

## TERMS OF REFERENCE

### CONSULTANCY SERVICES FOR A MONITORING AND EVALUATION SPECIALIST

#### **1. BACKGROUND**

1.01 The Government of Grenada (GOGR) has applied for financing from the Caribbean Development Bank (CDB) towards the cost of Supporting Capacity Building of the Ministry of Mobilisation, Implementation and Transformation (MIT) [the Project]. The Project will provide additional capacity for results-based management of the Public Sector Investment Programme (PSIP) in Grenada. The expected outcome is improved project implementation and outcomes in Grenada.

1.02 The Project will be implemented by MIT. MIT is responsible for the effective management and successful implementation of GOGR's policies and programmes to attain the national transformation agenda of GOGR. MIT is headed administratively by a Permanent Secretary (PS). GOGR wishes to engage the services of a Monitoring and Evaluation (M&E) Specialist to support MIT. The M&E Specialist will effectively design policies and tools to monitor and evaluate the high priority projects contained within the PSIP.

#### **2. OBJECTIVES**

2.01 The M&E Specialist will:

- (a) finalise the M&E Framework and Implementation Plan to assess the progress of project outputs and outcomes;
- (b) track and evaluate project output and outcome indicators, measuring planned and earned values at the project phase and sub-phases;
- (c) design an evaluation strategy to assess each major PSIP project's<sup>1</sup> contribution to national targets contained in strategic plans (including the Medium-Term Action Plan 2025, National Sustainable Development Plan and international conventions). This strategy should demonstrate sustainable development, the intended and unintended impacts on project affected persons, and the results of projects;
- (d) determine Specific, Measurable, Achievable, Realistic and Time-bound indicators, establish a baseline, and conduct mid-point and summative evaluation;
- (e) strengthen capacity in results-based management and facilitate knowledge transfer;
- (f) conduct qualitative and quantitative analysis of projects and programs, and create and maintain an appropriate M&E interface database; and
- (g) report monthly, quarterly and annually on projects' progress and impact.

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<sup>1</sup> The tentative list of projects currently outlines 43 projects which are classed as major and span a range of sectors including education, agriculture, health, infrastructure, renewable energy. These include CDB-financed projects.

### **3. SCOPE OF SERVICES**

3.01 The M&E Expert will be expected to carry out and deliver on the following tasks:

- (a) Review project documents including the log frame, targets and indicators, theory of change and existing monitoring tools.
- (b) Review the existing M&E frameworks with a view to strengthen and finalise the M&E Framework to track, monitor and analyse the major ongoing PSIP projects' performance at the country level. The M&E Framework should outline performance indicators (output and outcomes) with clear definitions, milestones, data collections strategies, and frequency of collection. It should include methodologies for measuring these and stipulate who is responsible for data collection. It should also clearly demonstrate how the impacts outlined will be measured and how evidence for the evaluations will be generated.
- (c) Design an Evaluation Strategy. Evaluation methods should be clearly elaborated and include quantitative and qualitative approaches. The evaluation design should facilitate the gathering of robust evidence about how, where, and why (or why not) the Project was effective and achieved results.

3.02 Develop a strategic framework for the collection of data and establish the baselines. Submit the baseline data, overall evaluation strategy and work plan for the evaluation process. Specifically:

- (a) Establish the parameter of data and information required to establish and revise baselines and indicators to monitor and evaluate major PSIP projects.
- (b) Collect the baseline data disaggregated by sex and age, as well as other entry points for gender-responsive M&E of project/projects.
- (c) Identify the relevant, measurable, appropriate indicators of project(s) outputs and outcomes, and the impact on project beneficiaries. Some of these may be proxy indicators.
- (d) Develop and maintain a M&E tool for the major PSIP projects being implemented by the various line ministries.
- (e) Work closely with the Senior M&E Officer for the knowledge transfer and hands-on training and experiences in the fulfilment of all deliverables and output.

3.03 Conduct M&E of the major PSIP projects and prepare and submit reports to MIT. This includes project monthly, quarterly, and mid-point process evaluation to assess whether project(s) activities have been implemented as intended and resulted in agreed outputs. The M&E Specialist will develop and deploy a web-based interactive M&E framework for the assigned major ongoing PSIP projects. The M&E Framework will incorporate projects at varying stages of the project lifecycle, inclusive of a whole-of-Government project implementation approach. The M&E Specialist will review project and national plan documents (as outlined in 2.01 (c)) to establish baselines and performance indicators and develop and deploy a M&E tool for the project officers in the line ministries. Monthly consultations with project officers of the major projects and key stakeholders to determine the extent of the deliverable's attainment and challenges. Monthly M&E reports will be prepared and circulated to the project officers and Permanent Secretaries on the major project portfolio performance.

3.04 Conduct evaluations at the end of years one and two (end of the contract period). The initial and final evaluations should also identify and spell out good practices, lessons, gaps, and recommendations of strategies for future replication and adaptation of the initiative. Presentations including Item 3.01(b) should be made to MIT and other relevant Ministries and Departments.

3.05 Build sufficient in-house capacity at MIT in M&E as detailed in Section 4.

#### **4. CAPACITY BUILDING PROGRAMME**

4.01 The engagement includes a requirement for capacity building and knowledge transfer:

- (a) Conduct a comprehensive assessment of the current M&E capacity, including systems, processes and tools.
- (b) Develop a detailed capacity building action plan tailored to the specific needs and context of GOCR, incorporating best practices in M&E and including the establishment and facilitation of a Community of Practice among project officers across Ministries, Departments and statutory bodies for the results management and monitoring of projects being implemented.
- (c) Implement the Capacity Building Action Plan.
- (d) Deliver at least two training workshops to build the technical capacity of staff members in various aspects of M&E, such as the selection of appropriate indicators, data collection, data analysis, and reporting.
- (e) Provide ongoing coaching and mentoring to staff members involved in M&E activities to ensure the effective implementation of M&E processes and prepare training materials, presentations, and handouts to be used during the capacity building workshops in various formats including for electronic distribution.

#### **5. REPORTING**

5.01 The following deliverables shall be submitted at the times indicated below:

- (a) Inception Report, within one month of engagement, which would highlight the current M&E capacity and recommended areas for improvement. Based on findings, the report should propose an M&E workplan and approach.
- (b) Capacity Building Action Plan detailing the specific activities, timeline, and resources required for capacity development within 3 months of commencement of the assignment.
- (c) M&E Framework as described in Item 3.01 (b) above, within 30 days of commencement of the assignment.
- (d) Evaluation Strategy as described in Items 3.01 (c) and 3.02 above, within 60 days of commencement of the assignment.
- (e) Baseline Assessment Report as described in Item 3.02 above, within 90 days of commencement of the assignment.

- (f) Mid-term Major Project Evaluation Report as described in Item 3.03 above, within six months of commencement of the assignment.
- (g) Evaluation Reports as described in Item 3.04 above, are delivered within three months of completion of the referenced activities and/or at the end of each budget cycle.
- (h) Draft policies and design tools to monitor and evaluate the high priority projects contained within the PSIP as part of the Strategy in 3.02.
- (i) At least two training seminars delivered annually as described in 4.01 (d).
- (j) Training materials, presentations, and handouts to be used during the capacity building workshops and seminars.

5.02 The Consultant will report to the PS, MIT, or his/her designate, who will have responsibility for the overall management and implementation of the consultancy. MIT will facilitate the Consultant by providing access to relevant documentation and other pertinent information necessary for the completion of the assignment. The Consultant will work in close collaboration with the designated Project Manager/Coordinator through the PS, MIT, who will undertake the project management role with respect to all reporting requirements and the submission of relevant reports and information to CDB in a timely manner.

5.03 All reports must be produced in the English language and submitted electronically in PDF format, as well as in an original editable Microsoft Office format, and in hard/printed copy. All data and other frameworks (including excel sheets and tables) developed must be produced in an editable format to MIT.

5.04 All reports shall contain sex-disaggregated data and critical gender analysis of the information presented.

5.05 Deliverables will be reviewed and certified as satisfactory by MIT. MIT will provide feedback to each of the deliverables described above within 14 working days of receiving the reports. In the case of the monthly reports, the Consultant will incorporate the feedback into the next deliverable.

## **6. IMPLEMENTATION ARRANGEMENTS**

6.01 MIT will provide the M&E Specialist with the major project list, name and contact information of the project offices within the line ministries, project documents for the major PSIP projects, including the Project Operation Manuals and Project Appraisal Documents. Also, all the strategic documents including the Medium-term Action Plan 2025, National Sustainable Development Plan 2035, Nationally Determined Contributions, SDGs and national priority areas, as detailed in the Manifesto, must be made available within the first nine days of the engagement. Additionally, MIT must provide project screening tools: Climate Vulnerability Assessment; Environmental and Social Framework; and Environment Scanning and Sensing.

## **7. QUALIFICATIONS AND EXPERIENCE**

7.01 The Individual Consultant should have:

- (a) A relevant Master's Degree in Project Management, Public Policy, Development Studies, Administration, Finance or Economics. A Doctor of Philosophy in any of the related fields will be an asset.

- (b) At least eight (8) years of work experience in Result Based Management, M&E, project implementation, project performance indicator development and monitoring, impact evaluation, social analysis, qualitative and quantitative research, collection and analysis of data disaggregated by sex and age, and development of gender-responsive indicators and infrastructure project implementation.
- (c) Expertise and experience in:
  - (i) designing and applying robust and appropriate performance monitoring and results frameworks or key performance indicators (including expertise and experience in project indicator development, testing and data collection/analysis). Experience in Grenada PSIP processes and implementation would be an asset;
  - (ii) A working knowledge of web-based interactive data analysis tools and systems.
  - (iii) M&E of large, complex medium-term projects and generating data to demonstrate project effectiveness;
  - (iv) applying a social and gender lens to M&E for major projects;
  - (v) working in the Caribbean region and a demonstrated understanding of political economy issues in the Region; and
- (d) Good communication skills, both orally and in writing, including fluency in written and spoken English.

## **8. DURATION**

8.01 The services are expected to be delivered for 300 non-consecutive days within 24 months or 2 years, subject to performance reviews.

## **9. PAYMENT SCHEDULE**

9.01 Payments shall be based on submission and approval of required deliverables and/or reports made monthly.