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**CARIBBEAN DEVELOPMENT BANK**



**OFFICE OF INDEPENDENT EVALUATION:  
5-YEAR ROLLING WORK PLAN**

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## ABBREVIATIONS

BMCs	-	Borrowing Member Countries
BNTF	-	Basic Needs Trust Fund
CDB	-	Caribbean Development Bank
CSPE	-	Country Strategy Programme Evaluation
DAC	-	Development Assistance Committee
DFID	-	Department for International Development
DRM	-	Disaster Risk Management
DRR	-	Disaster Risk Reduction
ECG	-	Evaluation Cooperation Group
EE	-	Energy Efficiency
ETPS	-	Education and Training Policy and Strategy
GE	-	Gender Equality
GEPOS	-	Gender Policy and Operational Strategy
GIDPOS	-	Governance and Institutional Development Policy and Operational Strategy
GPS	-	Good Practice Standards
MDB	-	Multilateral Development Bank
M&E	-	Monitoring and Evaluation
MFDR	-	Managing for Development Results
mn	-	million
MSMEs	-	Micro, Small and Medium Enterprises
OECD	-	Organisation for Economic Co-operation and Development
OIE	-	Office of Independent Evaluation
PAS	-	Performance Assessment System
PCR	-	Project Completion Report
PCVR	-	Project Completion Validation Report
RE	-	Renewable Energy
RMF	-	Results Framework
SDF	-	Special Development Fund
SDGs	-	Sustainable Development Goals
SEEC	-	Sustainable Energy Fund for the Eastern Caribbean
UK	-	United Kingdom
UKCIF	-	United Kingdom Caribbean Infrastructure Fund
VFM	-	Value for Money
VOPEs	-	Voluntary Organisations of Professional Evaluators

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## INTRODUCTION

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This five year plan for evaluation at the Caribbean Development Bank (CDB) is articulated in three parts. *Part One* examines the context for evaluation at the Bank, including its Evaluation Policy, strategic planning documents, policies and strategies, and co-investment partners. *Part Two* surveys the broader Multilateral Development Bank (MDB) context of which CDB is a part, and highlights the particular trends in MDB policies and evaluation approaches which this plan should take account of. *Part Three* sets out indicative plans for evaluation at CDB over the 2018 to 2022 period; the considerations that have informed these evaluation choices; the expected phasing and resource requirements; and some important enabling activities such as knowledge management and capacity building.

It is important to note that this is conceived as a rolling plan, to be refreshed at least bi-annually, and in particular to take account of any significant changes in CDB's strategic environment (for example a new Strategic Plan and/or Special Development Fund [SDF] Contributors' Agreement).

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## PART ONE: THE CARIBBEAN DEVELOPMENT BANK CONTEXT

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### BACKGROUND

1.01 The Caribbean Development Bank “is committed to the strategic role of the evaluation system, including both self- and independent evaluation, to measure the development effectiveness of CDB’s interventions, and to promote learning and accountability that assist in the planning and managing of such initiatives.”<sup>1</sup>

1.02 The 2011 Evaluation Policy<sup>2</sup> established the Office of Independent Evaluation (OIE) with a direct reporting relationship to the Bank’s Board of Directors. OIE plans and executes project, thematic, sectoral, and country evaluations; validates Project Completion Reports (PCRs), and in so doing contributes to the Bank’s understanding and ability to pursue development effectiveness.

1.03 In 2016, an “External Review of the Office of Independent Evaluation” was undertaken by international consultants. Their report called on the Bank and OIE to among others:

- (a) Work harder at building an “evaluation culture”.
- (b) Find the right balance between the ambition for more evaluation and the capacity to implement it (in light of limited resources).
- (c) Focus choices for evaluation in areas where their potential for constructively influencing future programmes is greatest.
- (d) Continue to improve the quality of evaluation products and processes.
- (e) Put more effort into managing and disseminating knowledge (lessons).
- (f) Extend the evaluation planning horizon to five years.

1.04 It is against this backdrop that this five year plan for evaluation at CDB is articulated.

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<sup>1</sup> CDB Evaluation Policy. [http://www.caribank.org/wp-content/uploads/2016/03/BD126\\_11EvaluationPolicyforCDB\\_FINAL.pdf](http://www.caribank.org/wp-content/uploads/2016/03/BD126_11EvaluationPolicyforCDB_FINAL.pdf)

<sup>2</sup> Ibid

## RECENT INDEPENDENT EVALUATION WORK

1.05 Since 2014, OIE has completed the following thematic and sectoral evaluations and Project Completion Validation Reports:

Project Title <sup>3</sup>	Assessment Year
Project Completion Validation Report - Basic Education Project ( <i>St. Vincent and the Grenadines</i> )	December 2017
Project Completion Validation Report - Third Road Project ( <i>Guyana</i> )	December 2017
Project Completion Validation Report - Third Road Project ( <i>St. Vincent and the Grenadines</i> )	December 2017
Evaluation of Policy-Based Operations (2006-2016)	December 2017
Project Completion Validation Report - Eighth Consolidated Line of Credit – Dominica Agricultural Industrial and Development Bank ( <i>Dominica</i> )	October 2017
Project Completion Validation Report - Rural Community-Driven Development Project ( <i>Haiti</i> )	October 2017
Synthesis Report: Managing for Sustainability	October 2017
External Review of the Office of Independent Evaluation	May 2017
Evaluation of the Sixth and Seventh Cycles of the Special Development Fund (Unified Of the Caribbean Development Bank)	May 2016
Project Completion Validation Report - Student Loan Scheme (Sixth Loan) ( <i>Grenada</i> )	April 2016
Project Completion Validation Report - Third Consolidated Line Of Credit Caribbean Financial Services Corporation ( <i>Regional</i> )	March 2016
Project Completion Validation Report - Policy-Based Loan ( <i>St. Vincent and the Grenadines</i> )	March 2016
Project Completion Validation Report - Policy-Based Loan ( <i>St. Kitts and Nevis</i> )	March 2016
Project Completion Validation Report - Policy-Based Loan ( <i>Barbados</i> )	March 2016
Project Completion Validation Report - Flood Mitigation – Castries, Anse La Raye, <i>St. Lucia</i>	March 2016
Project Completion Validation Report - Financial Sector Stabilisation Loan – Divestment of Commercial Bank ( <i>St. Vincent and the Grenadines</i> )	March 2016
Project Completion Validation Report - Social Investment Fund ( <i>Belize</i> )	July 2015
Project Completion Validation Report - Upgrading of Ecotourism Sites ( <i>Dominica</i> )	May 2015
Evaluation of the Caribbean Development Bank’s Intervention in Technical and Vocational Education and Training ( <i>Borrowing Member Countries [BMCs]</i> )	May 2015
Evaluation of TA Tax Admin and Tax Reform ( <i>BMCs</i> )	December 2014
Project Completion Validation Report - Policy-Based Loan ( <i>Anguilla</i> )	November 2014
Project Completion Validation Report - Natural Disaster Management- Immediate Response Loan and Use of Funds – Consultancy Services - Tropical Storm Arthur – ( <i>Belize</i> )	November 2014
Project Completion Validation Report - Basic Education Project ( <i>Antigua and Barbuda</i> )	September 2014
Project Completion Validation Report - Disaster Mitigation and Restoration- Rockfall and Landslip ( <i>Grenada</i> )	April 2014
Project Completion Validation Report - Natural Disaster management- Immediate Response Loan and Use of Funds- Consultancy Services - Tropical Storm Gustav ( <i>Jamaica</i> )	March 2014
Project Completion Validation Report - Social Investment Fund ( <i>Jamaica</i> )	March 2014

## SELF-EVALUATION

1.06 Evaluation activity undertaken by Operations staff, either directly or commissioned to consultants, is considered “self-evaluation”. At CDB it primarily takes the form of mandatory PCRs. Under the Bank’s 2013 Performance Assessment System (PAS), investment and policy-based loans are rated on the four core criteria of efficiency, effectiveness, relevance and sustainability. There is also an effort to record lessons learned.

<sup>3</sup> All reports are available for download from: <http://www.caribank.org/projects/cdb-evaluation-reports>

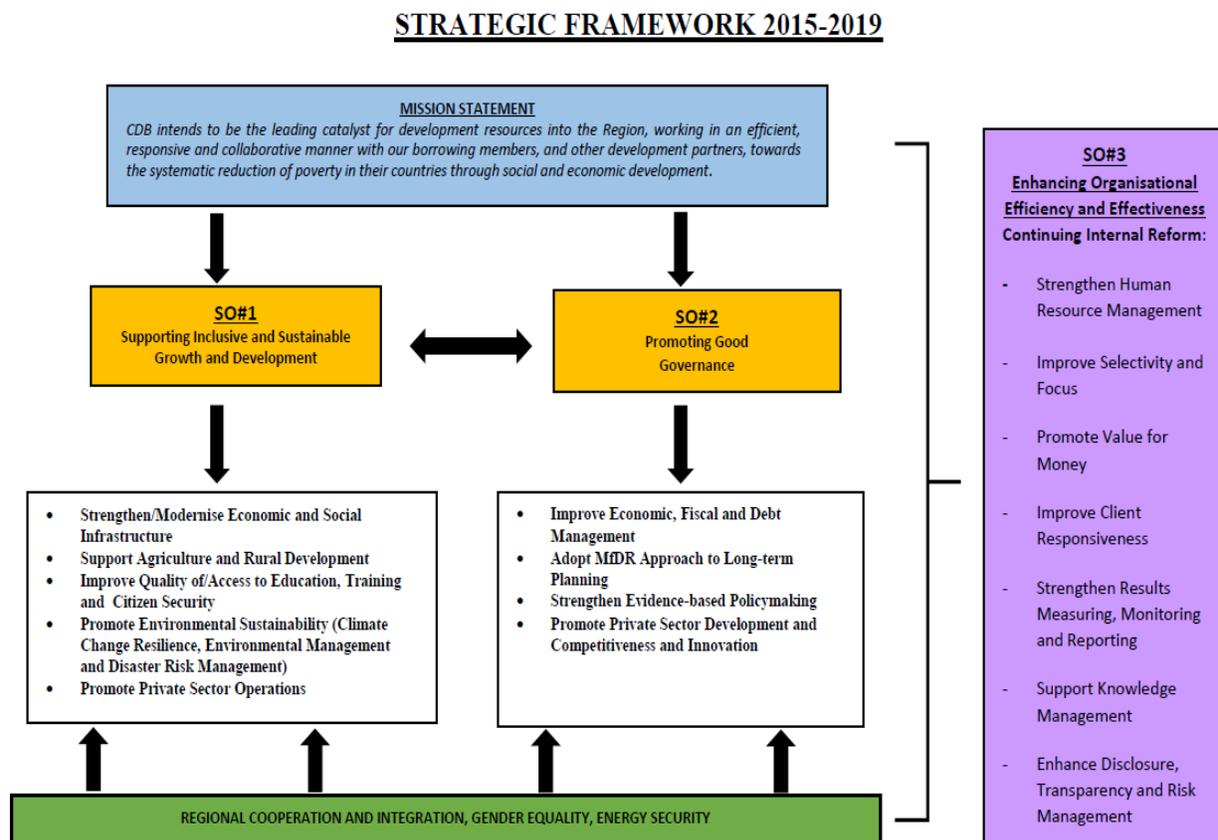
1.07 On a sampling basis, (about 33%), OIE undertakes “validation” of the PCRs prepared by Operations staff. This involves verifying that there is evidence available to substantiate rating claims, and ensuring that rating scales have been properly applied.

1.08 For a relatively small number of projects, usually grant financed, Operations staff commission independent mid-term or end of project evaluations. Particularly for innovative undertakings, these may be intended to ensure that project implementation is on track, or to see that lessons are learned for application to future phases. To date, OIE has had little role in advising on the choice or design of such evaluations.

1.09 In the overall evaluation architecture, self-evaluation can be a valuable input to higher level thematic and country evaluations, which cannot on their own collect the range of data that a good base of self-evaluation can provide. For this to work well however, the breadth and quality of self-evaluation must be robust.

### CDB STRATEGIC PLAN (2015-19)

1.10 Approved in December 2014, the Bank’s Strategic Plan<sup>4</sup> sets out a clear framework of strategic objectives and corporate priorities for the Bank over a five year period. These are succinctly captured in the following schematic:



<sup>4</sup> [http://www.caribank.org/wp-content/uploads/2016/01/BD-Paper\\_StrategicPlan\\_2015-19\\_Final\\_For\\_PublicDisclosure-Final.pdf](http://www.caribank.org/wp-content/uploads/2016/01/BD-Paper_StrategicPlan_2015-19_Final_For_PublicDisclosure-Final.pdf)

1.11 A Results Framework (RMF) for the Strategic Plan (Annex 1) sets targets for the 2015-19 period at four levels:

- (a) Progress towards the Sustainable Development Goals (SDGs) and regional development objectives
- (b) CDB's contribution to the SDGs, country and regional development outcomes
- (c) CDB's effectiveness in managing its operations
- (d) CDB's efficiency as an organization

1.12 The annual Development Effectiveness Review<sup>5</sup> states progress against these targets. It is one aim of this five year plan for evaluation to increase the amount of evidence available to the Bank for development effectiveness reporting.

### **SPECIAL DEVELOPMENT FUND (2017 - 2020)**

1.13 “The Special Development Fund (SDF) is a key element in the aid architecture for the Caribbean and in the role and operations of the CDB”. The Fund operates on a four year replenishment cycle, with the recent SDF 9 agreement having been finalised in December, 2016. Within an overall rubric of reducing poverty and inequality, the SDF 9 Contributors' Report outlines in considerable detail the over-arching themes, action areas, sectors, and cross-cutting issues to be addressed by the Bank's grants and concessional lending:

#### Over-arching themes:

- Support the achievement of the SDG targets relevant to the Caribbean
- Build resilience and promote environmental sustainability
- Promote regional cooperation and support for regional public goods

#### Poverty Reduction Action Areas:

- Sustainable livelihoods
- Social protection systems
- Lifelong learning systems
- Access to public services for persons with disabilities
- Women's access to credit
- Citizen security
- Youth empowerment

#### Economic and Social Infrastructure:

- Education and training
- Agriculture and rural development
- Water and sanitation
- Sustainable energy (renewables and efficiency)
- Private sector development, innovation and creative industries

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<sup>5</sup> <https://www.caribank.org/publications/featured-publications/development-effectiveness-review-2016>

Cross-cutting issues:

- Gender equality (GE)
- Environmental sustainability
- Good governance

1.14 Contributors ordinarily expect a review of SDF performance midway through the four year cycle, and a more comprehensive assessment as an input to the next round of replenishment discussions. This five year plan endeavors to align OIE's evaluation efforts with Contributors' performance assessment information requirements.

**POLICIES AND STRATEGIES**

1.15 The Bank has articulated a suite of policies and strategies to guide its operational activities. Those currently in effect, with year of approval indicated, are:

- (a) Urban Revitalisation Strategy and Operational Guidelines (tbd)
- (b) Governance and Institutional Development Policy and Operational Strategy (2017)
- (c) Private Sector Development Policy and Strategy (2017)
- (d) Education and Training Policy and Strategy (2017)
- (e) Energy Sector Policy and Strategy (2015)
- (f) Technical Assistance Policy and Operational Strategy (2012)
- (g) Climate Resilience Strategy (2012)
- (h) Disaster Management Strategy And Operational Guidelines (2009)
- (i) Gender Equality Policy And Operational Strategy (2008)

1.16 It is increasingly the practice to monitor outcomes of these policies and strategies through indicators embedded in the corporate RMF. To date however, policies and strategies have not been subject to independent evaluations.

**CO-INVESTMENT PARTNERS**

1.17 In recent years, CDB has attracted co-funding from other international organisations who wish to support sustainable development objectives in the Caribbean. These include:

- (a) European Investment Bank
- (b) Inter-American Development Bank
- (c) United Kingdom Caribbean Infrastructure Fund (UKCIF)
- (d) Green Climate Fund
- (e) European Development Fund
- (f) Department for International Development
- (g) Global Affairs Canada

1.18 Some of the funding agreements with these organisations include generally stated intentions to pursue joint evaluation of funded activities, but no specific commitments or funding allocations to do so.

In some cases, external donors directly evaluate co-funded activities themselves. Recent discussions with the United Kingdom (UK) Department for International Development (DFID) are moving in the direction of joint institutional and funding arrangements with CDB for evaluation of the UKCIF.

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## **PART TWO: THE MULTILATERAL DEVELOPMENT BANK CONTEXT**

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### **TRENDS AT THE MULTILATERAL DEVELOPMENT BANKS**

2.01 The adoption of the 2030 Sustainable Development Agenda in 2015 — comprised of a new set of comprehensive and universal SDGs and a global action plan to address climate change — marked a pivotal point for the international development community. MDBs committed to work alongside development partners to help translate this Agenda into meaningful country level targets, policies and programmes, and to help upscale financing from “billions” to “trillions”<sup>6</sup> for their effective implementation.

2.02 MDBs continue to put eradication of poverty at the top of their goals hierarchy, to be achieved by inclusive and sustainable economic growth. This in turn argues for policies that support trade, openness and free markets. To an increasing degree, addressing income distribution and inequality figures in the discussion as well. Engaging the private sector, through enabling business environments and crowding in of investment, is seen as the most feasible way of taking development financing to scale.

2.03 There is a special role for multilateral institutions in contributing to Global and Regional Public Goods, particularly with respect to climate change. Among others, MDBs can help countries identify and mitigate risks and develop resilience. Regional cooperation and integration, especially where it contributes to increased trade and competitiveness, is another potential key contribution.

2.04 Finally, MDBs increasingly style themselves as knowledge institutions – learning what works in development and sharing lessons with clients as a key complement to their lending operations. To do this they recognise the importance of “Managing for Development Results (MFDR)”, and of evaluation. For example the World Bank, in its “Forward Look” vision paper commits to: “Focusing on development results and ... an innovation-learning-scaling approach, monitoring results, promoting learning and accountability, and strengthening the overall evaluation framework.”<sup>7</sup>

### **TRENDS IN DEVELOPMENT EVALUATION AT THE MDBS**

2.05 The OECD Development Assistance Committee’s (DAC) Standards and Criteria<sup>8</sup>, and the Evaluation Cooperation Group’s (ECG) Good Practice Standards (GPS)<sup>9</sup>, have set the guiding framework for development evaluation over much of the past two decades. That said, expectations and practice have evolved considerably over that period.

2.06 When MDB evaluation functions were first made independent of Banks’ management near the turn of the millennium, there was considerable emphasis on their role in ensuring accountability for results. While not losing sight of that purpose, MDB Boards have in recent years increasingly urged evaluators to contribute to the knowledge base of what works for poverty reduction, allowing managers to improve the selection and execution of Bank programmes. This influences how evaluation activities are conducted. In addition to verifying achievement of intended outcomes (*accountability*), more resources must be invested

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<sup>6</sup> MDBs joint paper “[From Billions to Trillions: MDB Contributions to Financing for Development](#)” (July 2015).

<sup>7</sup> The World Bank Group. “Forward Look, A vision for the World Bank Group in 2030”.

<sup>8</sup> <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

<sup>9</sup> <https://www.ecgnet.org/document/ecg-big-book-good-practice-standards>

in elaborating the “programme theory”<sup>10</sup> underlying development interventions, understanding implicit assumptions, and testing whether and how they have proved out in practice (*learning*).

2.07 With more investigation of the programme theory of development interventions, there has been increased appreciation of their “complexity”. Not to be confused with “complicated” (interventions with many elements), “complex” interventions are ones in which expected outcomes are not known with certainty at the outset, where feedback loops present different options for proceeding which must be clearly understood before progressing further along an intended results chain. Again, this has implications for evaluators. Their findings must be timely and available to managers for decision-making as a programme unfolds.

2.08 More need for learning and improvement has in turn increased the appetite for thematic evaluation products. Understanding that project level evaluations continue to be important, more attention is being paid to the synthesis of granular findings into higher level conclusions and lessons that have the potential to inform a wider class of investments. Knowledge management has therefor also become a primary task of evaluation functions.

2.09 A particular type of evaluation that has gained prominence in the last decade is the “impact evaluation”. Its distinguishing characteristic is the rigorous investigation of causality. It sets out to prove that a given intervention is the unambiguous cause of a targeted outcome, usually using an experimental or quasi-experimental design.<sup>11</sup> In this way, an observed effect can be confidently “attributed” to the funder of the programme that produced it. While a powerful tool for both accountability and learning, some cautions are in order. Impact evaluation methodologies require precisely focused questions, carefully constructed treatment and comparison groups, ample quantitative data, and good statistical techniques. Their results, while potentially quite reliable, may not be generalisable beyond the context in which the programme took place. In the words of one observer, impact evaluations sometimes “answer interesting questions about small things, while missing difficult questions about big issues”. Some MDBs are now taking a careful retrospective look at experience to date with impact evaluation.

2.10 The core criteria for development evaluation – relevance, efficiency, effectiveness, sustainability and impact – were set by the OECD DAC in 1991<sup>12</sup>, following an extensive consensus-building process. While usually considered mandatory for any development evaluation, there has been a more recent tendency for tailored design geared to stakeholders’ learning needs. There is also some discussion of revisiting the criteria themselves, in light of new realities and the increased prominence of concepts such as equity and social inclusion.

2.11 Another subject of recent discussion among MDBs has been “value for money” (VFM). “VFM is an intuitively appealing term that embraces both the effectiveness and efficiency dimensions of performance. However, it is susceptible to diverse and partial interpretations.<sup>13</sup>” Conceptually at least, VFM should compare the dollar value of project inputs with the dollar value of benefits. Doing so provides a measure of economic efficiency. In practice, however, the monetisation of all project costs and benefits has proven challenging. Nonetheless, there is growing recognition of the advantages of packaging the

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<sup>10</sup> A programme theory is an explicit theory or model of how an intervention, such as a project, a programme, a strategy, an initiative, or a policy, contributes to a chain of intermediate results and finally to the intended or observed outcomes. It ideally has two components: a theory of change and a theory of action.

<sup>11</sup> *Experimental design*: A type of ex-ante evaluation design requiring random assignment of a population to at least two groups such that every member of the population of interest has an equal chance of being assigned to an intervention (treatment group) or a non-intervention group (control group). *Quasi-experimental design*: A type of evaluation design where intervention and nonintervention or comparison groups are formed either ex ante or ex post, but without random assignment to groups or where repeated measures are taken over time.

<sup>12</sup> OECD Development Assistance Committee. Paris 1991. “Principles for Evaluation of Development” Assistance.

<sup>13</sup> Statement from the MDB Working Group on MFDR on MDB’s Progress Towards a Common Approach to VFM.

economy, efficiency, and effectiveness findings of an evaluation into a narrative that speaks to overall VFM.

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## PART THREE: PLANNED EVALUATION ACTIVITY (2018-2022)

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### GUIDING PRINCIPLES

3.01 While the CDB's 2011 Evaluation Policy sets out in detail the Bank's commitment and approach to independent and self-evaluation, there are several key principles worth underlining to guide the implementation of this work-plan.

**Engagement:** Evaluation planning and implementation will be carried out with full involvement of the stakeholders concerned, both internal and external, as circumstances warrant. As recommended by the External Review of OIE, this will usually take the form of Evaluation Advisory Groups, which will accompany the evaluation process from Terms of Reference up to validation of findings.

**Credibility:** Sufficient rigour in methodology and evidence gathering will be employed to ensure confidence in the validity of findings.

**Outreach:** Exposure of evaluation findings to as wide an audience as possible, and systematic follow-up of recommendations, will enhance the VFM of evaluation efforts.

**Support to Self-Evaluation:** Project level evaluations undertaken by Operations – mid-term, ex-post, and candid completion reporting – are essential building blocks of higher level thematic and country evaluations. OIE will support these efforts through advice on evaluability at the appraisal stage, and assistance with externally commissioned evaluations during and after project implementation.

### PLANNING CONSIDERATIONS

3.02 Reasoned choices need to be made about where to apply independent evaluation effort across the variety of sector, thematic, country and project possibilities that exist. The following considerations will be taken into account in making these choices:

**Usefulness:** evaluations should be undertaken where timely evidence is needed to support the decision-making needs of planners, implementers, and oversight bodies;

**Knowledge generation:** evaluations should fill knowledge gaps, where there is currently a paucity of evidence about what works, how, and for who;

**Supporting innovation:** particularly in new areas of programming, where approaches are not yet standardised but must be developed through implementation, evaluation can aid in the process of learning by doing;

**Accountability for results:** evaluation should provide evidence on performance and results achievement, for which managers are accountable and oversight bodies need to be informed;

**Risk and materiality:** when choosing which interventions to evaluate, consideration of the risk of non-performance, and the quantum of resources involved, is required;

**Coverage:** the sum of evaluation activity over a five year period should address a substantial percentage of total grant and loan activity;

**Capacity to implement:** the scale of evaluation activity needs to be calibrated to the human and financial resources available to the evaluation function, and to the time and level of effort which Operations and BMC staff can devote to evaluation processes;

**Strategic integration:** Wherever possible, CSPEs and thematic/sector evaluations will work together to collect required evidence. For example 2018 CSPEs will gather evidence on DRM and gender equality, as input to those similarly timed thematic evaluations.

**Serving the SDF Cycle:** Contributors have predictable decision points at which evidence on the performance of SDF programming is required, and with which the phasing of evaluation outputs should be aligned.

## COUNTRY STRATEGY AND PROGRAMME EVALUATIONS (CSPEs)

3.03 “As the locus of MDB assistance shifts from individual projects toward country-based strategies, programmes, and interventions having economy-wide effects, the country becomes the most logical unit of management and accountability.”<sup>14</sup> CSPEs are higher level evaluation exercises, intended to focus on strategic issues and build on the evaluation of projects and programmes. They seek to assess the relevance of country strategies and provide a synthesis view of the effectiveness and efficiency of their programme interventions. They can:

- (a) Identify and assess broad and long-term issues and concerns;
- (b) Provide feedback on the country strategy process and in particular help answer the question “Are we doing the right things?”
- (c) Assess programme effectiveness and identify overall delivery and institutional capacity challenges; as well as borrowers’ acceptance of and commitment to conditions;
- (d) Assess impact and sustainability issues
- (e) Improve coordination among various development partners at country level

3.04 Conduct of CSPEs will be guided by the Good Practice Standards of the ECG, and employ the OECD DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact; as well as assessment of BMC and CDB performance in portfolio execution.

3.05 The cross-cutting issues of CDB’s strategic plan – regional cooperation and integration; GE; and energy security; will also be assessed as part of CSPE exercises. However not all cross-cutting issues will

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<sup>14</sup> ECG Good Practice Standard, page 101, para 34

necessarily be assessed in every CSPE. A determination will be made at the approach paper stage as to which is most relevant for a given evaluation. This plan proposes 9 CSPEs for the 2018-2022 period:

### ***OECS and Overseas Territories (2018)***

3.06 “Small states ... share several challenges, including limited institutional capacity, acute vulnerability to economic and natural shocks, and an inability to exploit economies of scale.<sup>15</sup>” This cluster evaluation will focus on the particular issues that arise from CDB’s support to the region’s small economies, including the OECS<sup>16</sup> countries. In addition to assessment against stated Country Strategy objectives, particular attention will be paid to vulnerability, disaster management, and resilience.

3.07 Because this will be the first country cluster CSPE that OIE undertakes, it will be preceded by an evaluability assessment to determine the feasibility of the exercise, including the degree of commonality among country strategies for this grouping, and the potential availability of data.

### ***Bahamas (2018)***

The Bahamas’ 2013-17 Country Strategy has two pillars: Inclusive Growth and Development, and Climate Change Resilience and Disaster Risk Reduction (DRR). The former focuses on:

- (a) Improved access to, and quality of climate-resilient social and economic infrastructure including rehabilitation and improvement of roads, bridges, ports, breakwaters.
- (b) Enhanced access to quality and demand-driven post-secondary and tertiary education (institutional strengthening, professional development for teachers, student loan programme).
- (c) Increased social inclusion and citizen security (institutional and physical infrastructure improvement, community-driven development that target youths at risk, developing retrofitting community development centres).
- (d) Strengthened productive and managerial capacities of MSMEs.
- (e) Improved public finances and planning.

3.08 The second pillar, Climate Change Resilience and DRR, will address management and resilience capacities, including enhanced preparedness and resilience of physical infrastructure.

### ***Barbados (2019)***

3.09 The Barbados 2015-18 Country Strategy rests on three pillars: macroeconomic governance and institutional development; competitiveness and productivity; and green, inclusive development. The programme was designed to achieve the following outcomes:

*Outcome 1: Strengthened Fiscal Sustainability and Supporting Institutions* (implementing

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<sup>15</sup> IEG “Cluster Country Programme Evaluation on Small States”

<sup>16</sup> Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines and Martinique as well as the British Overseas Countries and Territories of Anguilla, the British Virgin Islands and Montserrat).

critical fiscal-structural reforms to improve public finances and strengthen underpinning fiscal institutions).

- Outcome 2: Enhanced Enabling Environment to Strengthen Competitiveness and Productivity* (improving enabling environment for business facilitation; developing framework to steer implementation of reforms to improve the business climate; support increase agricultural productivity and contribution of the agricultural sector to socio-economic development and food and nutrition security).
- Outcome 3: Strengthened Resilience to Climate Change and Improved Disaster Risk Management* (protecting the coastal environment, building capacity to mitigate against flash flooding in urban areas; building capacity to reduce land erosion in rural areas, integrating environmental sustainability into schools.)
- Outcome 4: Improved quality of climate-resilient infrastructure* (improve the condition of the road transportation network, increase the efficiency of the public water supply system).
- Outcome 5: Increased access to tertiary education opportunities* (improve access to quality post-secondary and tertiary education opportunities, particularly for the most vulnerable).
- Outcome 6: Enhanced social development.*

#### ***Suriname (2019)***

3.10 The Suriname 2015-18 Country Strategy is the first Bank strategy for Suriname and comes within one year of the country becoming a Borrowing Member. The strategy is intended to support the core objectives in the National Development Plan of promoting :

- (a) *Social Sustainability* (improvements in: access to high quality and relevant education and training; access by rural communities to basic social economic infrastructure service and income-generating opportunities; ability of the Government of Suriname to gender mainstream).
- (b) *Economic Sustainability* (improvements in: agriculture sector outputs; MSME access to credit and business support services; reduced losses due to road traffic accidents, efficiency and capacity of port operations; coverage and efficiency of potable water supply; electricity coverage; community resilience to coastal hazards, community-level disaster and climate resilience strategies).
- (c) *Environmental Sustainability* (enhanced governance framework for environmental management; community resilience to coastal hazards and improved community-level disaster and climate resilience strategies).
- (d) *Good Governance* (national poverty indicators, capacities for results-based programming and development).

***Jamaica (2020)***

- 3.11 The Jamaica Country Strategy (2014-16) supports three key outcome areas:
- (a) World Class Education and Training (including support for improved teaching capacity, and access to basic education);
  - (b) Hazard Risk Reduction and Adaptation to Climate Change (focusing on the Kingston Metropolitan Area drainage rehabilitation and upgrade);
  - (c) Sustainable Urban and Rural Development (with priority given to access equal access by men and women to basic infrastructure and social services).

***Belize (2020):***

- 3.12 The Belize 2016-2020 Country Strategy sets out five priorities for CDB intervention:
- (a) increased competitiveness and productivity;
  - (b) improved quality and access to education and training;
  - (c) improved social sector outcomes;
  - (d) enhanced environmental management and reduced vulnerability to natural disasters;
  - (e) improved governance and development planning.

***Trinidad and Tobago (2021)***

- 3.13 The Trinidad and Tobago 2017-2021 Country Strategy rests on three pillars and five outcomes:

***Pillar I: Inclusive Social and Economic Development***

Outcome 1: Improved Quality of and Access to Education and Training

Outcome 2: Strengthened Social Protection

Outcome 3: Increased Productivity, Competitiveness and Economic Diversification

***Pillar II: Governance and Institutional Development***

Outcome 4: Improved Evidence-based Development Planning and Institutional Development

***Pillar III: Environment Sustainability***

Outcome 5: Strengthened Environmental Management Supported by Safe and Resilient Infrastructure

### ***Guyana (2021)***

3.14 The Guyana 2013-2017 Country Strategy rests on four strategic objectives:

- (a) Promoting Broad-Based Economic Growth and Inclusive Social Development (including infrastructure development, private sector development, and human capital development focusing on post-secondary training and education).
- (b) Supporting Environmental Sustainability and Disaster Risk Management (including protection and sustainable management of natural resources, reduced vulnerability to natural disasters, improved sea defense infrastructure).
- (c) Promoting Good Governance (including capacity building for strategic policy management, promotion of gender equality).
- (d) Fostering Regional Cooperation and Integration (including capacity building for implementation of regional integration policies and programs).

### ***Haiti (2022)***

3.15 The OIE is currently carrying out an evaluation of the 2013-2016 Country Strategy. This strategy focused on three areas:

- (a) Basic Education and Technical Vocational Education and Training: Increased and Equitable Access to Quality Basic Education and Training.
- (b) Community-Driven Development and Agriculture.
- (c) Regional Integration and Public Sector Capacity Building and Resilience.

3.16 A new Haiti Country Strategy is currently being developed, which will be evaluated in 2022.

## **THEMATIC AND SECTOR EVALUATIONS**

3.17 Thematic and sector evaluations are increasingly undertaken in development organisations to assess and synthesize lessons across wider project and country portfolios. Such evaluations often derive from sector or policy documents, and may assess both the effectiveness of investments and the quality of organizational work processes against the stated policy objectives. This plan proposes 8 thematic/sector evaluations over the next five years.

### ***Disaster Risk Management (2018)***

3.18 CDB's "Disaster Management Strategy and Operational Guidelines" (DIMSOG) date from 2009. The document observes that "with increasing frequency, countries in the region are facing situations in which scarce resources that were earmarked for development projects have to be diverted to relief and reconstruction following disasters, thus setting back economic growth." An approach to DRM "emphasizing prevention, mitigation, and risk reduction" was proposed<sup>17</sup>.

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<sup>17</sup> <http://www.caribank.org/wp-content/uploads/2016/03/DiMSOG-2009.pdf>

3.19 The strategy sets out the following areas of intervention

- (a) Proactive assistance to BMCs to reduce risk
  - ✓ Institutional strengthening
  - ✓ Knowledge management
  - ✓ Risk reduction measures
  - ✓ Enhancement of community resilience
- (b) Post disaster response
- (c) Mainstreaming Disaster Risk Management (DRM) into CDB's grants and loans
- (d) Effective collaboration by CDB with DRM partners

3.20 As the DIMSOG is due to be updated in 2018, it would be opportune to initiate a review of experience to date, assessing both the evaluation indicators that accompanied the 2009 strategy, as well as results from the project portfolio that has been undertaken since then.

#### ***Water Supply and Sanitation (2018)***

3.21 Water supply has been a significant area of CDB infrastructure investment, with recent projects in Nevis, St. Lucia, Dominica and Belize among others. The BNTF has also supported numerous community level water supply initiatives. While policy guidance is somewhat dated, there was a sector study carried out in 2014, and CDB plans to work with the Inter-American Development Bank on a joint policy paper to be finalized in time for the 2019 World Water Forum to be held in Brazil.

3.22 Extreme weather events have negatively impacted water supply investments and increasing attention is now being paid to risk reduction and resilience when designing them. As an input to the 2019 policy paper, an evaluation of CDB's water supply portfolio, with a focus on risk and resilience considerations. This will be undertaken as a sector case study for the proposed DRM evaluation scheduled for 2018.

#### ***Gender Equality (2018/19)***

3.23 CDB's goal with respect to GE is "To be a leading catalyst promoting GE in the Region by working with borrowing members and other development partners in a responsive and collaborative manner to analyse the economic and social causes of gender inequality in order to reduce poverty and vulnerability and to assist all women and men to achieve their full potential."

3.24 CDB's 2008 Gender Policy and Operational Strategy<sup>18</sup> (GEPOS) states that: "The Bank's mission is to promote sustainable economic growth and the systematic reduction of poverty through social and economic development. Increasingly, evidence shows that gender inequality contributes to losses in economic efficiency and effectiveness and affects both women and men adversely, whereas measures which support increased GE lead to economic growth and poverty reduction." GEPOS goes on to commit to "monitoring and evaluating the progress of implementing this strategy".

3.25 As part of the process of renewing the Gender Policy and Strategy, it will be important to assess experience with GEPOS, focusing on effectiveness and lessons learned.

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<sup>18</sup> [http://www.caribank.org/wp-content/uploads/2016/03/GEPOS\\_2008\\_FINAL.pdf](http://www.caribank.org/wp-content/uploads/2016/03/GEPOS_2008_FINAL.pdf)

3.26 In 2018, OIE will conduct a thematic review that draws on GE findings from the “Small States” cluster evaluation to be conducted that same year, as well as desk review and selective field observation for the GEPOS areas of focus.

#### ***Financial Intermediation & Student Loans (2019)***

3.27 CDB’s Private Sector Development Policy and Strategy was approved in July 2017. It observes that: “CDB’s financial intermediary lending has been the major modality for providing resources to MSMEs. Approximately 85% of total private sector commitments are through intermediary lending, compared to around 11% in equity investments and 4% in direct loans.<sup>19</sup>”

3.28 OIE’s validation of the Dominica Agriculture Industry Development Bank 8<sup>th</sup> Line of Credit concluded with a recommendation to: “... conduct a Special Evaluation Study on CDB’s financial intermediation programme, which can: (i) building on relevant findings for similar studies recently concluded by other development banks; and (ii) inform the implementation of CDB’s Private Sector Development Policy and Strategy.

3.29 In 2019, OIE will conduct a review of CDB’s experience with financial intermediation, focusing on MSME development, and student loans programmes.

#### ***Renewable Energy and Energy Efficiency (2019/20)***

3.30 Approved in December 2014, the Energy Sector Policy and Strategy (ESPS) sets out a results framework with three expected outcomes, promoting:

- (a) options to provide affordable, reliable and clean energy supply compared to business as usual scenario;
- (b) sector reform, good governance and capacity building; and
- (c) energy poverty reduction through RE and EE and a green energy industry including energy services business development.

3.31 The ESPS results framework has well considered output and outcome indicators, and critical assumptions for their achievement. Renewable Energy (RE) / Energy Efficiency (EE) and the green energy industry in particular are areas of innovative programming in which the Bank is now beginning to develop a portfolio of interventions. Among others, it is working through co-funding vehicles including the Green Climate Fund, the Caribbean Energy Fund, and Sustainable Energy Fund for the Eastern Caribbean (SEEC). SEEC will be conducting a mid-term review in 2018.

3.32 Assessment of results and emerging lessons in the RE/EE sector would be appropriate in 2019.

#### ***Infrastructure - Social Inclusion and Resilience (2020)***

3.33 From its inception, CDB has been an active investor in national and regional infrastructure including power, roads, ports, water and sanitation. More recently, UK’s DFID set up a vehicle to help the Bank expand its infrastructure investment – the UK Caribbean Infrastructure Fund. In addition to setting the conditions for improved economic growth, these infrastructure investments are expected to provide benefits that accrue to all segments of the population, while withstanding the increasing hazards of climate

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<sup>19</sup> CDB Private Sector Policy and Strategy, para 3.28.

change. To date however there has been limited evaluation of social inclusion and climate resilience in infrastructure programming. This will be the particular focus of a joint OIE-DFID evaluation of an appropriate sample of the Bank and UKCIF infrastructure portfolio, to be undertaken in 2020.

### *Governance (2021)*

3.34 “The global development community needs to move beyond asking “What is the right policy?” and instead ask “What makes policies work to produce life-improving outcomes?” The answer ... is the ways in which governments, citizens, and communities engage to design and apply policies.”<sup>20</sup>

3.35 “Promoting good governance” is one of CDB’s two strategic goals. In its 2017 “Governance and Institutional Development Policy and Operational Strategy (GIDPOS)”, the Bank aims: “To be a leading catalyst of good governance in the Region by working with BMCs and development partners in a responsive and collaborative manner to achieve better development outcomes.”

3.36 CDB programming supports good governance in a number of ways: including through direct technical assistance; institutional development as part of investment lending; community development efforts of BNTF; and the policy dialogue and reforms that come with policy-based lending.

3.37 To date there is relatively little CDB evaluation evidence of what works in governance programming. OIE will therefore use the 2017 GIDPOS as a framework against which to organise new evaluation effort. Over the first four years of the Policy’s expected 10 year time frame, project level evaluations will be conducted of TAs and loans in the six proposed areas of GIDPOS’ focus:

- (a) Effectiveness, accountability, transparency.
- (b) Citizen participation and access to data.
- (c) Rule of law and administration of justice.
- (d) Regulatory frameworks and business climate.
- (e) Public policy and management.
- (f) Regional and global partnerships.

3.38 The evidence generated from these evaluations, as well as supervision and completion reporting, will be an input to a mid-term thematic review of GIDPOS, to be conducted by OIE in 2021.

### *Education (2021/22)*

3.39 CDB’s first official policy underpinning its efforts in education and training was the “Human Resource Development Policy” of 1993. This was succeeded by the “Education and Training Policy and Strategy” (ETPS) of 2004, which was informed by the Caribbean specific Millennium Development Goals. Nearly USD300 mn in capital projects and student loan programs was invested over the life of the strategy. In July 2017, after review of the 2004 strategy, an updated and revised one was proposed to the Board, with expected final approval by year-end. It sets out the following objectives:

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<sup>20</sup> “Governance and the Law”. World Development Report 2017. Jim Kim, World Bank President.

- (a) promote high quality, inclusive education and training which produces improved learning outcomes across all sub-sectors;
- (b) reduce systemic inequities and inefficiencies;
- (c) strengthen the capacity of BMCs;
- (d) foster a culture of lifelong learning in BMCs;
- (e) foster GE through and in the education system; and
- (f) strengthen implementation and foster partnerships which contribute to sustainable development.

3.40 The 2017 strategy pays particular attention to monitoring and evaluation (M&E), stating that: “The resources required to undertake the essential task of monitoring and evaluating the implementation of the new ETPS are significant.” It makes a commitment to the strengthening of M&E in BMC’s, promising to among others:

- (a) build and strengthen a pervasive, results based M&E culture in BMCs from school and community to central level;
- (b) develop the requisite technical M&E capacity including the legal and regulatory frameworks;
- (c) encourage BMCs in collecting, analysing and establishing sex disaggregated base-line data, and development of outcome and performance indicators;
- (d) integration and monitoring of gender results and indicators

3.41 These undertakings establish the ETPS as a flagship among CDB policies and strategies for its thorough integration of results management and evaluation. A mid-term review of the ETPS in 2022 will among others assess experience with building education sector M&E capacity in BMCs.

## **RESOURCE REQUIREMENTS**

3.42 The programme of work outlined above suggests that OIE would undertake two CSPEs, 1.5 thematic/sector evaluation, two project evaluations and six Project Completion Validation Reports (PCVRs) in any given year<sup>21</sup>. This will be accomplished using an appropriate combination of in-house and contracted evaluation expertise. OIE staff will directly conduct project evaluations, PCVRs, and possibly some smaller CSPEs. It will set terms of reference and conduct quality control of the work of external consultants who will undertake the thematic/sector evaluations and larger CSPEs.

## **EVALUATION COVERAGE**

3.43 This evaluation plan proposes, over its five year cycle, to provide evaluation coverage of a substantial portion CDB’s overall portfolio. From a geographic perspective, CSPEs are proposed for all

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<sup>21</sup> Thematic evaluations would be initiated on a staggered basis, so that one would be started later in the year and completed in the following.

BMCs, with small economies covered as part of a cluster CSPE. Thematic evaluations will address, at least in part, four out of the five corporate priorities under Strategic Objective #1:

- (a) Strengthen/Modernise Economic and Social Infrastructure
- (b) Improve Quality of/Access to Education, Training and Citizen Security
- (c) Promote Environmental Sustainability (Climate Change Resilience, Environmental Management and DRM)
- (d) Promote Private Sector Operations

There will also be evaluation work on Strategic Objective #2 “Promoting Good Governance”, through evaluations of TA work in that area, as well as a mid-term review of the Governance Policy in 2022.

### **EVALUATION CAPACITY BUILDING**

3.44 The 2011 Evaluation Policy suggests that the Bank will promote “evaluation capacity among CDB staff”; and seek to provide “evaluation capacity building in Member Countries, to the extent resources permit”.

3.45 In 2015, CDB mounted the Public Policy Analysis and Management and Project Cycle Management initiative, which offers tailored training to CDB and BMC staff on, among others, results management and evaluation.

3.46 There is nonetheless a remaining need to advance the capacity of dedicated evaluation professionals in the Caribbean region, in order to broaden and deepen the pool of talent available for conducting evaluation work. Advancing professional evaluation standards and capabilities has generally proceeded through the efforts of Voluntary Organisations of Professional Evaluators (VOPEs). While well established in other parts of the world, VOPEs have only recently been formed in parts of the Caribbean. National ones have been set up in Jamaica and Trinidad and Tobago, with Caribbean Evaluators International emerging as a regional umbrella.

3.47 OIE will encourage the formation and development of VOPEs in the Region by exposing them to the Bank’s contract evaluation requirements, and facilitating their engagement with more mature counterpart organisations from outside the Region.

### **KNOWLEDGE MANAGEMENT AND DISSEMINATION**

3.48 OIE will develop its role as a knowledge broker by “distilling evaluation findings and lessons learned in appropriate formats for targeted audiences both within and outside of CDB”<sup>22</sup>. It will aim to prepare concise, readable evaluation reports and PCR validations, ensuring relevance and timely use; tracking lessons learned and uptake of recommendations; and developing a targeted communication strategy. In this way, OIE can contribute to building a culture of evaluation within CDB, by playing the role of “critical friend”, promoting critical thinking, and encouraging the uptake of findings and lessons in new programming and strategies.

3.49 A system to track implementation of evaluation recommendations will be implemented beginning in 2018. It will be based on the same software platform as that used by Internal Audit for its observations,

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<sup>22</sup> Evaluation Policy, page 19

adapted appropriately to OIE's requirements. Self-reporting by Operations, with validation by OIE, will form the basis for reporting to OAC at least annually.

3.50 A more comprehensive effort to manage evaluation knowledge and lessons is also intended. It should feature subject-tagging and retrievability for all staff and stakeholders. This effort however will have to await the implementation of the Bank's planned Enterprise Content Management system, which will provide a platform for organisation-wide knowledge sharing and retrieval.

3.51 Approach Papers for independent evaluations (CSPE, Thematic and Sector) will include detailed outlines of the intended users and uses of the evaluation, and appropriate, relevant and timely communication products and delivery mechanisms of evaluation results. The budget for independent evaluations will include resourcing for communications products and strategies for dissemination.

3.52 OIE will re-launch its web presence in 2018, at the same time as the Bank does so with its external website. It will provide an overview of the intended five year evaluation work plan, and place evaluations, PCVRs, and knowledge products at first level accessibility on the site. A Findings Brief Series (two-page summaries of key evaluation findings and lessons) will be developed. Together, these measures will ensure full transparency for CDB' evaluation reporting and results achievement.

3.53 The Brown Bag Lunch series, successfully initiated in 2017, will continue to highlight key knowledge areas from OIE's own evaluations, as well as occasionally from other MDB independent evaluation offices.

**CDB's RESULTS FRAMEWORK FOR THE STRATEGIC PLANNING PERIOD 2015-19**

**RMF LEVEL 1: PROGRESS TOWARDS SUSTAINABLE DEVELOPMENT GOALS AND REGIONAL DEVELOPMENT OUTCOMES**

Grouping/Indicator	BMCs			SDF eligible BMCs		
	Baseline		Target (2019)	Baseline		Target (2019)
	Year	Value		Year	Value	
<b>INCLUSIVE AND SUSTAINABLE GROWTH AND DEVELOPMENT</b>						
<b>Economic inclusion: reducing poverty and inequality</b>						
1. % of population below the national poverty line <sup>(1)</sup>	2012	44.0	34.0	2012	48.1	38.0
2. % of population below the indigence line	2012	22.0	17.0	2012	23.0	18.0
3. Multidimensional Poverty Index (Headcount (%)) <sup>(2)</sup>	2012	14.9	Reduction	2012	18.2	Reduction
4. Countries with high income inequality (no. of countries with Gini coefficient exceeding 0.4)	2012	6	Reduction	2012	4	Reduction
5. GDP per capita growth rate (%)	2013	1.5	Increase	2013	1.9	Increase
<b>Quality education, training and employment opportunities</b>						
6. Net enrolment ratio in basic education (%):						
(a) Primary						
- Female	2013	89.1	90.0	2013	89.6	95
- Male	2013	90.1	90.0	2013	89.7	95
(b) Secondary						
- Female	2013	88.3	90.0	2013	82.2	87
- Male	2013	84.0	86.0	2013	77.8	84
7. Secondary school graduates achieving five CXC General Proficiency or equivalent in National Assessment passes or more, including Mathematics and English (%)						
- Female	2013	29.8	Improvement	2013	27.9	Improvement
- Male	2013	24.0		2013	23.1	
8. Proportion of students starting from Form 1 who reach Form 5 (Survival Rate)						
- Female	2013	88.2	Increase	2013	90.1	Increase
- Male	2013	81.3		2013	79.8	
9. Students completing at least one Level 1 course in TVET (%)						
- Female	2013	70.1	Increase	2013	75.9	Increase
- Male	2013	70.0		2013	77.4	
10. Unemployment rate (%)						
- Female	2013	12.9	Reduction	2013	17.3	Reduction
- Male	2013	10.3		2013	16.0	
<b>Sustaining growth: building competitive economies</b>						
11. Intra-regional trade as a percentage of total regional trade	2013	12.0	Increase	2012	13.0	Increase
12. Doing Business average rank (out of 189 countries)	2013	100	Improvement	2013	118.8	Improvement
13. Time required for business start-up (days)	2013	39	Reduction	2013	45	Reduction

(1) Includes Haiti. Weighted average of national poverty rates by population.

(2) This indicator describes the proportion of households who are deprived in several areas of economic and social wellbeing: education, health and living standards. The baseline is based on five BMCs: Belize, Guyana, Haiti, Suriname and Trinidad and Tobago.

**ANNEX 1**

Grouping/Indicator	BMCs			SDF eligible BMCs		
	Baseline		Target (2019)	Baseline		Target (2019)
	Year	Value		Year	Value	
<b>BUILDING RESILIENCE, SECURING SUSTAINABLE ENERGY AND ADAPTING TO A CHANGING ENVIRONMENT</b>						
<b>Clean water and sanitation</b>						
14. Population with access to an improved water source (%)						
- Urban	2014	96.2	95.0	2014	95.6	95.0
- Rural	2014	92.1	92.5	2014	89.5	92.5
15. Population with access to improved sanitation (%)						
- Urban	2014	86.0	88.0	2014	81.0	82
- Rural	2014	84.5	86.5	2014	77.4	80.5
<b>Affordable and clean energy</b>						
16. Renewable energy as a % total energy mix produced	2012	7.0	20.0	2012	18.0	20.0
17. Energy Use per Unit of GDP (barrels of oil equivalent 000s/ \$ mn GDP)	2013	1.0	Reduction	2013	1.2	Reduction
<b>Climate action; life on land</b>						
18. Reported economic losses resulting from natural disasters and climate variability (% of GDP, 3 year average)	2012-2014	0.5	Reduction	2012-2014	0.5	Reduction
19. Area protected to maintain biological diversity (%)	2012	4.4	Maintain or increase	2012	5.2	Maintain or increase
20. Proportion of land area covered by forest (%)	2014	49.4	Maintain or increase	2014	56.4	Maintain or increase

(1) Includes Haiti. Weighted average of national poverty rates by population.

(2) This indicator describes the proportion of households who are deprived in several areas of economic and social wellbeing. These are education, health and living standards. Currently, the indicator is based on five BMCs: Belize, Guyana, Haiti, Suriname and Trinidad and Tobago - as published in the Human Development Report 2014 (UNDP).

## ANNEX 1

### RMF LEVEL 2: CDB'S CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS, COUNTRY AND REGIONAL DEVELOPMENT OUTCOMES

Grouping/Indicator	Projected 2010-2014	Actual 2010-2014	Projected 2015-2019
<b>Economic and social infrastructure development</b>			
1. Transport: Primary, secondary and other roads built or upgraded (Km)	245	2,291	250
2. Transport: Beneficiaries of road projects (number)	234,000	670,751	340,000
- of whom female	n.a.	171,984	n.s.
3. Sea defences/ landslip protection/ urban drainage (Km)	24.6	20.7	9
4. Water: Installed water capacity (cubic metres/day)	n.a.	7,342	120,000
- Urban	n.a.	n.a.	n.s.
- Rural	n.a.	n.a.	n.s.
5. Water: Supply lines installed or upgraded (length of network in Km)	2,397	520.8	150
- Urban	n.s.	185.1	n.s.
- Rural	n.s.	335.7	n.s.
6. Water: Households with access to improved sanitation and water supply (number)	25,900	36,859	22,000
- Urban	n.a.	14,557	n.s.
- Rural	n.a.	22,302	n.s.
7. Communities: Beneficiaries of community infrastructure construction/ enhancement projects <sup>1</sup> (number)	342,000	545,372	108,000
- of whom female beneficiaries	n.a.	229,609	n.s.
<b>Agriculture and rural development</b>			
8. Agriculture: stakeholders trained in improved production technology (number)	3,400	3,232	3,000
- of whom female	n.a.	n.a.	n.s.
9. Land improved through irrigation, drainage and/or flood management (hectares)	6,935	5,742	2,500
<b>Education and Training</b>			
10. Classrooms and educational support facilities built or upgraded according minimum standards (number), of which	700	793	950
(a) ECD	n.a.	n.a.	n.s.
(b) Primary	n.a.	n.a.	n.s.
(c) Secondary and post-secondary/tertiary	n.a.	n.a.	n.s.
11. Teachers and principals trained/certified (number)	6,010	6,346	6,100
(a) ECD (total/female)	n.a.	n.a.	n.s.
(b) Primary (total/female)	n.a.	n.a.	n.s.
(c) Secondary and post-secondary/tertiary (total/female)	n.a.	n.a.	n.s.
12. Students benefiting from improved physical classroom conditions or enhanced teacher competence, or access to loan financing (number)	171,000	240,278	180,000
- of whom female	n.a.	n.a.	n.s.
<b>Citizen Security</b>			
13. Beneficiaries of community based citizen security interventions (number)	1,000	355	5,000
- of whom female	600	111	n.s.
14. Beneficiaries of youth at risk interventions (number)	n.a.	n.a.	2,400
- of whom female	n.a.	n.a.	n.s.

## ANNEX 1

Grouping/Indicator	Projected 2010-2014	Actual 2010-2014	Projected 2015-2019
<b>Environmental sustainability (climate change resilience, environmental management and disaster risk management)</b>			
15. Energy: Conventional or renewable power generation capacity installed (MW)	n.a.	n.a.	14.0
- of which renewable (MW)	n.a.	n.a.	8.5
16. Sustainable energy policy/legal/regulatory or capacity deficits addressed (number)	n.a.	n.a.	10
17. Energy savings as a result of EE/RE interventions (GWh)	n.a.	n.a.	20
18. Transmission or distribution lines installed or upgraded (length in Km)	n.a.	n.a.	130
19. Communities with improved capacity to address Climate Change and DRM (number)	4	8	20
20. National sector policies or strategies or plans developed or implemented to improve capacity for climate resilience, conservation, rehabilitation or environmental management	24	14	8
<b>Private sector operations and development</b>			
21. Value of credit made available to the private sector (\$mn) (disaggregated by sector)	53	32.6	30
22. MSMEs benefiting from credit (number)	325	811	370
- of whom female owned	n.a.	n.a.	n.s
23. Beneficiaries of mortgage programmes (number)	200	270	200
- of whom female borrowers	n.a.	125	n.s
24. Beneficiaries of agriculture (rural) enterprise credit programmes (number)	500	445	100
- of whom female beneficiaries	n.a.	75	n.s
25. Beneficiaries of interventions targeted at MSMEs through CTCS and other TA modalities (number)	3,000	3,839	7,000
- of whom female beneficiaries	n.a.	2,280	n.s
<b>Governance and accountability</b>			
26. Public financial management reforms adopted (number)	n.a.	3	6
27. Public financial systems upgraded and public sector investment programmes supported (Budget, Treasury, Accounting, Debt and Revenue)	22	32	7
28. Stakeholders trained in results focused Project Cycle Management or Public Policy Analysis and Management (number)	n.a.	559	2,000
- of whom female	n.a.	289	n.s
29. BMCs supported in multi-dimensional poverty assessments and the updating of key poverty indicators (number)	n.a.	n.a.	5
30. Business climate and competitiveness enhancement projects implemented (number)	6	3	10
31. BMCs with increased capacity to undertake Public Private Partnership arrangements (number)	n.a.	n.a.	12
<b>Regional cooperation and integration</b>			
32. Regional public goods created or strengthened (e.g. statistical capacity, quality standards, procurement, and debt relief) (number)	n.s	10	10
33. Certification or accreditation systems supporting the free regional movement of goods and persons, created, strengthened, or expanded (number)	n.s	9	9

1. Target subject to pipeline change

n.s. Not specified. No target has been set, however disaggregated data will be reported during the planning period.

n.a. Not available.

**RMF LEVEL 3: HOW WELL CDB MANAGES ITS OPERATIONS**

Grouping/Indicator	Baseline		Target (2019)
	Year	Value	
<b>Operational processes and practices, and portfolio performance</b>			
1. Portfolio performance rating for implementation (% rated excellent to satisfactory)	2014	100	90
2. Projects completed in the last two years with PCRs (%)	2014	53	95
3. Projects with supervision reports on Project Portfolio Management System (%)	2014	100	100
4. Projects at risk (% of portfolio)	2013	15	10
5. Average time taken from appraisal mission to approval (months)	2014	2.8	3
6. Average time from approval to first disbursement (months)	2014	9.1	6
7. Projects under implementation with extensions (revised final disbursement date) (%)	2014	51	45
8. Average length of project extension (months)	2014	36	18
<b>Resource allocation and utilization</b>			
9. Concessional resources allocated according to performance-based allocation system (%)	2014	58	60
10. Disbursement ratio	2014	14	18
11. Disbursement (efficiency) rate	2014	76	80
<b>Strategic focus</b>			
12. Financing directed to less developed BMCs (% , three year average)	2011-2014	48	≥51
13. Approved country strategies in use with results frameworks (number)	2014	13	19
14. Approved projects with a gender-specific or gender mainstreamed rating (as a % of total projects)	2014	37	55
15. Approvals supporting (as a % of total financing):			
(a) Private sector development	2014	9.8	10-14
(b) Environment, renewable energy/energy efficiency and climate change	2014	10.5	8-12
(c) Regional cooperation and integration	2014	3.0	2-4
16. Technical assistance projects in support of regional cooperation and integration (% of all TA financing)	2014	50	≥ 40
<b>Disclosure, transparency and risk management</b>			
17. Evaluation reports and reviews uploaded on the website (number)	2011-2014	17	50
18. CDB's external credit risk rating	2014	AA	Minimum of Stable
19. Operational risk losses for any given event or combination of events (\$US mn)	2014	0.05	≤\$US1 mn

**RMF LEVEL 4: HOW EFFICIENT IS CDB AS AN ORGANIZATION?**

Grouping/Indicator	Baseline		Target (2019)
	Year	Value	
<b>Capacity utilization</b>			
1. Budgeted professional staff in operations departments (%)	2014	57	≥ 51
2. Ratio of professional staff to support staff	2014	1.49:1	1.72:1
3. Vacancy rate at management and professional levels (%)	2014	5	≤ 5
4. Staff in management positions who are women (%)	2014	38	45-55
<b>Use of administrative budget resources</b>			
5. Administration expenses per US\$1mn of project disbursements (three-year average) \$000s	2014	147	Reduction
<b>Harmonisation, alignment and partnerships</b>			
6. Projects using common arrangements or procedures (%)	2014	33	≥ 65
7. Capacity development support provided through coordinated programmes (%)	2014	32	≥ 35
8. Country Strategy Papers, other development partner missions, and project financings, conducted jointly with at least one other development partner (% annually)	2014	76	≥ 65

n.s.: No target is set, monitoring the indicator only.