

**GOVERNMENT OF GRENADA**  
**SOUTHERN ST. GEORGE WATER SUPPLY EXPANSION PROJECT**

**CONSULTANCY SERVICES FOR**  
**MONITORING AND EVALUATION SPECIALIST**

**TERMS OF REFERENCE**

**1. BACKGROUND**

1.01 The Government of Grenada (GOGR) has received financing from the Caribbean Development Bank (CDB), towards the cost of Southern St. George Water Supply Expansion Project (the Project). The financing is from funds provided by the United Kingdom, through the Foreign, Commonwealth and Development Office (FCDO), to CDB, under the United Kingdom Caribbean Infrastructure Partnership Fund (UKCIF). The Project is primarily a response to water shortages in the dry season in the south of mainland Grenada. The expected outcome of the Project is increased access to a reliable and sustainable supply of potable water within the targeted water network in Grenada.

1.02 Southern St. George is currently supplied mainly by the Annandale Water Supply Network (AWSN). It is the most densely populated area of mainland Grenada, with a mix of residential and commercial usage, including the largest concentration of tourism-related infrastructure. The area is already experiencing challenges with a reliable year-round water supply, a situation that will be worsened with the impact of climate change.

1.03 The Project proposes to augment the AWSN by connecting it to the Concord Water Supply Network (CWSN) to the north-west, which is supplied by the Concord Water Treatment Plant on the Black Bay River. The opportunity will also be taken to repair and upgrade the St. George's Sewerage System, to minimise the future impact on residents and businesses from the disruptions associated with working on narrow, heavily trafficked roads. Communities along the Black Bay River will also be engaged in order to protect the resource and livelihoods.

1.04 The Project will be executed by the National Water and Sewerage Authority (NAWASA), through its Planning and Development Department (PDD). PDD is headed by a manager, and is the unit responsible for the overall planning, management and execution of projects. The Manager, PDD is the Project Team Leader (PTL). A Project Coordinator (PC) has been engaged to manage the Project.

1.05 NAWASA is overseen by the Ministry of Infrastructure & Physical Development, Public Utilities, Civil Aviation & Transportation. The Project will be overseen by a Project Steering Committee established as a sub-committee of GOGR's Project Oversight Committee. The Ministry of Mobilisation, Implementation and Transformation (MOMIT), and the Department of Economic, Sustainable Development and Planning (DESDP) within the Ministry of Economic Development, Planning, and Cooperatives; Agriculture & Lands, Forestry and Marine Resources are key entities in GOGR's governance structure for public sector investments.

1.06 Although there are significant benefits to be realised from the Project, the establishment of a detailed framework to establish current conditions and monitor progress towards the intended project outcome is essential. GOCR's and NAWASA's current capacity to do so is limited. GOCR is therefore seeking to engage the services of a Monitoring and Evaluation Specialist (MES) to strengthen implementation and build capacity.

## 2. OBJECTIVE

2.01 The objectives of this consultancy are to: (a) prepare the Monitoring and Evaluation Framework (MEF) to assess the progress of project outputs and outcomes; (b) design an evaluation strategy to assess the project's contribution to socially inclusive sustainable economic development, the (intended and unintended) impacts on project affected persons, and the results of the project; and (c) conduct a final evaluation. The consultant shall also design and deliver a capacity building programme in monitoring and evaluation of projects for NAWASA management and staff.

## 3. SCOPE OF SERVICES

3.01 The scope of services of the Monitoring and Evaluation Specialist (MES) will include, *inter alia*:

- (a) Review project documents including the results framework, targets and indicators, theory of change and existing monitoring tools.
- (b) In collaboration with CDB's Monitoring and Results (M&R) Specialist for UKCIF projects, and the Monitoring & Evaluation Specialist in MOMIT (MOMIT MES), prepare a MEF to track and analyse project performance. The MEF should outline performance indicators (output and outcomes) with clear definitions, milestones, data collection strategies, and frequency of collection. It should include methodologies for measuring these and who is responsible for collection. It should also clearly demonstrate how the impacts outlined will be measured and evidence for the evaluations will be generated.
- (c) Design an Evaluation Strategy that draws on the CDB evaluation criteria related to relevance, effectiveness, efficiency, impact, sustainability, coverage and coherence. Evaluation methods should be elaborated and should 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.
- (d) Design and delivery of a capacity building programme for NAWASA's team (as detailed below) on MEFs, to enhance the proficiency of the officers in the areas of monitoring and evaluation of projects

3.02 Submit the baseline data and overall evaluation strategy and work plan for the evaluation process. Specifically:

- (a) Identify the range of data and information required to appropriately monitor and evaluate the Project.
- (b) Identify data disaggregated by sex, age, disability etc. to be collected, as well as other entry points for gender responsive M&E of the project. Identify the relevant, measurable,

appropriate, unambiguous gender-responsive indicators of Project outputs and outcomes, and impact on Project beneficiaries. Some of these may be proxy indicators, including national level indicators that can help track the project's contribution to relevant Sustainable Development Goals (SDGs) or sector level objectives.

- (c) Collaborate with CDB's Monitoring and Results Specialist for UKCIF projects, to ensure consistency and internal coherence with other M&E activities and processes. The MES will also collaborate with relevant thematic experts within and beyond NAWASA, as needed, to get the relevant specialist input (social, gender and environment) to inform their work.

3.03 Within three months of practical completion of the works, or completion of the capacity building activities (see below), whichever is later, conduct a final evaluation based on the methods and data defined at the outset. The final evaluation should also identify and spell out good practices, lessons, and recommendation of strategies for future replication and adaptation of the initiative.

## 4. CAPACITY BUILDING PROGRAMME

4.01 GOCR and NAWASA are desirous of enhancing the capacity of the officers in the areas of monitoring and evaluation of projects. MOMIT MES will look at key projects within GOCR's Public Sector Investment Programme and provide capacity building specifically to MOMIT staff and generally to GOCR officers. The Project's MES will be responsible for the design and delivery of a training programme for NAWASA's team, where the transfer of knowledge will be pivotal. It is anticipated that training in the design and implementation of MEFs will be delivered to:

- (a) NAWASA's Board of Directors;
- (b) NAWASA's senior management;
- (c) Other key members of NAWASA's staff; and
- (d) The PC and CLO.

## 5. REPORTING REQUIREMENTS

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

- (d) A final MEF, as described in Item 3.01 (b) above, within 8 weeks of commencement of the assignment.
- (e) An Evaluation Strategy, as described in Items 3.01 (c) and 3.02, within 12 weeks of commencement of the assignment.
- (f) A Baseline Assessment Report, as described in Item 3.02, within 24 weeks of commencement of the assignment.
- (g) A Final Evaluation Report, as described in Item 3.04, within 4 weeks of completion of the referenced activities (estimated at about 30 months after commencement of the assignment).
- (h) Capacity Building Programme Reports:

- (i) Draft Capacity Building Plan – within eight weeks of engagement, submit a Draft Capacity Building Plan.
- (ii) Final Capacity Building Plan – within 16 weeks of engagement, submit a Final Capacity Building Plan.
- (iii) Draft Capacity Building Report – within four weeks of the completion of the capacity building programme, submit a Draft Capacity Building Report.
- (iv) Final Capacity Building Report - within two weeks of receipt of comments on the Draft Capacity Building Report, submit a Final Capacity Building Report.

5.02 NAWASA, through PC, will provide feedback to each of the deliverables described above within 21 days of receiving the Report. All Reports shall contain sex-disaggregated data and critical gender analysis of the information presented.

5.03 Deliverables will be reviewed and certified as satisfactory by NAWASA. They must be submitted electronically in pdf format as well as in an original editable Microsoft Office format, and in hard/printed copy.

## 6. QUALIFICATIONS AND EXPERIENCE

6.01 The Consultant should have:

- (i) specialist training, suitable qualifications, and at least eight years of work experience in ongoing M&E, impact evaluation, social analysis, collection and analysis of sex-disaggregated data, and development of gender-responsive indicators;
- (j) expertise and experience in:
  - (i) designing and applying robust and appropriate performance monitoring and results frameworks (including expertise and experience in indicator development, testing and data collection / analysis);
  - (ii) M&E of large, complex, long-term projects and generating data to demonstrate project effectiveness;
  - (iii) M&E of social and gender results; and
  - (iv) the Caribbean region and a demonstrated understanding of political economy issues in the Region; and
- (k) Good communication skills, both orally and in writing, including fluency in written and spoken English.
- (l) demonstrated ability to work remotely as well as a willingness to travel within the context of the COVID-19 pandemic.

## 7. DURATION

7.01 The services are expected to be delivered intermittently over a period of 22 months, from May 2024 to February 2026, with an estimated total level of effort of 6 person months.

## 8. IMPLEMENTATION ARRANGEMENTS

8.01 The MES shall report directly to the PC. The PC will facilitate the work of the Consultant and make available all relevant studies, reports and data, relevant to completion of the exercise and will act as liaison between the Consultant, NAWASA and GOGRA officials and stakeholders.

8.02 It is expected that the Consultant will conduct the research, develop the evaluation methodology and strategy, conduct the baseline, interim and final data collection, analyse the data, and produce the corresponding reports.

8.03 The Consultant will be responsible for arranging their own logistics, including meetings, transport and accommodation if required, but may be assisted by the PC as necessary.