

TERMS OF REFERENCE

BEYOND 2024: ENHANCEMENT OF THE CDM STRATEGY AND PROGRAMMING FRAMEWORK

1.0 BACKGROUND

The Caribbean region, served by the Caribbean Disaster Emergency Management Agency (CDEMA), is highly vulnerable to natural hazards, including hurricanes, floods, earthquakes. The implications of these hazards are made more complex by climate change and climate variability. Events such as the 2017 Hurricane Season, when multiple major hurricanes like Irma and Maria caused losses exceeding 220% of GDP in some countries, and Hurricane Melissa's impact on Jamaica in 2025, illustrate the region's acute vulnerability.

The Comprehensive Disaster Management (CDM) Strategy and Results Framework 2014-2024 was developed to create safer, more resilient, and sustainable CDEMA Participating States (PSs) through comprehensive disaster management. The strategy focuses on four priority areas:

1. Institutional arrangements for Comprehensive Disaster Management
2. Knowledge management and learning for Comprehensive Disaster Management
3. Integration of CDM at sectoral levels
4. Strengthened and sustained community resilience through CDM

These areas aim to enhance the capacity of national and regional institutions, improve operational readiness and sector resilience, and foster community resilience through inclusive approaches, including addressing gender and climate change issues. This third iteration of the CDM Strategy identified several new aspects such as stronger private sector engagement and a focus on strengthening physical and environmental planning as the Caribbean region embraces resilience.

Elaboration of the CDM Strategy beyond 2024 will be evidence based and informed by the enhanced results-oriented programming and monitoring system developed to monitor implementation of the CDM Strategy 2014-2024. This Performance Monitoring Framework comprises 2 Impact Indicators, 22 Outcome indicators with baselines (where available) and targets for 2016, 2020 and 2024 corresponding to the annual cycle of September 1 - August 31.

Reporting on the CDM strategy is biennial through the Caribbean Assessment Report. The Caribbean Assessment Results (CAR) questionnaire was designed to evaluate the progress of the CDM Strategy 2014-2024, with a focus on sectoral-level integration of disaster risk management (DRM). Two versions of the CAR have already been produced, assessing progress during the 2014-2016 and 2016-2018 periods. The third version of the CAR is currently being finalized emerging from the Midterm Review (MTR) process.

In 2022, CDEMA commissioned a Midterm Review (MTR) to evaluate the progress of the CDM Strategy. The review, though delayed, *inter alia*, highlighted gaps in sectoral integration and underscored the need for corrective actions to meet the strategy's goals by 2024. Key matters emerging for attention were that climate change is more than a crosscutting issue and should be treated as the overarching issue going

forward. It was also recognised that ICT is integral to Comprehensive Disaster Management across the region and going forward, managing cascading hazards and systemic risks must be at the forefront and will need to be explicitly integrated into the CDM Strategy given the exposure of the Caribbean. The MTR also included a review and recommendations of options for implementing the Caribbean Resilience Pathway to advance Comprehensive Disaster Management (CDM) . These recommendations were ventilated at a CDM Partners Meeting held in Barbados, April 2024. Further, the process for the CAR commenced September 2024, produced a preliminary report that was presented to the 13th CDEMA CDM Conference in St. Kitts and Nevis, Dec 2024 where a stakeholder work group session was convened to advance the CDM Strategy beyond 2024.

It is against this background that this consultancy will amalgamate the recommendations, lessons learned and good practices to inform the enhancement of the CDM Strategy and Programming Framework beyond 2024 to 2030¹.

This programming cycle will seek to build on the national, sectoral and regional strengths, processes, partnerships, synergies and momentum gained thus far.

2.0 OBJECTIVES OF THE CONSULTANCY

The specific objectives are to:

- 2.1 Conduct a Desk Review of the status of implementation of the Enhanced CDM Strategy and Programming Framework 2014-2024 based on the Mid-Term Review of the CDM Strategy, Caribbean Assessment Reports and the report of the 13th Caribbean Conference on Comprehensive Disaster Management to ascertain implementation gaps as well as any emerging priority areas to inform the enhancement of the Strategy.
- 2.2 Update the CDM Strategy Programming Framework 2014-2030 to incorporate recommendations emerging from the Desk review. which will include interalia:
 - 2.1.1 Update to CDM Outcomes
 - 2.1.2 Potential modification to the strategic framework including indicators and targets
- 2.3 Elaborate a Costed Implementation Plan for CDM centred around the delivery of the Outcome Indicators and targets to support the achievement of the CDM Strategy results by 2030
- 2.4 Review the Performance Monitoring Framework for the CDM Strategy and develop an updated Indicator Reference Sheet.

¹ A decision was taken by the 14th Meeting of the Council of CDEMA convened on November 5, 2024 in St. Vincent and the Grenadines has extended the current CDM Strategy 2014-2024 to 2030.

3.0 SCOPE OF WORK

Preparation of an Inception Report (5 days)

- 3.1 The Consultant is required to prepare an inception report which presents a clear and logically stated detailed approach to achieving the objectives at section 2.0. The Inception Report MUST contain at a minimum- the methodology , expected results, timelines, and milestones associated with the Consultancy. assumptions, risks, mitigation measures,
- 3.2 Finalization of the inception report should be informed by, but not limited by, discussions with (i) the relevant CDEMA Coordinating Unit staff (ii) selected members of CDEMA Participating States

Desk Review of Enhanced CDM Strategy and Programming Framework 2014-2024 (10 days)

- 3.3 The Consultant will review the findings from the analyses completed by the CDEMA CU and other relevant sources to note CDM implementation gaps and achievements in CDEMA Participating States:
 - a. CDM Strategy 2014-2024 and the draft CDM Strategy Indicator Reference Sheet
 - b. Mid-Term Review of CDM Strategy 2012-2024
 - c. CDM Resilience Review
 - d. Building a Pathway to Resilience
 - e. Caribbean Resilience Pathway and CDM integration document
 - f. CDM 13 Conference Report (2023) including the data from the Working Group session on CDM Beyond 2024
 - g. Draft Caribbean Assessment Report (CAR 2014-2024) including sector case studies
 - h. 13th CDM Conference Videos
 - i. Results of the CDEMA CU application of the CDM Audit Tool
 - j. The global and regional disaster management agenda including the Sendai Framework for Disaster Risk Reduction 2015 – 2030;
 - k. The CARICOM Regional Programming Framework;
 - l. The St. George's Declaration of Principles for Environmental Sustainability (SGD 2040); and
 - m. Caribbean Regional Strategy on Climate Change and the Implementation Plan of the Caribbean Regional Strategy on Climate Change (updates and progress)
- 3.4 The desk review should seek to further rationalise the data for the period 2024-2030 and be guided by these overarching questions:
 - a. To what extent has the CDEMA CDM Strategy 2014-2024 achieved its intended outcomes at the regional, national and sectoral levels, and what measurable progress has been made against the established performance indicators?
 - i. To this effect, the Consultant will also review and consider the results of the CDEMA CU application of the CDM Audit Tool.
 - ii. Building on the MidTerm Review, assess tangible changes against the CDM Strategy indicators toward the regional achievement of the CDM SF Results guided by OECD Criteria (2019) and key questions – See Appendix 1. This may include progress on achievement of integration of CDM in the key economic

sectors, particularly at the national level and utilization of the findings of the MTR.

- b. What are the key barriers, challenges, and enabling factors that have influenced the effectiveness and integration of CDM across sectors and governance structures in the Caribbean region?
- c. How has the CDM Strategy contributed to strengthening disaster resilience in CDEMA Participating States, and what are the critical lessons and emerging priorities for the post-2024 CDM Strategy?

Update the CDM Strategy Programming Framework 2014-2030 (28 days)

The Consultant will update the Draft CDM Strategy 2014-2030 to incorporate recommendations emerging from the Desk review. This includes interalia:

- i. Update to CDM Strategy Outcomes
- ii. Potential modification to the strategic framework including indicators and targets

- 3.5 The Consultant will utilize the findings of the review process (at 3.3) to closely examine and refine the short and medium term results of the Enhanced CDM Strategy and Framework up to 2030.
- 3.6 Update the Monitoring Framework for the Enhanced CDM Strategy Beyond 2024
 - a. Review the Performance Measurement Framework with associated baseline information, indicators and targets for the Enhanced CDM Strategy Beyond 2024
 - b. Update the existing MER framework for the Enhanced CDM Strategy and Programming Framework 2014-2030 to allow effective monitoring and evaluation of the CDM Strategy Beyond 2024. This will include the finalisation of the Indicator Reference Sheet
- 3.7 Present the draft Enhanced CDM Strategy Beyond 2024 to a Working Group (established by the CU specifically for this purpose and intent) at a time and date appropriate for members. This Working Group shall comprise membership from the CDM Coordination and Harmonization Council (CHC), the CDEMA CU and Chairs of the Sub-Committees of the Technical Advisory Committee of CDEMA, Management Committee of Council, and CDEMA Council of Ministers.
- 3.8 Update the draft CDM Strategy 2014-2030 based on the guidance and input of the Working Group.

Regional Stakeholder Consultation (17 days)

- 3.9 In close collaboration with the CDEMA CU, prepare the workshop facilitation plan, an agenda and associated documentation for a 2-day Regional Stakeholder Workshop. The purpose of the stakeholder consultation is to (i) confirm the Enhanced CDM Strategy beyond 2024 and to (ii) draft the Implementation Plan (including estimated costs) to support the CDM Strategy Beyond 2024. The draft enhanced CDM Strategy Beyond 2024 must be circulated at least two (2) weeks prior to Regional Stakeholder Consultation.
- 3.10 In preparation of the Implementation Plan, a stakeholder mapping (identification of clear roles and responsibilities) and indicative costs are to be developed and discussed by the key partners.
- 3.11 Facilitate the stakeholder consultation at a date and place to be determined in collaboration with the CDEMA CU

3.12 Prepare a Regional Stakeholder Consultation Report that captures the key decisions for shaping the CDM Strategy beyond 2024 and Implementation Plan.

Final Enhanced CDM Strategy Beyond 2012 and Implementation Plan (5 days)

3.13 Following the integration of feedback and guidance from the consultation process, inclusive of an updated framework model and an updated Implementation Plan, present the updated documents to the Working Group for final inputs and endorsement.

4.0 RESULTS AND DELIVERABLES

The Consultant will submit the following:

- 4.1 Inception Report
- 4.2 A Desk Review Report
- 4.3 Draft Enhanced CDM Strategy Beyond 2024 (inclusive of draft updated MER Framework and updated PMF)
- 4.4 Stakeholder Consultation Report
- 4.5 Final Enhanced CDM Strategy Beyond 2024
- 4.6 Final Implementation Plan for the Enhanced CDM Strategy Beyond 2024
- 4.7 Final MER Framework inclusive of updated PMF (with final indicator reference sheet)
- 4.8 At least 2 progress updates for the Working Group (may be virtual).
- 4.9 Presentation of Enhanced Final CDM Strategy Beyond 2024 for CDEMA CU and CDM Governance Mechanism (virtual).

5.0 INPUTS OF THE CDEMA COORDINATING UNIT & CONSULTANT

CDEMA CU shall provide the Consultant with:

- 5.1 An outline of the inception report format.
- 5.2 Required documentation at 3.3 to facilitate the required scope of work for the consultancy.
- 5.3 Facilitation/ coordination of introductions to representatives from CDEMA PSs and relevant CDM Partners
- 5.4 Timely feedback on all products/reports of this consultancy within ten (10) working days of receipt of document

The Consultant will have overall responsibility for:

- 5.5 Ensuring that all products adhere to the “OECD/DAC (2019) Better Criteria for Better Evaluation”
- 5.6 Making all logistical and administrative arrangements for the consultancy;
- 5.7 Reporting on progress;
- 5.8 Addressing stakeholder comments on the Draft report²; and

² As per the OECD/DAC Standards, “Relevant stakeholders are given the opportunity to comment on the draft report. The final evaluation report reflects these comments and acknowledges any substantive disagreements. In disputes about facts that can be verified, the evaluators investigate and change the

5.9 Presenting the findings at a suitable regional meeting that is to be confirmed.

6 EVALUATION CRITERIA

The Consultant should have the following combination of skills:

Qualifications and Experience

- i. Master's degree in Strategic Management, Monitoring and Evaluation, Disaster Risk Management, Environmental Management, or a related field. **(Mandatory)**. Ph.D. in a relevant field would be an asset.
- ii. **Strategy Development & M&E Systems:** At least **7 years** of experience in developing strategies (supporting development and review of national assessments) and designing monitoring and evaluation (M&E) systems, with an emphasis on **Results-Based Management (RBM)**.
- iii. **Disaster Management/Climate Change:** Minimum of **5 years** of professional experience in disaster management, environmental management, or climate change-related areas.
- iv. **Regional Experience:** Minimum of **5 years** working in or with Caribbean countries, with proven knowledge of regional frameworks and disaster management programming (e.g., CDM Strategy, CRF, and Sendai Framework).
- v. **Stakeholder Engagement:** At least **5 years** of experience conducting participatory consultations, stakeholder workshops, and collaborative strategy development.

Knowledge and Skills

- vi. Demonstrated **analytical, research, and report-writing skills** in the context of disaster risk management and strategy implementation.
- vii. Strong **communication, facilitation, and presentation** capabilities, particularly with high-level stakeholders from various sectors.
- viii. Proficiency in using qualitative and quantitative data analysis tools, particularly for performance monitoring frameworks.

Other Considerations

- ix. Prior experience working with **CDEMA or other regional/intergovernmental organizations** in the Caribbean would be a distinct advantage.
- x. Familiarity with the **MER framework** and global disaster risk reduction frameworks such as the **Sendai Framework**, SDGs, and **CARICOM programming frameworks**.

The consultant must be able to commence the assignment by March 1, 2026 The level of effort is an estimated 65 Days over four (4) months. The duty station will be a remote assignment but may require in-person and/or remote work meetings scheduled with the CDEMA CU, and other stakeholders as

draft where necessary. In the case of opinion or interpretation, stakeholders' comments are reproduced verbatim, in an annex or footnote, to the extent that this does not conflict with the rights and welfare of participants."

necessary, to regularly report on the progress in the development of the different products and to receive technical and strategic guidance, to guarantee the quality of the deliverables.

An expression of interest based on the Terms of Reference outlined above must be provided by no later than close of business on **18th February 2026**.

Further information may be obtained from the procurement unit at procurement@cdema.org.

Please send applications to the contact and address below: procurement@cdema.org.