic within the institutional and resource context;
- Relevant – Aligned with the evaluation purpose and findings;
- Time-bound – Include a suggested timeframe for implementation.

Recommendations must also be sensitive to the needs and capacities of BMCs and feasible within the resources that are available or that can be mobilised.

To ensure that recommendations are relevant and actionable, OIE organises a validation workshop near the end of the evaluation process. This workshop includes ERG members and other key stakeholders, as appropriate. The workshop is an opportunity to present and refine the findings and recommendations based on stakeholder feedback before they are finalised in the report, and should be conducted during the ERG review. During this time Management is kept informed and can comment.

Following the validation workshop, the draft final report is shared with relevant BMC representatives (where applicable) and with the Office of VPO for information and review. CDB Management is invited to provide comments on the draft final report within total **twenty (20) working days** (see Figure 2 above) from the time it is shared with the ERG. While feedback is encouraged, it is not mandatory. If no comments are received within the timeframe, OIE may proceed with next steps and finalise the report.

2.3.3. Reporting and Disclosure Phase

The reporting and disclosure phase marks the final stage of the evaluation process. It ensures that the evaluation's findings, conclusions, and recommendations are finalised, validated, and disseminated in a transparent and timely manner. This phase includes the following key steps:

- a. Finalisation of the Evaluation Report
- b. Preparation of the Management Response and Action Plan (MRAP) and Submission to the Development Effectiveness Committee (DEC)
- c. Development and implementation of communication products and events
- d. Public disclosure of the evaluation

a. Finalisation of the Evaluation Report

Following the review of the draft final report and incorporation of stakeholder feedback, the Evaluation Team finalises the report. The final version is submitted for approval by the Head of Evaluation. The OIE reviews how comments have been addressed and ensures that the report adheres to the quality, independence, utility, and methodological rigour standards outlined in CDB's Evaluation Policy.

The Evaluation Team shall prepare an audit trail, also known as a response log (template for the Audit Trail is provided in Annex 5) to document how substantive comments were handled, for consideration by OIE, and as OIE will deem appropriate. The Audit Trail includes a summary of the key comments (excluding minor editorial suggestions), explanations of how they were incorporated, and as appropriate, justifications for any that were not incorporated. If significant objections to the report's content are not reflected in the final version, these must be documented in the audit trail. The Evaluation Manager, with oversight by the Head of Evaluation, is accountable for the quality and timeliness of the final product, ensuring that the final report adheres to international evaluation standards and CDB Evaluation Policy.

b. Preparation of the Management Response and Action Plan (MRAP) and Submission to the Development Effectiveness Committee (DEC)

After the Head of Evaluation approved the final report, it is submitted to the Office of VPO or delegate to coordinate the preparation of the MRAP. The MRAP must be completed within **thirty (30) working days** of receiving the final report. The MRAP outlines the Management's response to evaluation's recommendations and includes a detailed action plan for implementing accepted recommendations. Each action should specify:

- The activity to be implemented.
- The responsible party (or parties).
- A timeline for implementing and reporting.

OIE provides a standard template (Annex 4) to guide the MRAP preparation. CDB Management may request that OIE present the evaluation findings to support the MRAP development. Once finalised, the MRAP is reviewed by SAT and approved by the President. Then, OIE submits it to DEC together with the final evaluation report. In instances when the MRAP is not submitted within the timeframe (30 working days) after the report is submitted to the Office of the VPO, OIE may proceed to present the evaluation report to the DEC, without the MRAP. The OIE may inform the DEC that may escalate the issue to the Board for appropriate action, including requesting from Management a justification and implementation of corrective measures. In such cases, the MRAP will be submitted subsequently, in line with established procedures. In cases where there are compelling reasons for the delay or times of extensive unavailability of CDB staff for times of Bank holidays, OIE must inform the BOD accordingly before the timeline expires. Once the evaluation report is endorsed by the DEC, it is considered final.

c. Communication products and events

To maximise the utility and reach of evaluation findings, each evaluation is accompanied by a tailored communication plan and actions for knowledge sharing and systematic learning by CDB. This plan is developed and implemented following the DEC's review of the final report. It identifies key audiences, communication objectives, and appropriate tools and channels for dissemination, in alignment with CDB's Information Disclosure Policy (Ref. PAPER BD 54/11 Rev. 1 Information Disclosure Policy).

In addition to developing a communication strategy (Annex 6), OIE implements a dissemination plan. This includes producing and sharing communication products such as infographics, videos, two-page summaries, and other materials designed to communicate findings and recommendations to the intended audiences effectively. The Department of Communications and Corporate Affairs supports OIE, ensuring that all communications are aligned with the proposed timeline of the Communication Plan.

The preparation of the publication-ready report follows an indicative communications, design, layout and publication timeline. The Department of Communications and Corporate Affairs or the externally contracted providers or consultants support the OIE across the following document production steps:

Step	Activities	Duration
Design and Layout	Apply corporate branding, format charts / tables, create infographics, typeset report	5–7 working days
Proofreading	Grammar, consistency, references, formatting, style guide compliance	3–5 working days
Final Quality Review	Verify corrections, check factual accuracy, review recommendations, confirm layout integrity	2–3 working days
Final Sign-off	OIE approval of publication-ready version	2–5 working days
Publication Preparation	PDF accessibility checks, web upload, dissemination materials	1–2 working days

d. Public disclosure

OIE publishes all independent evaluation reports and their corresponding MRAPs on the CDB website within **ten (10) working days** of DEC endorsement and notifies the BOD Secretariat in accordance with the CDB's Information Disclosure Policy.

3. Resources

The links and references provided in this manual are intended to inform on the possible methodologies and approaches that OIE may utilise to conduct independent evaluations. These references are in line with high evaluation standards proposed and adopted by the international evaluation community, including international organisations and Multilateral Development Banks (MDBs).

2025 CDB Evaluation Policy. www.caribank.org/evaluations-resources/2025-cdb-evaluation-policy

The new Evaluation Policy of the Caribbean Development Bank (CDB) sets out the principles that guide a strong, independent evaluation function: supporting learning, accountability, evidence-based decision-making, and transparency across the Bank. It reflects CDB's core values, lessons learned since the first policy in 2011, advances in global evaluation practice, and it responds to the external peer review in 2024, as a modern policy aligned with internationally accepted evaluation standards.

AEA Guiding Principles For Evaluators <https://www.eval.org/About/Guiding-Principles>

The Guiding Principles guide the professional ethical conduct of evaluators. The five Principles address systematic inquiry, competence, integrity, respect for people, and common good and equity. The Principles are interdependent and interconnected. At times, they might even conflict with one another. The Principles govern the behaviour of evaluators in all stages of the evaluation, from the initial discussion of focus and purpose, through design, implementation, reporting and evaluation use.

BetterEvaluation knowledge platform <https://www.betterevaluation.org/> is a virtual platform and global community, for a world of better evaluation, better decisions, and better results for people and the planet. BetterEvaluation.org has information and guidance on more than 300 methods and processes used in evaluation. Betterevaluation.org hosts thousands of evaluation resources, detailed information on evaluation approaches and themes, blogs from evaluation experts, and guides and tools such as the Manager's Guide to Evaluation, and the GeneraTOR Terms of Reference generator.

ECG. Big Book on Evaluation Good Practice Standards. www.ecgnet.org/document/ecg-big-book-good-practice-standards Good Practice Standards harmonize evaluation practice among members of the Evaluation Cooperation Group (ECG) of Multilateral Development Banks and improve understanding of evaluation practices. Derived from evaluation principles of OECD/DAC, these were built on good evaluation practices and designed to be consistent with MDBs' operational policies.

IEG. Development Evaluation Methods Guide.

<https://documents1.worldbank.org/curated/en/942511608652015232/pdf/Evaluation-of-International-Development-Interventions-An-Overview-of-Approaches-and-Methods.pdf> This guide is intended as a quick reference to evaluation approaches and methods. Its aim is to provide easily accessible and jargon-light descriptions of a broad yet select set of methodological approaches and methods used in evaluations in the field of international development (and beyond). The guide provides concise descriptions of established and emerging approaches and methods.

OECD. Evaluation Criteria www.oecd.org/en/publications/2021/03/applying-evaluation-criteria-thoughtfully_45a54ea7.html Relevance, coherence, effectiveness, efficiency, impact, and sustainability are widely used evaluation criteria in international development co-operation. They help determine the merit or worth of interventions, strategies, policies, programmes or projects. This guidance aims to help better understand the criteria and improve their use. It describes what they are and how they are meant to be used. Examples in the guide provide the reader with concrete ideas for using them.

United Nations Evaluation Group (UNEG) www.unevaluation.org is an interagency professional network bringing together the evaluation units of the UN system, of UN departments, specialized agencies, funds and programmes, and affiliated organizations. Today, the UNEG has 55 member agencies and seven observers. UNEG provides comprehensive guidance on evaluation in the UN.

Annexes

Annex 1: Terms of Reference for Evaluation Reference Groups (ERGs)

(Evaluation name)

Purpose

An Evaluation Reference Group (ERG) will be established during the initial phases of the evaluation to provide advisory support to the Evaluation Manager and, indirectly, to the Head, OIE, who has oversight of OIE evaluations. The ERG will be appointed by OIE in consultation with the department that is primarily responsible for the theme of the evaluation at the initial phases of the evaluation. The ERG is composed of up to five members, representing the key stakeholders that are most relevant to the evaluation. ERG members are normally internal to CDB and, in some cases, can be external. In such cases, external members may be asked to comment on documents or presentations, as required.

Objective

The objective of the ERG is to provide constructive advice at key junctures of evaluation processes, helping ensure that the evaluation is useful, used, relevant and credible⁴. ERG responsibilities include:

- Advice, inputs and feedback on the key evaluation deliverables*.
- Advice to the Evaluation Manager to ensure a smooth conduct of the evaluation process and that it yields timely, useful, and high-quality intermediate and final products⁵.
- Suggestion of relevant documents, information and a list of possible key informants, survey respondents, and other relevant stakeholders that may be consulted in the evaluation.
- Streamlining communications between the evaluation team and the relevant stakeholders.
- Advice to enhance the quality of learning products from the evaluation, share knowledge from the evaluation, and promote their use and dissemination.
- Collaboration with OIE to mobilise additional stakeholders beyond the ERG to participate in co-creation workshops, ensuring broad buy-in for the recommendations.

* The deliverables that may receive ERG advice include the Approach Paper and draft Evaluation Report. These documents are shared by OIE. The ERG is required to provide feedback within 10 working days. Members of the ERG may also contribute to the co-development or refinement of actionable recommendations to improve the usefulness of the findings. This may be part of workshops organised by OIE. ERG members can also be asked to advise on the dissemination of the evaluation products, to enhance the likelihood of broad use of the evaluation.

Composition of the ERG for the Evaluation of (Evaluation Name)

The ERG of this evaluation will comprise internal and external stakeholders, including:

- (Stakeholder 1)
- (Stakeholder 2)
- (Stakeholder 3)
- (Stakeholder 4)

⁴ Participation in ERGs has also wider benefits, by sharing relevant insights on the evaluation topic, generating buy-in or understanding that can be useful in implementing the recommendations, and strengthens overall evaluation culture.

⁵ The presence of at least some ERG members that can bring a country focus is beneficial.

Participation in the ERG is voluntary. OIE will invite the suggested ERG members after consultation with their respective managers regarding subject-matter expertise, availability, workload considerations, and seniority. The ERG members will confirm by responding to the invitation by OIE.

Roles and Responsibilities

ERG members are expected to:

- Attend scheduled ERG meetings (virtual) and workshops for the evaluation.
- Participate in discussions to inform the evaluation scope, findings, and recommendations.
- Review and provide comments on draft documents shared by OIE, within 10 working days.
- Ensure that diverse perspectives and relevant stakeholders are represented and included.

Coordination and Management

The Head, OIE, or a delegated staff member, appoints and chairs the ERG. The OIE Evaluation Manager coordinates and manages the ERG. Other OIE staff will provide secretariat support.

Expected Time Commitment

ERG members are expected to participate to up to three main meetings or reviews of the draft documents over the course of the evaluation. This evaluation started in (Month/Year) and is designed to be completed by (Month/Year). For this evaluation the main junctures will be the following, with meetings or reviews expected at each juncture to take place based on the following schedule:

- For the Approach Paper, from (Month/Year)
- For the Draft Report, from (Month/Year)
- For the Recommendations Workshop, from (Month/Year)

Confidentiality and Independence

ERG Members must respect the confidentiality of all evaluation materials shared for review. The ERG members, when staff of CDB, should update their line managers on the progress of the evaluation.

While the ERG contributes by advising on the evaluation at key junctures, the advice provided is non-binding, and the OIE and evaluators, or firms that conduct the evaluations, retain full independence and the final responsibility for decisions about the evaluation and the deliverables.

Annex 2: Terms of Reference for the Evaluation Advisory Committee

Background

The Evaluation Advisory Committee (EAC) is included in CDB's Evaluation Policy as a result of the implementation of one recommendation of the 2024 peer review of CDB's evaluation function. In line with similar committees in other MDBs, the Head of Evaluation appoints and convenes an external, independent Evaluation Advisory Committee to provide OIE with advice on general and overall strategic and operational matters for the evaluation function. The EAC provides the Head of the Office of Independent Evaluation (OIE) with systematic advice by reviewing and commenting on various aspects of OIE work that can enhance the evaluation function. Drawing on its substantive experience and expertise, the EAC helps strengthen OIE's independence, credibility, and utility.

Composition of the EAC

The EAC is composed of a Chair and two other members appointed by the Head of OIE for terms of up to two years, with the possibility of renewal. EAC members have outstanding expertise in evaluation and an international exposure to diverse contexts and different evaluation functions. Members of the EAC have diverse backgrounds and experiences. At least one member is from the Caribbean region. The first pilot EAC will run for one year, after which the chair will be replaced by another member, and new members will be added. After the pilot period, the OIE will launch an expression of interest to identify a pool of potential candidates who are qualified for the roles of EAC members.

Roles and Responsibilities

The EAC advises the Head of OIE regarding:

- The office's work plan and planned evaluations, including coverage, focus, and approach.
- Major evaluations (their approach paper and/or draft report), as requested.
- Policies of major international evaluation networks (ECG, UNEG) and their implications for OIE and the CDB evaluation function.
- OIE may also consult the EAC for technical input, as needed, on selected evaluations or other evaluation products and matters or events and initiatives of relevance for CDB evaluation.

The EAC Chair, in consultation with the Head of OIE, finalises an annual Work Plan for the EAC. The Chair is also responsible for developing a brief EAC Annual Report, which can be shared with CDB management and published on the OIE intranet or website, based on the input of all EAC members. The Chair of the EAC operates in close collaboration with the Head of OIE in completing their duties.

In the conduct of the EAC Work Plan, EAC members:

- Review selected documentation on CDB's evaluation function and evaluation reports.
- Participate as required in meetings of the OIE with CDB management, or in joint meetings with the DEC, to report on the EAC activities, findings, and recommendations. The Head of the OIE prepares the agenda for the workshop in consultation with the EAC Chair.
- Prepare and submit to the Head, OIE, an Annual Report on EAC work, the specific contributions of the EAC members, and any significant items arising from the consultations at the workshop.

Confidentiality and Independence

Individuals who have an ongoing collaboration in conducting or participating in evaluations with OIE or have ongoing contracts with CDB, which can be perceived as a conflict of interest, do not qualify as EAC members. During their tenure, EAC members cannot accept new contractual offers from CDB nor conduct evaluations or other new assignments for OIE. Outside of CDB, they will not engage in any activities that may constitute or be perceived as a source of conflict of interest.

Annex 3: Outline of the Final Evaluation Report

REPORT – CONTENT			
SECTIONS	CONTENT	COMMENTS	# of Pages
Table of content	Followed by Acknowledgments, Disclaimer		I
Acronyms			Ii
Introductory note to evaluation	- Purpose of the evaluation - Components of the report - Limits and strengths of the evaluation		1
Background information	Background of the intervention (project, program, policy, etc.)	A description of the relevant geographical (country/region) and/or sectoral context background.	4 (total)
	Brief description of the intervention		
	Implementation status and progress at the start of the evaluation		
Evaluation methodology and tools (summarised)	Purpose and scope of the evaluation	A description of the chosen assessment methodology, providing the reader with sufficient methodological explanations to gauge the robustness of the conclusions and to acknowledge limitations or weaknesses, where relevant.	Up to 5
	Evaluation questions		
	Methodology and tools		
	Limitations		
Key findings	Answer to the evaluation questions	A chapter presenting the Evaluation Questions and conclusive answers, together with evidence and reasoning. It should include a note on the intervention's unexpected results (positive or negative).	Up to 20
	Overall assessment (Optional)	A chapter synthesising all answers to Evaluation Questions into an overall assessment of the intervention. The detailed structure of the overall assessment should be refined during the evaluation process. The relevant chapter should articulate all the findings, conclusions and lessons in a way that reflects their importance and facilitates the reading. The structure should not follow the Evaluation Questions, the logical framework or the evaluation criteria.	
	Risk / Challenge Analysis	Relevant context factors, which may have curbed and obstructed or favoured result achievement over the reference period	
Conclusions and lessons learned	Conclusions	This chapter contains minimum 1 and up to 10 conclusions of the evaluation, organised per evaluation criterion. A paragraph or sub-chapter should pick up the 3 or 4 major conclusions organised by order of importance, while avoiding being repetitive. This practice allows better communication of the evaluation messages that are addressed to CDB.	6
	Lessons learned / to be learned	If possible, the evaluation report identifies one or more (up to 5) transferable lessons , which will be highlighted in the executive summary and can be presented in appropriate seminars or other dissemination activities.	
Recommendations	Chart of recommendations	The report has a minimum of 1 - and up to 8 (if strongly justified by the evaluation) recommendations. Recommendations must be clustered, prioritised, carefully targeted to the appropriate audiences at all levels, within CDB's structure. In mid-term evaluations, recommendations are intended to improve or reform the intervention within the global framework initially approved.	4

		In final evaluations , recommendations are intended to prepare the design of new phases of interventions for next programming cycle or a readjustment of the relevant strategy / policy. Mid-term or final evaluations should pay attention to 2 issues: (i) the sustainability of the results to be achieved (mid-term) or already achieved (final) as inputs to the next phase or cycle; (ii) the consistency of results to be achieved (mid-term) or already achieved (final) with the expected impacts of the intervention.	
TOTAL length pages		Including up to 5 pages executive summary at the beginning of the document and up to 5 pages for the MRAP at the end.	40

The reports should include the following annexes as a separate document:

ANNEXES - TABLE OF CONTENT	
SECTIONS	CONTENT
Table of content	
Terms of Reference of evaluation assignment	
Background information	This is a longer version of the background information, if available that can be inserted in the Annexes, while a much briefer text is in the Main report
Detailed evaluation methodology and tools	• Data collection methods and tools • Analysis methods and tools: options taken • Difficulties encountered and limitations
Evaluation Matrix With answers to the Evaluation Questions, judgement criteria and indicators	• Evaluation questions • Evaluation criteria covered • Rationale and scope / coverage • Judgement criteria • Sources of information, and any indicators used
Intervention logic reconstructed	
Geographic map(s) where the intervention took place, as relevant	
List of persons/organisations consulted	
Literature and documentation consulted	Per author (institution or individual), starting with CDB's reference documents, then in alphabetical order
Other technical annexes (e.g. statistical analyses, tables of contents and figures, matrix of evidence, databases), as relevant	

Annex 4: Template for Management Response Action Plan

Management Response - Implementation of Evaluation Recommendations

Title:		
Due date of Management Response:		
Coordinator of Management Response:		
Submission for Management Response		

General comments on the evaluation (if any)	
--	--

Evaluation recommendation #1 ('the what')			
Lead entity ('who' is responsible)		Participating partners ('who else is responsible')	
Overall management response			
('if' – accepted, partially accepted, rejected)		('how' - in 250 words or less to explain the management response)	
☐ Accepted ☐ Partially Accepted ☐ Rejected			
Suggested lines of action			
Lines of action	Suggested actions to be implemented (to articulate how to implement the recommendations)	Timeline	
		Start date	End date
	• • •		

Annex 5: Audit Trail / Response Log Template

Audit Trail: (Evaluation name)

Summary of the Evaluation Team's responses to comments on the draft evaluation final report from the Commissioner, Focal Point, and ERG members, individually or in groups, compiled by the Manager.

Report Page #	Comments received from Management /ERG	Evaluation Team's answers	Amendments to text by OIE

Annex 6: Main elements of OIE's Communication strategy and plans

This document summarises the Office of Independent Evaluation's communications strategy. The strategy was drafted in 2025 and is accompanied by a work plan and a detailed quarterly-based Gantt chart timeline. This work plan includes specific actions that each support at least one of the strategy's four objectives, which are:

1. **Strengthen** internal buy-in for OIE's mandate and operations
2. **Expand** regional and international stakeholder networks for disseminating evaluation products
3. **Maximise** visibility of evaluations and achieving incremental increase in use of OIE products
4. **Bolster** communications mechanisms to elevate OIE's profile and reach

Informed by 2025 consultations and a December 2023 perception survey

The OIE conducted a perception survey in December 2023 to understand perceptions about OIE within the Bank. The following perceptions emerged: some staff are not fully aware of OIE's function in the Bank. Others have not engaged recently with evaluations or their findings. The survey results inform the communications strategy.

1) Strengthen internal buy-in for OIE operations

The strategy aims to shift perceptions of the OIE within the Bank. It includes development of the perception of the OIE as a critical constructive colleague, and the development of a Bank-wide learning culture that fosters interest in evaluation, evaluation processes, and evaluation products. A follow-up OIE Perception Survey will be released in the second half 2026 to measure changes in perceptions.

2) Expand regional and international stakeholder networks

The OIE is creating a contact list of regional and international stakeholders including heads of evaluation and other relevant contacts in evaluation at multilateral development banks, at relevant ministries in borrowing member country governments, and donors' evaluation working groups. These contacts will be engaged in several ways during the implementation of evaluation dissemination plans, and through future invitations to events such as the Caribbean Evaluation Weeks from 2026 onwards, conferences, and webinars.

3) Audience mapping and strategic engagement

Network gaps and opportunities will be defined and acted upon. There are great opportunities to target audience members such as government counterparts directly with online communications. There are also opportunities to promote OIE evaluations more heavily on LinkedIn, the CDB newsletter, and peer digital platforms.

4) Increased visibility of OIE products

The OIE will launch evaluations and knowledge and evidence products in 2026 based on the new strategy. Digital communications packages of infographics and evaluation briefs will be created for each evaluation and video products where relevant. These will be promoted through CDB digital channels such as LinkedIn, website, and email newsletter and distributed to key influencers in the newly developed audience map contact list.

5) Upgraded communications systems and presence

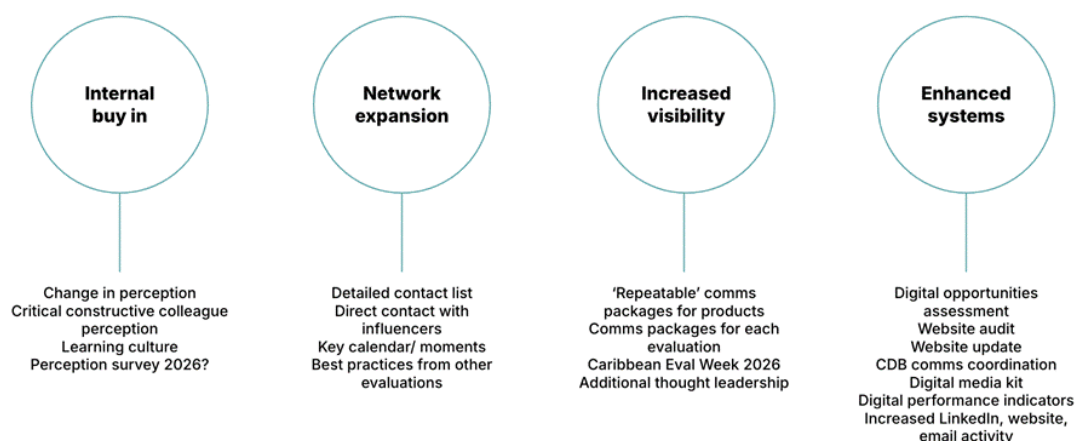
The OIE will conduct a website audit, detailed website update, development of a digital media kit for relevant audiences, increased coordination with CDB comms, and increased activity on LinkedIn,

newsletter, and website. Overall, there are clear opportunities for practical, resource-efficient communications which have great potential to significantly enhance the OIE's profile and uptake of its evaluations and evaluation products among a wider group of regional and international audiences.

6) Years following the implementation of the Evaluation Policy, and OIE's Communication strategy

This strategy and its related documents offer the first iteration of a realistic work plan and guiding vision that can be enhanced in the future. Internal buy-in of this strategy will likely increase the potential to achieve its objectives. Therefore, this strategy will be shared within the OIE, CDB communications teams, and CDB leadership to ensure that all internal stakeholders are aligned with the strategy.

Expanded strategy objectives



Priority actions

Below are priority actions that will be undertaken in 2026.

Strengthen internal buy-in by the following objectives, to:

- **Reposition** OIE as strategic partner within the Bank
- **Promote** a 'learning culture' around evaluation
- **Conduct** follow-up perception survey in 2026

Expand regional and international networks

- **Engage** audience of economists, evaluation leads, government officials
- **Focus** communications/ awareness raising at key junctures (Caribbean Evaluation Week 2026)
- **Address** network gaps

Maximise visibility of evaluations

- **Develop** tailored communications packages for each evaluation
- **Disseminate** via LinkedIn, CDB newsletter, website, webinars, and peers' digital platforms
- **Target** key evaluation/ donor influencers with direct outreach, and Borrowing Member Countries
- **Position** OIE as key evaluation influencer regionally with coordinated, timely dissemination

Enhance communications systems

- **Audit** and revamp OIE website
- **Build** digital media kit for external audiences
- **Increase** coordination with CDB Communications and digital activity