



## **CARIBBEAN COMMUNITY CLIMATE CHANGE CENTRE (CCCCC)**

### **TERMS OF REFERENCE (TOR) FOR A**

#### **MONITORING AND EVALUATION SPECIALIST**

#### **STRENGTHENING THE MONITORING AND EVALUATION CAPABILITIES OF THE PROGRAMME DEVELOPMENT AND MANAGEMENT UNIT (PDMU)**

#### **1. OBJECTIVES**

The objective of this position is to strengthen the monitoring and evaluation functions within the Programme Development and Management Unit (PDMU) of the Caribbean Community Climate Change Centre (hereinafter referred to as “the Centre”). The Specialist is expected to enable the PDMU to carry out more effective project/programme technical and financial monitoring, and evaluation of outcomes and impacts of Centre activities. This position will be financed by a grant secured under Cooperative Agreement #13/2017/USAID-CCAP/CCCCC between USAID Eastern and Southern Caribbean mission and the Caribbean Community Climate Change Centre).

Under that Cooperative banner, the Centre and the USAID signed an agreement for Program 538-RDOAG-DO3-2015 - *Climate Change Adaptation Programme (CCAP)* for the Eastern and Southern Caribbean Community (CARICOM) Member States. The initial program value was US\$25 million but has since been reduced to approximately US\$10 million and is expected to run for the period July 2016 – September 2019.

The general responsibilities of the MEL specialist will include:

1. Implementation of evaluation policies and strategies within the PDMU and the Centre;
2. Management of Monitoring, Evaluation and Learning processes within the Centre and the USAID CCAP;
3. Facilitation of knowledge building and knowledge sharing on monitoring and evaluation; and
4. Working collaboratively with other staff members of the PDMU and the Centre to ensure the Centre fulfils its mandate to the Caribbean Community (CARICOM) Member States.

## 2. BACKGROUND

Global climate change is arguably the most serious challenge to the development aspirations of the Caribbean region. During the 20<sup>th</sup> century the Caribbean's mean temperature increased by approximately 0.6 degrees Celsius, mean sea level rose between 2 and 6 mm/yr during the period and rainfall variability has increased. It is estimated that 60% of the Caribbean population live within 1.5 kilometres of the coast, making them particularly vulnerable to the vagaries of rising sea levels and its attendant threats such as:

1. Salt water intrusion and a reduction and growing scarcity in freshwater resources,
2. Deteriorating coastal conditions through beach erosion and coral bleaching which adversely affect local resources, livelihoods, and reduce their value as tourist destinations, and
3. Floods, storm surge, erosion and other coastal hazards, exacerbated by sea-level rise that threaten vital infrastructure, settlements and facilities that support the livelihood of island communities.

Other natural hazards have impacted the region and are expected to increase in intensity. On the basis of the vulnerabilities of the marine and coastal ecosystems, a change of 1.5°C is seen as the critical threshold. Climate change related events are already profoundly impacting the region's geophysical, biological and socio-economic systems, depleting national budgets, compromising livelihoods and exacerbating poverty. According to the United Nations framework Convention on Climate Change (UNFCCC) Fifth Assessment Report (2014) these natural hazards are expected to grow in intensity in the future.

Accordingly, the Centre, which has the mandate to coordinate CARICOM countries' responses to climate change and with assistance from the Commonwealth Secretariat, developed the *Regional Framework for Achieving Development Resilience to Climate Change*. This is consistent with Goal 13 of the Sustainable Development Goals which requires States to *take urgent action to combat climate change and its impacts*. With financial assistance from the Department for International Development (DFID) and the Climate Development Knowledge Network (CDKN), the Centre developed and had approved in March 2012 the Implementation Plan (IP) to operationalize the Regional Framework document. The IP highlights the existing and significant resource and capacity challenges that hold back the region's sustainable development efforts and growth, and the need for a more cogent and coordinated approach to assist in resource mobilization and co-ordination of actions. In its first ten (10) years of operation, the Centre raised more than US\$50 million from various multilateral and bilateral partners for the implementation of adaptation and mitigation initiatives within the region.

In July 2015 the Centre was accredited to the Green Climate Fund (GCF) and is now eligible to submit project proposals/programmes of between US\$10 – 50 million per project/programme. The Centre has since been working with countries to develop project/programme concepts and proposals for submission to the GCF and other international sources of financing. However, the Centre's limited capacity significantly impacts its output in this area and it is now seeking to enhance its project/programme development capacity to better serve Member States.

Under the USAID CCAP, investments will serve to:

1. build the capacity of regional, national, and local partners to generate and use climate data and information for application at these different levels of decision-making;
2. strengthen the national and regional capacity to assess the economic, social, and technical feasibility of climate change adaptation approaches and support the implementation of projects that meet these criteria; and
3. build the capacity within regional and national institutions to access funding from established global funding mechanisms to scale-up and replicate proven climate change adaptation approaches.

The USAID CCAP will comprise three integrated outputs to achieve its purpose. These are

1. using climate data and information in decision-making,
2. demonstrate innovative adaptation approaches and proof of concept necessary to secure international financing, and
3. secure climate financing for the scale-up and replication of cost effective and sustainable adaptation initiatives.

Component 3 of the CCAP provides resources to strengthen the PDMU, through operationalizing a Project/Programme Preparation Facility (PPF) and to enhance the Unit's monitoring, evaluation and learning (MEL) capacity.

As the programme implementing agency (PIA) for the USAID CCAP, the Centre shall ensure proper administration, prudent management of the Programme and compliance with the terms and conditions of the Programme's implementation letter (IL) and maintenance of proper documentation. The Centre will administer and implement agreed upon sub-activities to achieve the objectives of the Programme as elaborated in annual Work Plans. As part of its implementing role for the CCAP, the Centre will facilitate, coordinate, and organize relevant regional and national level meetings with the following countries in USAID/ESC's region: Antigua & Barbuda, Barbados, Dominica, Grenada, Guyana, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, Trinidad & Tobago, and Suriname. These meetings will be used to discuss regional strategies and policies related to achievement of results as defined under the Programme.

**The successful candidate will be expected to support the work of the PDMU and the Centre in general in better tracking project/programme performance to ensure that development resilient to climate variability and change is indeed being achieved within the CARICOM region.**

### **3. SCOPE OF WORK**

#### **3.1 Monitoring and Evaluation**

In carrying out his/her assignment, the MEL Specialist is required to employ a collaborative approach and close engagement with various project/programme managers within the PDMU, Financial Administration Unit, Member States and their focal points on Climate Change in ensuring that projects/programmes are being implemented according to their proposal frameworks and that contextual best practices, what works and what does not work are being captured and shared with a wide cross-section of stakeholders. The project/programme proposals to be developed under the PPF will establish linkages with planned and on-going climate change programmes to facilitate complementarities and reduce potential for duplication. These kinds of linkages are also expected to be monitored and evaluated to ensure that the region is indeed building its development resilience to climate variability and change.

In addition, as the USAID CCAP operates at a regional scale, data collection and verification by the MEL Specialist will rely on the network of Focal Points/Coordinators (also known as Focal Points) to report on a regular basis. The MEL Specialist will collaborate and follow-up with CCAP Focal Points by email and phone/voice-over-IP (Skype, ZOOM, etc.). Focal Points can be internal technical staff at the Centre, a point of contact with a partner, a government staffer, consultant, etc. A key criterion to identify a Focal Point is that they are closest to the information needed to be tracked and reported to USAID CCAP. The MEL Specialist will be responsible for managing Focal Point interactions.

The USAID CCAP MEL system comprises data collection instruments, data storage capacity, and reporting procedures and will involve:

1. The collection of data, input, verification, analysis, storage, and reporting.
2. Component leads and technical staff who implement interventions and conduct research. These staff will assist in the collection of primary data using printed data collection instruments; and
3. Data collection instruments and tools.

With support, the MEL Specialist will implement several data quality assessment procedures to ensure confidence in the quality of data being reported. These procedures will include:

1. visiting field sites to assess if reports and inputs accurately reflect what occurs in the field;
2. reviewing data to ensure that what is being reported is accurate, including regular meetings with staff;
3. using standardized data collection and analysis procedures, including procedures to reduce error ensuring greater precision and ensure integrity; and
4. conducting an annual data quality assessment with input from an independent consultant where necessary.

Using a checklist to ensure that data meet the standards described in ADS 203.3.5.1, Data Quality Standards, data quality assessments will ensure that performance data meet the quality standards of validity, integrity, precision, reliability, and timeliness. Summary descriptions of each standard are as follows:

- **Validity:** This refers to the extent to which a measure represents what we intend to measure. This includes three dimensions – face validity, attribution, and measurement error. Data collected for each indicator must be accurate, complete, and representative.
- **Integrity:** Integrity focuses on whether there is improper manipulation of data. Proper mechanisms should be put in place to prevent transcription errors and manipulations by the various team members responsible for data collection.
- **Precision:** Precise data have a sufficient level of detail to present a fair picture of performance and enable management decision-making. Different indicators may have varying levels of precision and different acceptable margins of error.
- **Reliability:** Data should reflect stable and consistent data collection processes and analysis methods over time. Variations in data collection methods and instruments should be avoided to ensure that changes in data are reflections of true changes and impacts resulting from project interventions and activities.
- **Timeliness:** Data should be available and up to date enough to meet management needs. Data will be collected with the required frequency and will current enough to be useful in project decision-making.

As the MEL process is adaptive, the MEL Plan will be updated to ensure that indicators are serving to adequately capture project results and performance, adjust for any information gaps that may be identified, and make improvements as needed. Updating is performed by annual data quality assessments and internal reviews of indicators and data collected.

## 3.2 LEARNING

To guide the Centre’s capacity improvement efforts, the MEL Plan includes adaptive management and learning processes that will produce information to be used at periodic project reviews. Learning is an adaptive management process that ensures the Programme/Project Team, partners, and stakeholders learn from Activity interventions throughout the Centre. Learning fosters an understanding of the effectiveness of the interventions and allows the team to act upon what they have learned together.

Learning from implementation of programs/projects informs the Centre’s decision-making to adaptively manage the activity or to inform lessons for future projects. Thus, outcomes of learning assist the Centre to meet its capacity improvement objectives in ensuring efficient and cost-effective project/program management. Learning can resolve operational challenges and suggest course corrections.

To ensure that the Centre and other project-driven teams learn from interventions to better reach objectives, the MEL Team will coordinate with technical, communications, and project management to

interpret data and analysis and to adaptively manage interventions and stay on track to meet its objectives.

As illustrated in the figure below, a standard system of learning will be employed to increase the likelihood that evidence collected from Centre-driven interventions informs decision-making both internally at the Centre and externally with partners and stakeholders. This system of learning is a process that occurs during each of the five stages of the 12-month annual activity cycle. Learning from M&E will be shared during program/project planning, work planning and PAC meetings; program management and resource allocation processes; implementation of technical work; communications and knowledge and learning efforts with stakeholders and partners; and data and analysis phases. One critical input would come from past activities from which lessons would need to be captured. This ensures that learning from technical interventions and program management (past and current) is leveraged to functionally assist, inform, and influence future work planning and task (e.g., subcomponent) designs.



Figure 1. The ME&L team is responsible for interpreting and sharing information collected from interventions throughout the annual Activity cycle.

Throughout the period of performance of the Activity, the MEL team will conduct analyses of collected data and share information about the progress of technical areas against the activity's objectives. The process for sharing information will be guided by four learning questions, described below.

1. **How do Work Plans of projects/programmes lead to results stated in each subcomponent?** This reviews progress of tasks against appropriateness and technical feasibility of interventions and technical and program management's ability to understand the time frames required of the tasks.
2. **How are the technical tasks in Work Plans appropriately resourced to ensure objectives will be met?** This includes a review of all MEL data collected to date and discussions on how the data is demonstrably meeting the objectives of the three major technical components.
3. **How well the Program Management team is appropriately resourced?** This includes a review of staffing, travel, procurement, and training needs for all program management-related staff.
4. **How does the Work Plan build/continue to enhance capacity of the Caribbean Community Climate Change Centre?** This includes a review of how program management and technical teams have measurably reached respective activity-related performance goals.

#### 4. SPECIFIC ROLES AND RESPONSIBILITY OF THE MEL SPECIALIST

The MEL Specialist will engage consultants, and collaborate with International Business & Technical Consultants (IBTCI), an international development consulting company with specialization in M&E for USAID. IBTCI will provide advisory support on an as needed basis to USAID CCAP on matters related to MEL. Short term consultants may occasionally augment the MEL team for periodic assessments, surveys, or studies. Partners and beneficiaries will be directly involved in data collection to enhance their capabilities to collect and analyze data for their purposes, while serving the broader goals of both performance monitoring and organizational learning.

The MEL Specialist will conduct field visits to meet focal points and gain first-hand knowledge of the work implemented by the technical staff. In addition to the data collection carried out by technical staff over the course of project implementation in the field, the MEL Specialist will regularly visit project sites to monitor activities, spot-check data collection methods and quality, and assess progress made toward project outputs and outcomes. He/she will generate and distribute trip reports of site visits, with findings regularly incorporated into quarterly/annual reports to USAID/ESC. USAID CCAP will provide quarterly and annual performance reports that include baseline information and progress toward targets in the MEL Plan. Where applicable, these reports will summarize activities performed to control, verify, and validate reported MEL data, as well as variances identified and measures taken to resolve them. Project reports will provide contextual analysis when factors beyond USAID CCAP's control affect MEL information.

The MEL Specialist is responsible for all processes and procedures related to data collection, and will ensure that the project team members have the necessary tools to collect data consistently, accurately, and at the appropriate frequency. He/she is responsible for training project staff and partners on the proper use of data collection tools, including all indicator details. The MEL Specialist is

responsible for secondary data quality control, and will perform data analysis and tabulation to identify potential erroneous data and design a spot check system to verify data at their sources through site visits as needed. When variances are identified, the MEL Specialist will take appropriate measures by consulting the data source and updating reporting, as appropriate. Annually, and in conjunction with the USAID CCAP Project Manager and technical staff, the MEL Specialist will review the appropriateness of the MEL Plan and make necessary additions or adjustments. The MEL Specialist will report to the USAID CCAP Program Manager and have annual support from support staff, consultants, and IBTCI.

## **5. ANALYSIS AND REPORTING**

The MEL Specialist will produce both a narrative analysis of performance and MEL Performance Management Plan (PMP) on a quarterly basis. The narrative will include a summary of MEL-related activities implemented to control, verify, and validate the data being reported, indicate progress of each indicator, discovery of anomalies, and descriptions of corrective measures. Reporting will also provide contextual analysis when factors beyond the project's control affect MEL information. In addition to quarterly reporting, an annual summary report will be produced. This report will contain in-depth analysis of annual progress, an update of annual targets, discussions of progress and hurdles, and (as feasible) a presentation of success stories, lessons learned, and best practices. In addition to providing quantitative data, the technical staff should also provide written narratives covering major achievements during the reporting period and/or major obstacles that hampered progress. Reporting for the Centre and the CCAP will be done separately.

MEL reporting aims to be timely enough to influence management decision-making. The USAID CCAP project team will review data in advance of semi-annual and annual project reviews to help inform the subsequent year's Work Plan. As part of the project team review, the MEL Specialist will explore if the MEL Plan is effective and responsive to the needs of the Centre or the CCAP.

More specifically, the MEL Specialist will

1. Participate in and contribute to the finalization of monitoring and evaluation frameworks for projects/programmes developed within the PDMU;
2. Develop or implement monitoring and evaluation tools and processes for the various projects/programmes developed;
3. Provide technical support to implementation partners to strengthen their monitoring and evaluation systems;
4. Update as necessary Monitoring and Evaluation instruments and plans, consistent with the Implementation Plan's monitoring, evaluation and information (MEI) framework, in consultation with the Head, PDMU and the Senior Programme Development Officer within the PDMU;
5. Strengthen systems and tools, and training materials to train implementing partners personnel;
6. Conduct assessment of the implementation capacity in the field of MEL, and develop and lead the implementation of a capacity development plan;

7. Provide technical guidance for the implementation of the MEL plan, through training and other on-site support;
8. Facilitate review of progress on a quarterly basis and ensure problem solving through remedial actions,
9. Ensure any disparities between planned and actual outputs are addressed;
10. Assist the Head , PDMU and Project/Programme Managers in the identification of potential implementation problems, bottlenecks and risks, and recommend appropriate strategies to address them;
11. Manage and provide leadership on MEL of the various programmes being implemented by the Centre;
12. Prepare quarterly and annual programmatic progress updates on the various projects/programmes being implemented by the Centre; and
13. Document lessons learned and good practices.

## 6. EXPECTED DELIVERABLES

The principal delivery of MEL Specialist will be:

- Establishment of multi-year results and monitoring framework for the various projects and programmes being implemented by the Centre;
- Reports on project/programme progress and results;
- Documentation of good practices and lessons learned; and
- Preparation and/or coordination of final project evaluations.
- Updates on the Monitoring and Evaluation instruments developed under the Implementation Plan to the Regional Framework for Achieving Development Resilient to Climate Change.

## 7. CHARACTERISTICS OF THE POSITION

**Estimated Time line of Position:** Until the end of the Programme (September 2019) with the possibility of extension.

**Location:** The successful candidate will be located in Belize.

**Start date:** The successful applicant will be expected to commence work immediately on appointment.

**Remuneration:** An attractive package awaits the successful candidate.

## 8. QUALIFICATIONS AND EXPERIENCE

Candidates should have a post-graduate degree in Climate Change, Environmental Science/ Management or related discipline, and at least 5 years' proven MEL experience in the field of climate change, natural resource management or sustainable development.

Candidates should also have:

1. Extensive knowledge of monitoring and evaluation methodologies i.e. both quantitative and qualitative data collection, processing and analysis;
2. A strong background in climate change, environment or sustainable development programmes, having managed projects wherein systematic input, output and process data were collected and used to guide programming;
3. A good understanding of routine climate change data information systems, and literacy in management information systems;
4. Knowledge of sampling and questionnaire design;
5. Experience in designing and implementing country level MEL and providing information systems training;
6. Experience working with and maintaining good relations with international, as well as counterparts and beneficiaries (e.g. International and Local NGOs and government representatives);
7. Solid experience in the management of people and systems in high-pressure environments;
8. Strong information technology skills; and
9. Excellent communication skills, inclusive of spoken and written English; and
10. Be a national from one of the CARICOM Member States.

## **9. REPORTING AND COORDINATION**

The MEL Specialist will work within the PDMU and closely with staff within the various sub-units. He/She will report directly to the Head of the PDMU for Centre activities and the CCAP manager for CCAP MEL activities.

## **10. INDICATIONS OF INTEREST**

Applicants wishing to signal their interest in undertaking the prescribed work are to email or otherwise submit:

- a) An expression of interest (Cover letter),
- b) Curriculum Vitae,
- c) 3 reference letters from the most recent employers,
- d) Information demonstrating the experience and competence,
- e) Proof of Nationality from one of the CARICOM Member States.

To:

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A short list will be derived based on the experience and qualifications as determined on the basis of submissions.

Only candidates who are short-listed will be contacted.

The Centre is committed to achieving workforce diversity in terms of gender, nationality and culture. All applications will be treated with the strictest confidence.

**Applications are to reach the Caribbean Community Climate Change Centre no later than 23<sup>rd</sup> February 2018 (11:59pm Belize time).**