

**TERMS OF REFERENCE:**  
**DEVELOPMENT OF A MONITORING, EVALUATION AND REPORTING  
FRAMEWORK FOR THE ENHANCED COMPREHENSIVE DISASTER  
MANAGEMENT (CDM) STRATEGY.**

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**1.0 INTRODUCTION**

- 1.1 In 2001, the Caribbean Disaster Emergency Response Agency (CDERA), recognising the critical link between disasters and sustainable development, spearheaded the adoption of a strategic framework for Comprehensive Disaster Management (CDM). The strategic objective of CDM is the integration of disaster management considerations into the development planning and decision-making process of CDERA's Participating States (PS).
- 1.2 After five (5) years, CDERA elaborated a revised CDM Strategy for the Caribbean. The enhanced CDM strategy has been reviewed and re-articulated within a Results Based Framework. Partners and stakeholders have, within the Framework agreed on four (4) priority outcomes to inform programming support over the next five (5) years, 2007 – 2012.
- 1.3 The emphasis within the enhanced CDM Strategy on defining and measuring results necessitates that a mechanism for the monitoring and evaluation of the enhanced CDM programme is elaborated particularly since the priority outcome and output areas for the region have been agreed.
- 1.4 An overarching monitoring, evaluation and reporting framework is required for guiding the results-based focus of this programmatic approach, including clear targets and indicators to be developed and shared.

**2.0 GOAL and OBJECTIVES**

- 2.1 The goal of this consultancy is to develop a sustainable monitoring, evaluation and reporting (M,E&R) framework for the Enhanced Comprehensive Disaster Management (CDM) Strategy.
- 2.2 **The specific objectives of this consultancy are to:**
  - 2.2.1 Develop a M,E &R Framework to monitor CDM implementation at the regional, national and sector levels, including the baseline assessment component.
  - 2.2.2 Develop a standardized methodology for CDM Institutional Capacity Assessments.
  - 2.2.3 Define and collect the baseline data for CDERA Participating States (PS) and sector(s) utilizing the baseline assessments articulated.
  - 2.2.4 Enhance the capacities at the regional, national and sectoral levels in the use of the standardized regional, national and sectoral M,E&R framework with a view to creating a self sustaining mechanism within the region.

### 3.0 SCOPE OF WORK

#### **Step 1 – Review and Analysis of Existing M&E Instruments**

- 3.1 The Consultant is required to prepare an inception report that details the approaches/methodologies, timelines and milestones associated with the Consultancy. The report should also list the instruments to be reviewed.
- 3.2 For a monitoring and evaluation system to be workable, and to minimize duplication of efforts, it should ideally build upon already existing data collection mechanisms. Therefore the Consultant shall compile a list of existing instruments which facilitate data collection at the national, sector and regional levels and could potentially contribute to a monitoring, evaluation and reporting system for CDM and already exist within the Caribbean Region. These include instruments such as:
- the USAID COTS sponsored Disaster Risk Management Benchmarking Tool;
  - the biennial CDERA Audit;
  - instruments utilized by the International Federation of Red Cross Societies;
  - Proposed instruments such as the United Nations Development Programme's Disaster Risk Reduction Index must also be considered.
  - OECS Rapid Environmental Assessment Manual

Information to be captured on each instrument will include *inter alia*:

- the name of the organization undertaking data collection;
- purpose of the instrument;
- current users;
- data sources;
- periodicity of data collection;
- data collection and analysis procedure; and
- target audiences.

The Consultant will:

- analyze the information garnered with a view to identifying the potential role and utilization of each instrument in the M,E&R Framework for the enhanced CDM Strategy;
- produce specific recommendations on the potential for utilization of each of the instruments within a CDM monitoring and evaluation framework;
- provide an analysis, including recommendations as to the relative benefits of having one or more instruments contributing to the CDM monitoring and evaluation framework;
- Recommend what a standardized M,E&R Framework to monitor CDM implementation at the regional, national and sector levels should include.

- 3.3 The Consultant will submit a draft report to CDERA on the findings of the research. The draft report should include all the requirements listed at 3.2 as well as recommendations on the way forward for elaborating a Framework for M,E&R of CDM Implementation at the national, sector and regional levels.
- 3.4 Present the draft report at the CDM Conference on December 11, 2008.
- 3.5 Discuss the draft report with the CDM Coordination and Harmonization Council (CDM CHC) on December 12, 2008 for technical inputs and endorsement of the way forward in elaborating the M,E&R Framework.
- 3.6 Prepare a final report based on the feedback received from the CDM Conference and the CDM CHC.

### **Step 2 – Articulation of the Actual M,E&R Framework and Baseline Assessment Component.**

#### ***M,E&R Framework:***

- 3.7 The Consultant shall elaborate the actual M,E&R Framework. The Report should include *inter alia*:
  - Definitions of M&E as well as their complementary functions in the typical project/program cycle.
  - The importance of being able to reference and measure change.
  - Logic models and the importance of linking the components: inputs, activities, outputs, outcomes, and impacts.
  - Process/steps for developing key evaluation questions.
  - The processes and criteria for the selection of reliable, valid, and relevant indicators and measurement strategies.
  - Tools to facilitate data collection
  - Responsibility for data collection
  - Frequency of data collection
  - Sources of data

#### ***Baseline Assessment Component:***

- 3.8 Establishing the baseline to measure and report on progress is a vital component of a M,E&R Framework. Therefore, the Consultant shall develop a baseline component for the assessment of the current state of countries, sector groupings (education, tourism, finance, health, civil society and agriculture) and the region for implementing the enhanced CDM Strategy. This should include *inter alia*,
  - articulation of a standardized methodology/instrument for Comprehensive Disaster Management (CDM) Institutional Capacity Assessments;
  - elaboration of processes for reconstructing baseline data - a common evaluation problem is that required baseline

data for a project/program were either not collected or not collected at the appropriate time. Options to reconstruct baseline data e.g., using secondary data, project administrative records, recall, and key informants as well as the strengths and weaknesses of each strategy should be elaborated.

- 3.9 In preparation for the development of the standardized CDM Institutional Capacity Assessment Methodology, the Consultant should review the following documents and identify the deficiencies in the methods utilized:
- Report of the Institutional Review of Disaster Management Mechanisms in the Commonwealth of the Bahamas.
  - Report of the Institutional Review of Disaster Management Mechanisms in Saint Lucia.
  - Report of the Institutional Review of Disaster Management Mechanisms in Turks and Caicos.
- 3.10 The Consultant will be required to prepare and submit a draft report on the M,E&R Framework and Baseline Assessment components to the CDERA CU for comments and feedback.
- 3.11 The Consultant will present the draft M,E&R Framework and Baseline Assessment components to the CDM CHC and National Disaster Coordinator's (NDCs) for comments and feedback.
- 3.12 The Consultant will finalize the report of the M,E&R Framework and Baseline Assessment components based on final comments received.

### **Step 3 - Assessment of the National, Sectoral and Regional Baselines**

- 3.13 Utilizing the CDM Institutional Capacity Assessment methodology and other tools that were articulated/recommended, the consultant will carry out baseline assessments in CDERA PS and sectors with a view to establishing the current capacity of countries and sectors for implementing the enhanced CDM Strategy. The Consultant will also develop a plan of action for the mainstreaming of the enhanced CDM Strategy at the national/sectoral level.
- 3.14 Prepare and submit a draft report of the baseline assessments to CDERA.
- 3.15 Finalize report as guided.

### **Step 4 – Capacity Building in the Standardized M,E&R Framework**

- 3.16 A preliminary result of the Consultancy will be that the framework developed is self sustaining. Relevant training is therefore needed to build necessary capacities within the Caribbean at national, regional and sectoral levels to sustain the M,E&R Framework developed.

Utilization of training of trainer approaches and horizontal cooperation is therefore encouraged.

The Consultant will be required to facilitate a minimum of three (3) training sessions.

The first training will be on Results Based Management during December 15-17, 2008 in Barbados. This will be a training of trainers and is intended to equip representatives from CDERA PS, partner organizations and CDERA CU with the skills and knowledge to manage projects more effectively by improving the process of accountability of the achievement of programme/project results. The training should include a special session on the development of indicators.

The second training will also be in Results Based Management and will be convened within the first quarter of 2009. This training will be a training of trainers and is intended to equip technical representatives from CDERA PS and partner organizations as well as new staff at the CDERA CU with the skills and knowledge to manage projects more effectively by improving the process of accountability of the achievement of programme/project results. The training should include a special session on the development of indicators.

The third training will be on the standardized M,E&R Framework for national, regional and sectoral representatives. In preparation for the second training, the Consultant will develop a Training Manual on the Standardized Monitoring, Evaluation and Reporting Framework for CDM Implementation at the Regional, National and Sectoral Levels. This manual should be useful to Facilitators and Participants, user friendly and should clearly articulate *inter alia*:

- the components that make up the M,E&R framework such as the type of data needed, sources of the data, frequency of collecting the data etc.
- Examples of indicators and measurement strategies for a range of sectors (e.g., health, education, health) that is relevant to the enhanced CDM Strategy
- Qualitative, and mixed-method data-collection strategies
- Quantitative, qualitative, and mixed-method data analysis approaches approaches to impact evaluation
- Effectiveness in reporting results for optimal stakeholder utilization of evaluation findings
- Working group scenarios to develop and apply M&E plans and tools to their own projects
- Case Studies, if appropriate
- Lessons learned from the national and sectoral level baseline assessments that were conducted.

3.17 Prepare and submit the draft training manual to CDERA for technical inputs and endorsement.

- 3.18 Facilitate a training on the standardized regional M,E&R Framework at a time to be determined.
- 3.19 Final Report on a documentation of critical analysis of process utilized, lessons learned and recommendations for advancing the process at the national, regional and sectoral levels.

#### **4.0 RESULTS AND DELIVERABLES**

- 4.1 The Consultant will submit the following:
  - 4.1.1 Inception report on the execution of the assignment within ONE (1) week of the commencement of the consultancy.
  - 4.1.2 Draft report of the review of existing M,E&R instruments and the proposed way forward for a M,E&R Framework .
  - 4.1.3 Presentation of the draft report to the CDM Conference and the CDM Coordination and Harmonization Council (CDM CHC).
  - 4.1.4 Final report of the review of existing M,E&R instruments and the proposed way forward for the M,E&R Framework.
  - 4.1.5 Draft Report on the M,E&R Framework and Baseline Assessment including the Standardized CDM Institutional Capacity Assessment methodology
  - 4.1.6 Presentation of the Draft Report at 4.1.5 to the CDM CHC and National Disaster Coordinator's (NDCs).
  - 4.1.7 Final report on the M,E&R Framework and Baseline Assessment including the Standardized CDM Institutional Capacity Assessment methodology
  - 4.1.8 Draft baseline assessments of selected CDERA PS and sectors.
  - 4.1.9 Final baseline assessments of selected CDERA PS and sectors.
  - 4.1.10 Facilitate two (2) training session on Results Based Management.
  - 4.1.11 Develop a draft training manual for the M,E&R Framework.
  - 4.1.12 Finalize the draft training manual on the M,E&R Framework
  - 4.1.13 Facilitate a training on the M,E&R Framework.
  - 4.1.14 Final Report of Consultancy.

## 5.0 INDICATIVE TIMEFRAME

Activity Description	No. of Chargeable Man Days
Preparation of inception report	2
Compilation of list of available instruments and relevant information	5
Analysis of M, E&R instruments	15
Preparation of draft report on the findings of the instruments	3
Prepare presentation on draft report for sharing at CDM Conference	1
Present draft report to CDM CHC	1
Prepare a final report on the review of the instruments	2
Elaboration of the actual M,E&R Framework	20
Develop the baseline assessment component	10
Preparation of draft report on M,E&R Framework including Baseline Assessment component	5
Present draft report to the CDM CHC and NDCs for comments	2
Finalize Report on M, E&R Framework based on comments received	2
Assessment of national, sectoral and regional baselines	80
Preparation of final reports	10
Facilitate first training in RBM	5
Facilitate second training in RBM	5
Prepare training manual on the M, E&R Framework	5
Facilitate third training on the M, E&R Framework.	5
Prepare final report on the Consultancy	5
<b>TOTAL</b>	<b>183</b>

Note: All other expenses are to be included in financial proposal such as travel and DSA costs for Consultant (s)

## 6.0 INPUTS OF THE CDERA COORDINATING UNIT

6.1 CDERA CU shall provide the Consultant with:

5.1.1 The reports listed at 3.9

5.1.2 Feedback on the workplan, and draft reports/documents submitted.

## 7.0 CONSULTANT REQUIREMENTS

The Consultant should have the following skills:

### *Qualifications and Experience*

1. MSc. in Earth Science or related discipline with a minimum of 5 years experience in undertaking research.

2. A minimum of five (5) years experience in Results Based Management.
3. A minimum of five (5) years experience in Disaster Management.
4. Previous experience in the Caribbean region would be a distinct asset.

*Knowledge and Skills*

5. Demonstrated knowledge of the enhanced CDM Strategy is a requirement.
6. Demonstrated knowledge in developing monitoring, evaluation and reporting frameworks.
7. Demonstrated strong analytical and research skills.
8. Strong communication, documentation and presentation skills.
9. Experience in training and facilitation and the development of training materials.

**The Consultant may be an individual or firm/company and should be able to assume duties by November 28, 2008. The project is scheduled to last for ten (10) months.**

A technical and financial proposal based on the Terms of Reference outlined above must be provided by no later than close of business on **November 21, 2008**.

The proposal must include full Curriculum Vitae for each member of the proposed team. Further information may be obtained from Ms. Saudia Rahat ([saudia.rahata@cdera.org](mailto:saudia.rahata@cdera.org)) at the CDERA Coordinating Unit (CU). Please send applications to the address below:

**Attention: Development of a Monitoring, Evaluation and Reporting Framework for the Enhanced Comprehensive Disaster Management (CDM) Strategy.**

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