



Office of
Independent
Evaluation

ANNUAL REPORT ON EVALUATION 2025

Strengthening CDB's Evaluation Function and Systems to
Catalyse Greater Development Results in the Caribbean

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Acronyms

BoD	Board of Directors	MEAL	Monitoring, Evaluation, Accountability and Learning
BMCs	Borrowing Member Countries	MC	Member Countries
BNTF	Basic Needs Trust Fund	MDBs	Multilateral Development Banks
CDB	Caribbean Development Bank	MR	Management Response
CESE	Country Engagement and Strategy Evaluation	OECS	Organisation of Eastern Caribbean States
CLEAR-LAC	Center for Learning in Evaluation and Results for Latin America and the Caribbean	OIE	Office of Independent Evaluation
CSPE	Strategy and Programme Evaluation	PBLs	Policy-Based Loans
DCCA	Department of Communications and Corporate Affairs	PCRs	Project Completion Reports
DEC	Development Effectiveness Committee	PCVRs	Project Completion Validation Reports
EAC	Evaluation Advisory Committee	RTE	Real-Time Evaluation
ECG	Evaluation Cooperation Group	SAO	Strategy and Accountability Office
ERG	Evaluation Reference Group	SDF	Special Development Fund
IDB	Inter-American Development Bank	SDGs	Sustainable Development Goals
M&E	Monitoring and Evaluation	WP	Work Programme
		WSIP	Water Supply Improvement Project
		YPOS	Youth Policy and Strategy

Reflections on the Year 2025

2025 marked a defining time for the Office of Independent Evaluation (OIE) of the Caribbean Development Bank (CDB). Building on OIE's valuable history, 2025 saw collaborative efforts between OIE, CDB colleagues, Board members, BMCs, and others turn a challenging transition into a very satisfactory year. I acknowledge the dedication, stamina and resilience of all those in OIE who gave their 100% to ensure that we deliver during this very busy time of transition, and the OIE colleagues who managed the office in the interim. I also recognise all the creative ideas and initiatives that many brought forward, in a spirit of positively seeing challenges as opportunities, and by accepting change as steps towards success.

Fifteen years after CDB's first Evaluation Policy, in 2025, a **new Evaluation Policy** was developed **collaboratively** with CDB, management, and the Board through CDB's Development Effectiveness Committee. The new evaluation policy strengthens CDB's credibility and better positions the Bank as it undergoes a governance review, key external assessments, and drafts a new Strategic Plan to 2035.

OIE's vision is that evaluation is independent yet also interdependent with and within CDB, applies evaluation best practice yet adapted to the context of the region, and increasingly functions as a vital organ for the thriving organisation that CDB aims to become. OIE's vision to 2030 also intentionally aligns with the forthcoming end of the SDGs in 2030.

The year 2025 saw transitions in OIE leadership, modus operandi, and the shift from a 5-year to a 3-year rolling work programme, with most changes guided by the 2024 peer-review recommendations.

Crucially, in 2025, the OIE also transitioned to **realigning** its work programme with calendar years to be increasingly in sync, useful, and able to add value to CDB's knowledge sharing and decision-making, while always respecting the absorptive capacity of CDB, its Board, and the BMCs. The **realignment** will also support **better linkages between OIE's work plan** and CDB's planning cycles, greater predictability, and greater agility, driven by CDB needs and demand.

Improving OIE's workflows and timeliness of OIE evaluations is ongoing and will take time to be fully achieved, but is crucial for how CDB and the Board see and perceive evaluation. Meanwhile, all planned 2025 evaluations were completed, and most products still outstanding from 2024 and before, were brought to or near conclusion, as well as all 2025 Project Completion Validation Reports (PCVRs). In addition, the OIE has finalised PCVRs pending from the past and backstopped CDB in following up on the past evaluations and on the PCVRs that still needed follow-up.

All OIE resources were used and all new Evaluation Officer posts were filled. Furthermore, by expanding the databases of independent consultants and of firms in 2025, OIE now has more options to conduct transparent, broader hiring of external experts to support independent evaluations and validations.

In contributing to one of CDB's axes for the future decade, the OIE has intentionally begun investing in building capacity for a new generation of evaluators from the Caribbean by partnering with regional capacity providers to strengthen BMC's evaluation capacities, with a focus on the Caribbean.



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The opinions expressed in this report are those of the external evaluation team and do not necessarily reflect those of CDB. Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document and the opinions expressed within does not imply endorsement by CDB.

2025: A Year of Transition and Transformation

The year 2025 represented a significant transition for OIE, characterised by several changes:

Leadership transition during the first half of 2025

A new Head of Evaluation joined CDB in March 2025. During the transition, the OIE maintained the momentum of the work initiated over the previous years by engaging in a new vision and plan of work. Pending deliverables from 2024 were completed in the first half of 2025, while the 2025 Work Programme (WP) was revised to be more agile and responsive to the absorptive capacity of CDB, at a time when OIE's staffing remained very limited and new posts were being recruited. For instance, a Country Strategy and Programme Evaluation (CSPE) for Trinidad and Tobago from the previous year was still being conducted in the first half of 2025, together with completing other areas of work from the 2024 workplan, including the last steps for other evaluations and the management responses or implementation plans for most of the evaluations still pending from the past. These evaluations were updated, shared with the DEC, and finally published on OIE's website. All this while the full 2025 work plan was being implemented and the 2026–2028 plans being developed.

Culmination of the 2020–2025 five-year rolling Work Programme and start of a new 3-year rolling plan cycle

With the conclusion in 2025 of the OIE 5-year rolling work plan (WP) 2020–2025, the new OIE work plan 2026 to 2028 followed, including a vision to 2030. This new plan and vision coincide with the revision of CDB's Corporate Strategy and the development of CDB's new Strategic Plan 2026–2035. The renewal of OIE's rolling WP now takes place every three years to better reflect a rapidly changing global context that demands more frequent adaptation and to offer more chances to align the OIE's work with the priorities outlined in the new CDB Corporate Strategy. Also, the OIE's work plan was intentionally realigned with the calendar year. This is an adjustment that, while requiring several years to be

fully implemented, supports better alignment of OIE's work with CDB's planning cycles. This adjustment also provides greater predictability of OIE plans, facilitating improved planning, implementation, and as a result, organisational learning.

Development of the new 2026–2028 Work Programme towards 2030

The OIE WP for 2026 to 2028, with a vision to 2030, was developed through a consultative process with all major CDB's "boundary partners". OIE shared its vision and preliminary insights with CDB participants, including CDB Management, to listen to, understand, and gather their views, feedback, and suggestions on the OIE 2026–2028 WP and on their own needs and priorities. The WP and Budget were also developed within the framework of CDB's strategic directions, emphasising the main CDB axes of innovation, digital transformation, and regional cooperation and integration, as well as the main cross-cutting themes of climate resilience, youth, and institutions.



Implementation of the 2024 Peer-Review recommendations

The new direction of the OIE in CDB, along with several elements of its work plan, responds to the 2024 Peer-Review of CDB's Evaluation Function. Its recommendations called for adequate resources for evaluation. As a result, OIE's budget and staffing were increased from 2025, bringing the level of resources to a comparable level—with the due proportions—to that of other Multilateral Development Banks (MDBs), in ways that can be also useful to strengthen and to protect OIE's independence. OIE also implemented all other Peer-Review recommendations, to enhance the utility of evaluations through stronger collaboration with Operations and other CDB departments from design through dissemination, and established a new Evaluation Advisory Committee (EAC). The other main recommendation of the 2024 Peer-Review was to renew CDB's outdated 2011 Evaluation Policy, which was the main endeavour in 2025.

Renewal of the Evaluation Policy and development of operational manuals

The renewal of the 2011 Evaluation Policy progressed through a comprehensive collaborative process involving all main departments of the Bank and the Board of Directors (BOD), and through the dedicated Development Effectiveness Committee (DEC). Consultations were held in line with an agreed roadmap and process since May 2025. The updated [Evaluation Policy](#), that was approved by the Board in 11 December 2025, is a concise document focusing on the fundamental principles, strategic directions, key stakeholder roles and responsibilities for OIE's independence, and on the governance of CDB's Evaluation function. The Policy is complemented by two operational manuals: a Manual on Independent Evaluation and a Manual to guide CDB's Self-Evaluations.





**Fully independent—
yet interdependent**



**A vital organ for a
thriving organisation**



**Global best practice—
locally adapted**

OIE's Vision and Strategic Directions

OIE's Vision Statement

The vision for the OIE is to be recognised as the centre of evaluation excellence for the Caribbean, driving evidence-based decision-making, organisational learning, and enhanced development impact through independent, credible, and useful evaluations firmly grounded in international best practice yet locally adapted to CDB and the region. OIE is independent, yet interdependent with the rest of the Bank, and is like an organ functioning harmoniously within the rest of the organisation.

Three Foundational Principles

OIE's renewed vision rests on three foundational principles:

Principle 1: Full independence with reciprocal interdependence

OIE operates in full independence from Management and Operations, yet within the broader context of collaboration and reciprocal interdependence with and within the Bank, the Board, and its BMCs. Evaluation feeds on the needs of the Bank, Operations, and the Board of Directors as the main users, whilst CDB and the Board depend on OIE's work to inform planning, decision-making, and strategy. This interdependence is healthy and necessary—it is not a compromise of independence but rather is its purpose and justification.

Principle 2: Global best practice, locally adapted

OIE's credibility is established through its independent evaluation function, which is firmly grounded in global best-practice standards—including the norms and standards of the Evaluation Cooperation Group's Good Practice Standards, the United Nations, and state-of-the-art approaches from leading multilateral development banks. However, these international standards are not applied mechanically but are thoughtfully adapted to CDB's specific context, the Caribbean region's unique characteristics, and the developmental priorities of Borrowing Member Countries (BMCs).

Principle 3: Evaluation as an "organ" in a healthy and thriving "organisation"

OIE and independent evaluation are akin to a vital organ in a healthy body—a metaphor for a thriving organisation. Just as organs are essential for bodily health and function, evaluation is essential for the Bank's continuous improvement, good governance and greater effectiveness. Within this vision, OIE's rolling plan aligns with CDB's Corporate Strategy, contributes to the Bank's goals, maintains high quality and relevance, acts collaboratively, responds to demand, builds on regional capacities, and timely informs CDB's learning, planning, and decisions.

Evaluation Work Streams

This Annual Report 2025 introduces an approach to organising the Evaluation function—and the main areas of OIE work—around six interconnected work streams:

Stream 1: Independent Evaluation, Systems & Governance

- Evaluation policies, manuals, and standard operating procedures
- Digital platforms and repositories (Evaluation Platform, PCVR database)
- Quality assurance frameworks and guidelines
- Innovations dashboards, data analytics
- Integration of evaluation into CDB's strategic planning and decision-making

Stream 2: Conducting & Delivering Evaluations

- Portfolio of completed evaluations (corporate, country, sector, thematic, real-time, etc.)
- Project Completion Validation Reports (PCVRs)
- Methodological approaches and innovations

Stream 3: Evaluation Culture & Capacity Building

- Promotion of evaluative thinking across CDB
- Cultural change initiatives and advocacy
- Internal capacity building for OIE staff
- Training for CDB departments

Stream 4: Evaluation Partnerships & Networks

- Partnerships with evaluation networks and institutions
- Stakeholder engagement and awareness-raising activities
- Collaboration with academic centres and centres of excellence

Stream 5: Implementation Support & Follow-up of Recommendations

- Management Response and Action Plan (MRAP) processes
- Tracking and monitoring implementation progress
- Collaboration with implementing entities
- Verification and status updates

Stream 6: Communication & Knowledge Dissemination

- Communication strategies and products (videos, infographics, briefs)
- Dissemination channels and platforms (website, intranet, external forums)
- Stakeholder engagement events and consultations
- Participation in regional and international evaluation forums

Stream 1: Independent Evaluation, Systems & Governance

Independent Evaluation, Systems, and Governance establish the foundational frameworks, systems, and standards that ensure the credibility, independence, and effectiveness of CDB's Evaluation function. This area of work encompasses the development and implementation of evaluation policies, operational manuals, quality assurance mechanisms, platforms and other systems and processes that support rigorous and systematic evaluation practice.

Key Developments in 2025

Evaluation policies, manuals, and standard operating procedures

In 2025, OIE renewed CDB's evaluation governance framework by comprehensively revising the existing 2011 Evaluation Policy and developing two new complementary operational manuals. This collaborative process involved extensive consultations with OIE's main boundary partners—including Operations (Projects and Economics Departments, the Strategy and Accountability Offices), and others—and engagement with the Board of Directors through the Development Effectiveness Committee (DEC) and other key stakeholders. The new [Evaluation Policy](#), covering both self-evaluation and independent evaluation, aligns CDB's evaluation function with international best practices, as recommended by the [2024 Peer-Review of CDB's Evaluation Function](#).

Digital platforms and repositories

OIE continued investing in modernising its digital infrastructure and knowledge-sharing systems in 2025 to transform how evaluation knowledge is stored, accessed, and used across the Bank. OIE initiated Phase 1 of a comprehensive upgrade of its online systems, starting with developing a new OIE website, to be followed by an enhanced intranet, and a digital repository and dashboard. The online dashboard will be built upon OIE's recent progress in developing a Power BI-based Evaluation Recommendations Tracker to monitor and report on the implementation status of evaluation recommendations, as well as on examples

of good practice from other organisations. These initiatives, designed in collaboration with Information and Technology Solutions Department and Department of Communications and Corporate Affairs, and with the Operations Department as their main users, are scheduled for completion within 18 months from their start, and the new OIE website in early 2026.

Quality assurance frameworks and guidelines

OIE strengthened its quality assurance mechanisms in 2025 by establishing external advisory structures that enhance the credibility and rigour of evaluations. The establishment of the inaugural Evaluation Advisory Committee (EAC) was also in response to one of the recommendations from the External Peer-Review. Composed of three international independent experts with knowledge of the Caribbean region, international financial institutions, and of evaluation practice in Multilateral Development Banks, the EAC provides external perspectives that strengthen evaluative thinking at the governance level and ensures alignment with global standards. A summary of the key messages from the EAC after it first convened in 2025, is provided in Annex.

Integration of evaluation into CDB's strategic planning and decision-making

Through close collaboration with the Operations department, Projects, Economics, and the SAO, OIE embedded evaluation considerations from the design phase up to the dissemination of findings. The new evaluation manuals detail how evaluation will be systematically incorporated into planning cycles, thereby facilitating the availability of evaluation insights when strategic and operational decisions are made. This ongoing advancement will further position evaluation as a forward-looking means to support CDB organisational learning in addition to being a mechanism to promote greater accountability.

Among other innovations, in October 2025 the OIE launched its first pilot Real-Time Evaluation (RTE), applied to the case of the Water Supply Improvement Project (WSIP) in Guyana. The purpose of this RTE is to deliver concrete, timely, actionable insights for similar interventions and to support relevant CDB partners in implementing the WSIP, which is at an intermediate stage of project

implementation and therefore one ideal candidate for adaptive learning and management. In this RTE, OIE staff joined a CDB supervision mission, and an external evaluation and technical team, to learn in timely comprehensive ways about improvements to implementation and to provide recommendations.



Stream 2: Conducting & Delivering Evaluations

This area covers the methodologies, processes, and practices that are required for conducting both independent evaluations (led by OIE) and self-evaluations (by project teams from Operations).

Key Developments in 2025

Portfolio of completed evaluations (corporate, country, sector, thematic)

In 2025, in addition to completing deliverables that were still pending from the past year (such as the Trinidad and Tobago CESE, from 2024), OIE delivered a full evaluation workplan that encompassed both independent evaluations (led by OIE) and self-evaluations (led by Operations, with OIE validation). All 2025 evaluations were completed (see Table 1). Firm plans are to submit all 2025 evaluation reports with recommendations for management response by CDB in early 2026, with their corresponding publication. Additionally, a synthesis study on the Basic Needs Trust Fund programme has also been completed and was presented to its users.

Project Completion Validation Reports (PCVRs)

OIE continued to validate self-evaluation products as a critical component of CDB's evaluation system. Six PCVRs were validated in 2025 and are ready to be presented to DEC at its first meeting of 2026, with their Management Responses. Thanks to the Bank's improving timeliness in their completion of PCVRs in 2025, they were made available to OIE earlier than in previous years, facilitating timelier validation by OIE and their use in CDB's planning and reporting. OIE also finalised and reported on the outstanding 2024 PCVRs, with their Management Responses.

Methodological approaches and innovations

The year 2025 marked significant evolution in OIE's evaluation approach and methodology. OIE continued moving towards a hybrid evaluation approach, partially shifting away from the fully externalised model that previously dominated. This transition involves greater involvement of OIE staff in evaluation processes, while maintaining support from external firms and consultants as needed. The hybrid approach is being implemented incrementally as OIE staff and systems capacity grows together with the recruitment of new Evaluation Officers.



Table 1: OIE's Work Programme for 2025

Country Strategy and Programme Evaluation (CSPE)	
Trinidad and Tobago CESE (from 2024)	Completed / Delivered in May 2025, to the DEC in August 2025
St Lucia CESE (from 2025 workplan)	Completed / Delivered in November 2025, for MR in early 2026
Corporate Evaluation	
Youth Policy and Strategy Evaluation	Completed / Delivered in December 2025, for MR in early 2026
Policy-Based Lending Evaluation	Ongoing / To be delivered in early 2026, for MR by mid 2026
Sector and Thematic Evaluations	
Real Time Evaluation—Guyana WSIP	Ongoing , for completion in early 2026, and then learning lessons
Synthesis study of BNTF	Completed / Delivered in December, for publication in early 2026
Self-evaluations	
Validation 2025 PCRs	Completed by December 2025, for MR in January 2026
Other Activities	
Revise and Update Evaluation Policy	Renewed, approved , 11 December 2025
Develop two Manuals for Evaluation	New, approved , 11 December 2025
Capacity Building for BMCs	Started , ongoing through CLEAR-LAC; October 2025 onwards
Launch the Evaluation Advisory Committee	EAC Started , inaugural meetings in October 2025 in Barbados
Internal capacity building on Evaluation	Ongoing , by internal seminars, presentations, <i>ad hoc</i> meetings
Educational session for the Board	Session June 2025, 45 minutes video posted in October, bilateral
Gender Guidelines in Evaluation	Completed , uploaded on OIE website in early 2026
Evaluation Conference 2026 preparation	Preparations started for the inaugural conference in 2026
Modernising OIE's systems and visibility	Phase 1: Developing a new OIE website, planning next steps



Stream 3: Evaluation Culture and Capacity Building

This area of work recognises that effective evaluation requires more than technical expertise—it demands an organisational culture that fully values learning, evidence-based decision-making, and accountability. Through targeted interventions, OIE works to integrate evaluation into strategic planning, promote evaluative thinking institution-wide, and build the capacity of both OIE staff and CDB departments to conduct, commission, and utilise evaluations' knowledge.

Key Developments in 2025

Promotion of evaluative thinking across the Bank

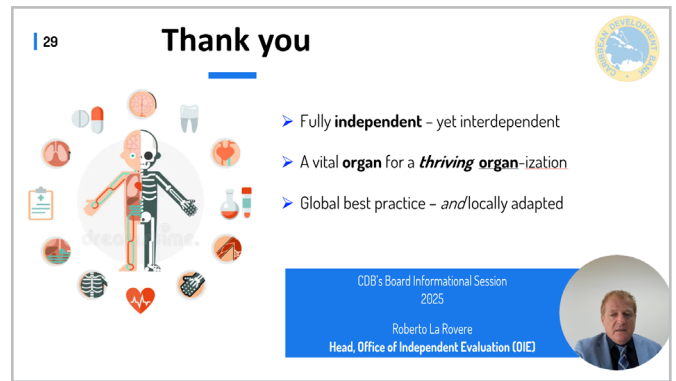
OIE strives to promote and cultivate a culture of evaluative thinking throughout CDB, and encouraging staff at all levels to apply evaluative approaches in their daily work. This included promoting systematic use of evidence in decision-making, fostering critical reflection on interventions, and encouraging learning from successes and challenges. The establishment of the Evaluation Advisory Committee (EAC) in October 2025 further strengthened evaluative thinking at the governance level by providing external perspectives and self-reflection.

Cultural change initiatives and advocacy

Educational sessions for the Board were initiated with an awareness session in June 2025, followed by the development of a video explaining OIE's objectives and role in CDB, and bilateral discussions to deepen understanding of the evaluation's value proposition. Cultural change, however, happens through each evaluation process, in CDB and in its BMCs.

Internal capacity building for OIE staff, CDB departments, and for the Board

Internal capacity-building on evaluation started in August 2025 through internal seminars, representing a strategic investment in developing evaluation knowledge across CDB staff, and with the Board (see the snapshot above from the Board video presentation).



OIE provided targeted technical assistance to CDB Operations to strengthen their understanding and use of evaluation. In addition, OIE collaborated with operational departments in co-developing the Self Evaluation Manual—particularly with SAO, Economics, Projects, the Office of Risk Management, and others—which ensured that guidance materials reflect the practical realities and needs of implementation teams. OIE also worked closely with SAO to help train CDB staff to conduct country strategy evaluations and link them with Results-based Management (RBM) at the Bank.



Stream 4: Evaluation Partnerships & Networks

This area recognises that evaluation effectiveness is enhanced through collaboration with peer institutions, international evaluation networks, academic partners. Through these strategic partnerships, OIE gains access to international best practices, contributes to global evaluation discourse, creates pathways for knowledge transfer and capacity strengthening across the region. The networks serve as platforms for mutual learning, technical collaboration, and advancement of evaluation standards tailored to the unique Caribbean context.

Key Developments in 2025

Partnerships with evaluation networks and institutions

In 2025, OIE strengthened strategic partnerships with leading institutions, marking a year of transformation for regional collaboration. The start of a partnership of OIE with [CLEAR-LAC](#) in October 2025 positioned this regional evaluation capacity development hub as CDB's partner for strengthening evaluation systems in BMCs, facilitating the integration of Caribbean evaluators with their Latin American and global peers. Eight staff from relevant government ministries in six countries (St Lucia, Barbados, Guyana, Belize, Jamaica, as well as Trinidad and Tobago) were cosponsored by OIE to attend the [EVALAC 2025](#) in Cartagena, Colombia, in October, marking a significant increase in the participation and regional presence of the—until then, very sparse presence—of national evaluation and M&E practitioners from the Caribbean.



Another significant milestone was the initiation of the process of submission of the Evaluation Cooperation Group (ECG) documentation, which initiated OIE's application for membership in the ECG of Multilateral Development Banks, providing access—when OIE is accepted as a member—to best practice and peer-review mechanisms with the main international financial institutions.

Stakeholder engagement and awareness-raising activities

Planning commenced in 2025 for the inaugural Caribbean Evaluation conference, scheduled for early September 2026, which was strategically reprogrammed from 2025 to ensure its adequate resourcing and maximise its impact. This biennial event, to be organised and led by OIE,

will bring together evaluation practitioners, policymakers, development partners, civil society organisations, and academics to share knowledge, discuss emerging evaluation challenges, and strengthen the regional evaluation systems.

Collaboration with academic centres and centres of excellence

A significant commitment to capacity development was OIE's sponsorship for training of promising evaluation professionals from several BMCs at EVALAC 2025, creating pathways for emerging evaluators and M&E professionals in Governments to gain exposure to evaluation practice, build professional networks, and strengthen competencies as future evaluation leaders—and future CDB focal points—in the Caribbean.

OIE also continued collaboration with IDB, planning for capacity-building activities, as well as through the EVALAC training, and established a collaboration with the University of the West Indies (UWI) to develop evaluation talent across the region. Initial collaboration was also discussed in Saint Lucia with the Organisation of Eastern Caribbean States (OECS).



Stream 5: Implementation & Follow-Up On Recommendations

This area establishes systematic processes for tracking implementation of evaluation recommendations, supporting CDB management and Operations in responding to evaluations, and verifying progress toward the agreed actions.

Key Developments in 2025

Management Response and Action Plan (MRAP) processes

Five evaluations with MRAP, not yet published from before 2025, were finally posted on OIE's webpage in 2025. In addition, the Bahamas Country Strategy and Programme Evaluation, completed in 2024, was presented to the DEC along with its Management Response in early 2025, and the Trinidad and Tobago Country Strategy and Programme Evaluation (CSPE), conducted in 2025, had its Management Response presented to DEC in time for use in planning next CES.

Tracking and monitoring of implementation progress

In 2025, OIE supported Operations in the follow-up of the implementation of MRAPs that were still outstanding from the 2024 Work Programme. OIE continued strengthening its systems for tracking and monitoring the implementation of evaluation recommendations throughout 2025, building on the Power BI-based Evaluation Recommendations Tracker. This captures implementation data, their completion rates, percentage of recommendations implemented on time, delays and postponements, and trends over time that illustrate improvements or setbacks in adopting recommendations. This data-driven tool enables CDB's management and the Board to monitor progress, ensuring that lessons from evaluations are applied in timely ways while providing a repository of recommendations, management responses, and lessons to support continuous improvement of CDB's operations.

In September 2025 OIE—in close collaboration with, and participation by Operations—presented and updated the implementation status reports for presentation to the DEC, providing the Board with transparent visibility into how evaluation recommendations are being actioned across the Bank.

Collaboration with the CDB implementing entities

Throughout 2025, OIE worked collaboratively with implementing entities across CDB to support the implementation of evaluation recommendations and address out-

standing actions from past evaluation cycles. OIE worked closely with Operations on outstanding management response actions to identify progress, challenges and areas requiring further support. One main area of collaboration was the development and review of the new Self-Evaluation Manual, which is "owned" by Operations but falls under OIE's overall oversight on Evaluation. OIE also provided feedback on draft self-evaluation products upon request by Operations, supporting the quality and credibility of Project Completion Reports (PCRs) and other self-evaluation materials.

Verification and status updates

PCRs for 2025 were made available to OIE earlier than in past years, enabling more timely validation of Project Completion Reports (into PCVRs) and therefore their use into CDB's planning, reporting and learning cycles.

Stream 6: Communication & Knowledge Dissemination

This area of work recognises that the value of evaluation lies not merely in conducting rigorous evaluations but also in effectively communicating their insights to diverse audiences—from the Board of Directors and senior management to operational staff, BMCs, and regional stakeholders—in timely ways. Through strategic communication planning, innovative digital platforms, diverse dissemination channels, and targeted engagement activities, OIE maximises the visibility, accessibility, and utilisation of evaluation products.

Key Developments in 2025

Communication strategies and products

In 2025, OIE developed and began implementing a comprehensive Communications Strategy to strengthen the Evaluation function's visibility and impact across multiple stakeholder groups. This strategy focuses on four interconnected goals:

- Strengthen buy-in for OIE's mandate and operations for CDB staff and management.
- Expand regional/international stakeholder networks to disseminate evaluation products.
- Maximise visibility of evaluations and

incrementally increase the use of OIE products.

- Bolstering communications mechanisms to elevate OIE's profile and reach.

To operationalise this strategy, OIE engaged an external provider of new communication tools and materials, complementing activities delivered by the OIE in collaboration with CDB's Department of Communications and Corporate Affairs (DCCA). This collaboration produced videos about OIE's role and objectives within CDB, infographics to distil complex evaluation findings into more accessible visual formats, enhanced report layouts to improve readability and user experience, draft social media posts and images for broader dissemination, and tailored communication strategies for the evaluation products, including this 2025 OIE Annual Report on Evaluation and other means of communication.

Dissemination channels and platforms

OIE made substantial progress toward modernising its dissemination infrastructure by investing in online systems and digital platforms. Landmark achievements were the start of the modernisation of IT systems, with the ongoing development of a new OIE website, the first step to enhance transparency and visibility. The website allows better navigation, visual design, and organisation of OIE products, hence easier for using evaluation findings.

A comprehensive plan is now in place to continue modernising other critical areas, including developing a dedicated intranet page for CDB staff to provide privileged access to draft products and internal evaluation resources, and a repository of evaluations that will serve as a comprehensive archive of all OIE evaluation products using advanced search and filtering capabilities. This initiative, designed in close collaboration with CDB's Information Technology Department, enhances how evaluation knowledge is stored, accessed, and utilised across the Bank. To complement these systems, OIE uploaded nearly all pending evaluations that were still awaiting public dissemination to its webpage in 2025, improving transparency and stakeholder access to evaluation findings while also addressing a key recommendation from the 2024 Peer-Review regarding visibility and dissemination.

Stakeholder engagement events and consultations

OIE significantly enhanced stakeholder engagement in 2025 by a continued communication with the Board of Directors, CDB management, and staff in Operations. One way was by developing an educational video by the Head of Evaluation on CDB's evaluation function and policy. This video, uploaded to the Board's Portal in October, provides Board members with an understanding of OIE's mandate, independence, and strategic value; it explains the renewed Evaluation Policy framework and its role for better governance; and shows how evaluation can contribute to institutional learning.

Beyond Board engagement, OIE expanded its interactive workshops and co-creation sessions with evaluands throughout 2025, deepening the collaboration with stakeholders during evaluation processes to ensure that OIE evaluations address the relevant questions and produce actionable recommendations. These participatory approaches included co-creation workshops to develop context specific, implementable evaluation recommendations; stakeholder consultations during evaluation design phases to align the evaluation scope with information needs; and feedback sessions where evaluation findings are shared and discussed before finalisation, enabling iterative refinement based on stakeholder input. This was mainly achieved by establishing dedicated Evaluation Reference Groups (ERG) of key stakeholders in all new evaluations by the OIE.

Participation in regional and international evaluation forums

OIE participated in regional and international evaluation networks, leveraging these platforms for knowledge exchange, professional development, and dissemination of CDB's evaluation experiences. OIE participated in the [International Development Evaluation Association \(IDEAS\)](#) conference in March 2025, engaging with the global evaluation community on emerging trends, innovative methods, and evaluation challenges in development contexts. Participation in the [gLOCAL virtual Evaluation Week in June 2025](#) provided opportunities to connect with evaluation practitioners worldwide and share insights on evaluation

practice in the Caribbean. OIE participation in a panel at RELAC (Network for Evaluation in Latin America and the Caribbean) in September, allowed to partner with the Independent Evaluation Offices of the Inter-American Development Bank (IDB) and the Central American Bank for Economic Integration (CABEI).

Continued engagement with REDECA (Network for Developing Evaluation Capacities in LAC's Development Banks and Institutions) and EVALAC regional events enabled OIE to connect with the most relevant networks for the Caribbean, share CDB's evaluation approaches, and learning from peer institutions on similar development challenges. These forums helped disseminate OIE's evalu-

ation products and methodological innovations to broader audiences while simultaneously bringing global best practices and emerging trends back into CDB's work.

The inaugural Caribbean Evaluation conference, scheduled for early September 2026, will serve as CDB's OIE flagship regional dissemination and engagement platform in evaluation. This will bring together, in Barbados, practitioners, policymakers, and stakeholders mostly from the Caribbean as well as beyond to strengthen regional evaluation systems while showcasing OIE's leadership role in evaluation practice. Early preparations started in late 2025.



Human Resources and Staff Financial Resources and Budget Execution

In 2025, OIE was staffed by four established posts:

- Head of Evaluation, Senior Evaluation Officer, Evaluation Officer, and Evaluation Research and Knowledge Management Assistant.
- Three new Evaluation Officer posts were under recruitment, which will bring the total to seven posts by early 2026.

In addition, and due to recruitment ongoing for the whole of 2025, the OIE was supported by:

- a part-time senior advisor for the evaluation policy
- a part-time evaluation process consultant, also active on the evaluation policy
- an evaluation officer consultant covering the vacant roles of Evaluation Officers
- a temporary and short-term administrative assistant
- the EAC and its three senior advisors
- an external Communications company to assist in editing, design, and communications
- a short term logistics and events consultant to start planning the 2026 evaluation conference.

The OIE Budget increased in 2025 to more appropriate levels, aligned with MDB comparators. As of December 2025, 79% of the budget was disbursed. The remaining 21% is expected to be disbursed within the first quarter of 2026.

Expense Category	Percentage
Evaluations (Corporate, Country, etc.)	43%
Other Evaluations (RTE, Synthesis)	11%
Capacity Building Events	10%
CLEAR LAC partnership	11%
Support to Evaluation Conferences	10%
Communications & Outreach	6%
OIE Individual Consultants	4%
Evaluation Advisory Committee	4%
Other	1%
Total	100%



Challenges and Opportunities Ahead

There are several challenges and opportunities for OIE's immediate attention in 2026, including:

- **Implementing the new CDB evaluation policy** while continuing to realign OIE's work with the calendar years and CDB processes.
- **Initiating new 2026 evaluations** and data collection much earlier than before, pre-empting key CDB bottlenecks and remaining aware of the absorptive capacity of CDB and its BMCs.
- **Integrating new and existing OIE staff** to work effectively within OIE and CDB.
- Implementing the new **OIE communication strategy**, with a greater and more direct role of OIE in **sharing** evaluation products, lessons, evidence, and **knowledge from evaluations**.
- Launching and populating a **new OIE webpage**, online **repository**, and knowledge systems.
- **Bringing the lessons from evaluation to the Board** through sharing and communicating knowledge and insights from evaluations in a more timely manner, to gain CDB's attention and facilitate follow-up on implementation of recommendations.
- **Strategically choosing key evaluations** that add the most value while retaining flexibility to choose the most useful, timely, and emerging topics that are of greatest utility for CDB.
- Strategic **linking of the OIE with relevant CDB departments** to ensure **timely staff training** on self-evaluation, evaluation, and M&E, and building BMC's evaluation capacities through ongoing strategic partnerships, such as with CLEAR-LAC and EVALAC.
- **Increasing the coverage of PCVRs** in line with an increase in production of PCVRs by the Operations Department and timeliness of PCVRs to contribute to the CDB's reporting processes, e.g. CDB Annual Report, Development Effectiveness Review.



A new **Evaluation Advisory Committee (EAC)** started advising the Head of Evaluation on CDB's evaluation function, strengthening our guidance within CDB and the evolving global and regional context, which has become increasingly complex and unpredictable.

After 2025, which largely focused on strengthening the OIE internally, the OIE is becoming better equipped to **engage** more meaningfully in regional and in global fora, networks, and initiatives on Evaluation.

OIE is now better positioned to host the inaugural **Caribbean Evaluation** conference in 2026, a first-of-its-kind event in the region. Yet we keep being guided by our core priority: **to support, through evaluation and learning, CDB's contribution to the region.**

We will keep doing so by being, **independent yet interdependent** with and within CDB, applying evaluation **best practice yet adapted to the context of the region**, and increasingly functioning as **a vital organ for the thriving organisation** that the CDB aims to become.



Annex

A Statement by the Evaluation Advisory Committee

The EAC extends its appreciation to the OIE and CDB Management for the opportunity to visit and engage in dialogue on the value, evolution, level of development of the evaluation function for truth, transparency, and transformation critical for the vision of CDB that places transformation, knowledge, innovation, creation, and resilience at the centre of regional development. We look forward to learning more on priorities and commitments of the Board, CDB Managers and staff and the OIE.

The EAC seeks to provide reassurance that the OIE works in line with good practice standards and principles to enhance the relevance, responsiveness, effectiveness, impact and sustainability of the evaluation function in support of organisational and development effectiveness of the CDB. Its work takes heed of the 2024 Peer-Review recommendation that the OIE must enhance development and value of the evaluation function and systems in place. The EAC looks forward to the 2026–2035 Strategic Plan being developed and the findings of Multilateral Organisations Performance Assessment Network (MOPAN) that would provide further insight into the function and the CDB organisational context in managing for the achievement of organisational effectiveness and development results. The EAC congratulates the CDB and the OIE for the work that has been started in the development of the Evaluation function and makes the following main observations.

1. The Evaluation Policy:

The inclusive development process of the evaluation policy is commendable. Critical are: balancing the independence for credibility and trustworthiness with reciprocal interdependence via the engagement of key stakeholders to enhance relevance and responsiveness, and; continuous support of the change process in the adoption of the policy by the Board, management, staff, and OIE as the custodian of the function. Additional to developing of

manuals for independent and self-evaluation, the EAC submits that a strategic change management plan is important to put people at the centre of the process for the effective adoption, adaptation, and improvement of the policy.

2. Strategic approach in the development of the work plan:

The EAC notes the need for resources to enhance the staffing and capacity of the OIE to conduct evaluations and commends the support being provided to effect this, but more is needed. The strategic approach used by OIE to increase resources via partnerships, and use of global expertise to conduct evaluations and for capacity development is in the right direction to enhance quality, efficiency and sustainability. It is important that the work plan increases its alignment with the SDG goals, and emphasises integrated and interdependent ways of working together to address global changes and specifically the challenges of the Caribbean region.

3. Development of CDB as a learning organisation:

Learning from strong evidence and use of lessons from evaluation is important for the advancement of CDB. Central in this regard is the development of an enabling environment encouraging critical inquiry, reflection, open communication, risk-taking and innovation to improve and strengthen the institution. Thus, the use of lessons from corporate evaluations, from the analysis of existing results frameworks, self-evaluations and formative evaluations conducted by staff are all important for building a robust evaluation function making the CDB a leader in development excellence.

4. Relevance and Sustainability of the function and the Regional Context:

We note the CLEAR-LAC partnership, the regional networks, and engaging with the University of West Indies as critical steps in ensuring impact, sustainability and relevance of the evaluation function of CDB. Leveraging the existing expertise of the Caribbean at home and in the diaspora, and of experts in the Caribbean region is an equally important edge in the development role of the evaluation function.



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