

**TERMS OF REFERENCE (TOR) FOR THE FINAL EVALUATION OF THE RESILIENCE,
SUSTAINABLE ENERGY, AND MARINE BIODIVERSITY (RESEMBID) PROGRAMME FOR
CARIBBEAN OVERSEAS COUNTRIES AND TERRITORIES (OCTs)**

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1. Background and Description of the RESEMBID Programme

- 1.1. The Resilience, Sustainable Energy, and Marine Biodiversity (RESEMBID) Programme for Caribbean Overseas Countries and Territories (hereinafter: the Programme) is a €40M programme financed by the European Union (EU) and implemented by Expertise France (EF), the French public international cooperation agency. Operational since January 1, 2019, and set to conclude by 30 April 2025¹, the Programme supports environmentally sustainable human development in twelve Caribbean Overseas Countries and Territories (OCTs): Aruba, Bonaire, Curaçao, Saba, Sint Eustatius, Sint Maarten, Anguilla, British Virgin Islands, Cayman Islands, Montserrat, Turks and Caicos Islands, and Saint-Barthélemy.
- 1.2. As characteristic of many small island developing states (SIDS), the economies of the OCTs are disproportionately reliant on tourism and imported fossil fuels and are highly exposed to extreme weather events – hurricanes especially. This economic model and particular confluence of factors render OCTs highly vulnerable economically, financially and environmentally. Accordingly, the three core objectives of the Programme are designed to support the effort of the OCTs to address or mitigate these vulnerabilities. A fourth cross-cutting area was added with the outbreak of the COVID-19 Pandemic in early 2020. The three objectives are:
 - **Resilience:** Increased resilience of OCTs to adapt to extreme and recurrent natural events and COVID-19
 - **Sustainable energy:** Increased energy efficiency and green growth in the OCTs
 - **Marine biodiversity:** Improved protection and sustainable management of the OCTs marine biodiversity
- 1.3. With a portfolio of 48 projects valued at €24.2M, the Programme supports the OCTs in five action areas: research, knowledge and policy development; education and awareness raising; capacity strengthening; technology integration, and pandemic response support, as follows:
 - **Resilience** – This focus area aims to help Caribbean OCTs to adapt to extreme and recurrent natural events. Capacity to cope with the effects of major natural extreme events is limited in the OCTs. In this regard, the Programme supports efforts to reduce structural vulnerability and increase the resilience of economic infrastructure and fragile coastal ecosystems to extreme recurrent natural events through actions such as technology integration, education and awareness raising and pandemic response support.

¹ The Delegation Agreement originally running from 01.01.2019 to 31.10.2023 was extended in June 2022 through a no-cost extension to 30.09.2024 to allow for full and effective implementation of project portfolio. A second no-cost extension to 30.09.2025 was approved in November 2023.

- **Sustainable Energy** - The RESEMBID Programme seeks to support the OCTs by strengthening the delivery of resilient energy services to their populations. This means increased capability of the people to use and maintain innovative technologies, whilst contributing to low carbon development locally and regionally. RESEMBID provides substantive technical assistance through a myriad of channels including the provision of technical training in energy efficiency and renewable energy, the commissioning of feasibility studies, and pilot and proof-of-concept projects in-country.
 - **Marine Biodiversity** – This focus area aims to protect and conserve the marine ecosystems of the 12 OCTs. Projects are implemented in five areas – marine ecosystem conservation; sustainable fisheries; marine protected areas management; sustainable finance and the blue economy; and environmental education.
- 1.4. The **RESEMBID-OCT Hub** is a €2M project designed to achieve sustainability of benefits post-RESEMBID by fostering the regional integration of the Caribbean OCTs in the advancement of the sustainable human development of their people. Interventions under the Hub focus on three main priorities:
- Training and Capacity Development
 - Access to Technical Expertise and Knowledge Exchange
 - Developing the Platform for OCT Sustainability
- 1.5. The RESEMBID team is composed principally of staff based on Sint Maarten, as well as individuals outposted in the Caribbean and backstopping the team from Paris Headquarters. The team attends to the different workstreams of the Programme: governance; programme coordination and implementation oversight; programme formulation, design and implementation; grant and procurement management; financial and administrative management; monitoring, evaluation, accountability and learning; strategic communications and visibility. The team is further complemented by senior sectoral technical experts who are standing members of the team and are deployed as needed.
- 1.6. The Programme offers a demand-driven and bottom-up approach to technical assistance for the twelve Caribbean OCTs aiming at strengthening environmentally sustainable human development mainly by awarding grants or service contracts to the relevant stakeholders (hereinafter: implementing partners). Great emphasis is given to a participatory approach in the design and implementation of the Programme and its management, involving from the outset all relevant stakeholders (beneficiaries, civil society, private sector, funding institutions, among others). In line with this approach, the Programme formulation phase was intentionally focused on 'listening to the OCTs' and included strategic actions such as a 12-week mission to the 12 OCTs to unpack and elaborate their needs and priorities. The Programme implementation phase aimed to sustain the active engagement and participation of OCT governments and other key

stakeholders and provide targeted support to implementing partners to ensure the best possible outcome for projects. Approximately 81% of the project-portfolio (or 38 projects) have received time extensions.

1.7. The Programme is implemented in four phases:

- Phase 1: inception phase: setting up management structures. (1st January – 30th April 2019)
- Phase 2: developing a regional framework and priorities and building a favourable regional cooperation environment (30th April 2019 - 28th February 2020)
- Phase 3: regional and local programme and project development, including launching of call(s) for proposal, and implementation and monitoring of projects (March 2020 to April 2025)
- Phase 4: support to scaling-up processes, including capitalising on the lessons learnt from the project portfolio to share good practices and reinforce local and regional public capacity (June 2024 to April 2025).

Programme Management and Backstopping Support

1.8. RESEMBID has built robust systems for sound management and accountability in the areas of grant management, proposal review and approval, procurement, programme management and implementation oversight, communications and visibility and Monitoring, Evaluation, Accountability and Learning (MEAL), and is resourced accordingly.

1.9. The Programme has also continuously sought to create the enabling conditions for effective programme and project development and implementation. A 7-pronged strategy (Formulation Support Strategy) aimed at achieving full programming was developed and deployed in early 2022 to support the OCTs in the project design effort. This culminated in a strong, quality project portfolio, representing a 99% approval rate on programmable funds, with maximum chances of delivery of results, OCT internalisation, sustainability and long-term regional strategic impact.

1.10. In late 2022, an Implementation Support Strategy was deployed to support maximum implementation of OCT projects. This has been reinforced by special performance measures and tools such as weekly portfolio assessments, a traffic light system, performance dashboards (accessed at <https://resembid.org/project-dashboard/>) and Tripartite Reviews to ensure the most robust possible systems of management to track, support, energise and report on implementation.

The Programme is currently in its final phases and is scheduled for a final evaluation to assess its overall performance, impact, and sustainability. Accordingly, a qualified firm, consortium or individual who is legally incorporated is being sought to conduct an independent evaluation. The anticipated start date is April 1, 2025. Applicants shall not have participated in the design, formulation, implementation, monitoring or evaluation of the RESEMBID Programme.

2. Objective and Purpose of the Evaluation

The objective of the evaluation is to conduct an independent assessment of the performance of the RESEMBID Programme, with specific focus on its relevance, efficiency, effectiveness, impact and sustainability. This includes evaluating the extent to which the Programme's objectives were met, the efficiency of its management systems, the impact and sustainability of the portfolio results, and the lessons learned that can inform future initiatives. The evaluation shall also examine the Programme's contribution to addressing the challenges identified and prioritised by OCTs, particularly in relation to their vulnerability to natural disasters, energy dependence and vulnerable marine ecosystems. The evaluation will cover the entire project portfolio and its implementation from January 2019 to April 2025 across all twelve OCTs.

In keeping with its summative purpose, the evaluation findings, conclusions and lessons learned will enable key stakeholders to make final judgements about the effectiveness of the Programme. Specifically, the evaluation results are to be used by Expertise France, the implementing agency; the European Union, the donor; the RESEMBID management team and OCT stakeholders to understand the extent to which planned results have been achieved and the difference these have made to the OCTs, the main factors that have impacted implementation and the achievement of results, the level of efficiency with which the Programme has achieved planned results, and how benefits will be sustained beyond the life of the Programme. This information will be particularly useful for future programming and the replication or scaling of successful projects in similar contexts regionally or extra-regionally.

Key Evaluation Questions

The evaluation will address the following key evaluation questions under the five OECD-DAC evaluation criteria of Relevance, Efficiency, Effectiveness, Impact and Sustainability. These shall be refined by the consultant(s) during the inception phase of the evaluation.

1. **Relevance: The extent to which the Programme objectives and design respond to beneficiaries' needs, global, country, and partner/institution policies, and priorities, and continue to do so if circumstances change.**
 - a. How well did the Programme objectives and project portfolio align with, and support, identified OCT developmental needs and priorities?
 - b. To what extent did the consultative, demand-driven and bottom-up approach used in the Programme engender and sustain OCT involvement, ownership and internalisation?
 - c. What were the main changes and/or challenges in the OCT implementation context (including those relating to the Covid-19 pandemic) and the capacity conditions of implementing partners? How was the Programme adjusted to remain responsive to the changing circumstances?

- d. To what extent has the Programme met the expectations of key stakeholders, including OCT focal points, implementing partners and project beneficiaries?
2. **Effectiveness: The extent to which the Programme achieved, or is expected to achieve, its objectives and results, including any differential results across OCTs**
 - a. To what extent were the objectives related to Resilience, Sustainable Energy, and Marine Biodiversity achieved across the OCTs? Can patterns be detected across OCTs, type of implementing partner and grant size, and can useful learnings be deduced from same?
 - b. What intended and unintended outcomes (positive and negative) were produced?
 - c. To what extent did the Programme's interventions contribute to the observed improvements in resilience, energy efficiency or marine biodiversity protection in the OCTs?
 - d. How effective was the Programme in responding to the unforeseen challenge of the COVID-19 pandemic?
 - e. What were the main factors that enabled or hindered implementation and the achievement of planned results?
3. **Efficiency: The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.**
 - a. Considering the Programme's context, how efficiently were resources (financial, technical, human) used to achieve a portfolio of 48 OCT projects and maximise successful implementation?
 - b. How cost-effective were the Programme's systems for governance and accountability, proposal review and approval/rejection, grant and finance management, programme management and implementation oversight, communications and visibility, and monitoring and evaluation/performance management compared to international benchmarks? How well and properly documented were processes and rationale for decisions?
 - c. To what extent did the Programme's governance and management systems, including mechanisms, processes, OCT support strategies and backstopping/technical assistance, enable or hinder the effective and efficient planning, implementation, monitoring and evaluation of OCT projects? What adjustments were made during implementation to ensure the best support delivery?
 - d. To what extent did the OCT implementation context and capacity conditions of implementing partners enable or hinder the effective and efficient planning, implementation, monitoring and evaluation of OCT projects?
4. **Impact: The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.**

- a. What have been the observed or potential long-term changes in the OCTs as a result of RESEMBID interventions in Resilience, Sustainable Energy, and Marine Biodiversity?
 - b. How has the Programme contributed to strengthened project management capacity and regional cooperation among the OCTs?
5. **Sustainability**: The extent to which the net benefits of the intervention continue, or are likely to continue.
- a. How likely is it that the benefits of the Programme will be sustained over time?
 - b. What mechanisms are in place to ensure the sustainability of Programme benefits and/or outcomes post-2025?
 - c. How well has the RESEMBID-OCT Hub stimulated ongoing collaboration and development across the Caribbean OCTs?
 - d. What are the main risks to the sustainability of benefits?
6. **Key learnings**: What worked and did not work for the OCT projects and for the overall RESEMBID Programme? What could have been done differently?

3. Evaluation Approach and Methodology

The evaluation will be **theory-based**, focusing on understanding the causal mechanisms that link the RESEMBID Programme's activities, outputs, and outcomes, as outlined in its Theory of Change (ToC). This approach is essential for examining not only **what** results were achieved but also **how and why** these results came about, considering the contextual factors and assumptions behind the Programme.

The evaluation shall adopt **a mixed-methods approach**, incorporating both qualitative and quantitative data collection methods, including:

- a) Document/Desk Review: Analysis of Programme documentation, including project documents, progress reports, interim reports, project evaluation reports, MEAL data, dashboards and financial data and records.
- b) Stakeholder Interviews: Engaging with key stakeholders (including but not limited to RESEMBID team, EF HQ, OCT governments and OCT Implementing partners) to gather qualitative insights.
- c) Surveys and Questionnaires: Collection of feedback from beneficiaries and implementing partners.
- d) Field Visits: On-site evaluations in selected OCTs to assess project implementation and results.
- e) Data Analysis: Quantitative assessment of the Programme's logframe, KPI performance, and financial efficiency.

A **stratified sampling method** shall be used to ensure that quantitative and qualitative insights and patterns are captured by focus area and OCT. Accordingly, an indicative number of OCT field visits, not exceeding six (6) OCTs, and projects should be provided, along with sound justification. Overall, the choice of data collection tools and sampling techniques shall be aligned to the evaluation questions and available resources. The number of projects by OCT and focus area is presented in Annex II.

Guiding Principles and Standards

The final evaluation shall be guided by principles of systematic inquiry, competence, integrity/honesty, respect for people, and responsibilities for general and public welfare. It should also adhere to the standards for the planning, implementation, and evaluation of programmes, namely utility, feasibility, propriety, accuracy, and evaluation accountability ([Program Evaluation Standards - JCSEE] (<http://www.jcsee.org/program-evaluation-standards-statements>)). The evaluation should also be conducted within the framework of the evaluation criteria provided by the Organization for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC), which is widely used in international development evaluations, and focuses on Relevance, Effectiveness, Efficiency, Impact, and Sustainability [OECD DAC Criteria for Evaluating Development Assistance](<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>) and the DAC Quality Standards for Development Evaluation.

These programme evaluation standards, guiding principles and evaluation criteria reflect ethical, operational, and methodological expectations and ensure that the evaluation is transparent, credible, and useful to all stakeholders involved in the RESEMBID Programme.

Scope of Work

The evaluation will be divided into the following phases:

a) Phase 1: Inception

During this phase, in consultation with primary stakeholders, the evaluation team is expected to review and validate the Programme theory of change and finalise evaluation sub-questions to be addressed under the OECD-DAC evaluation criteria. In addition, the team shall conduct a context and stakeholder analysis, expand and/or refine the evaluation methodology and timelines outlined in the TOR, and identify the main limitations. At the end of this phase, the evaluation team shall prepare and submit an Inception Report detailing the evaluation methodology and framework, work plan, and data collection tools. An Inception Report outline is provided in Annex III.

b) Phase 2: Data Collection/Fieldwork

The evaluation team is expected to collect primary and secondary data using quantitative and qualitative research methods. These include document review of Programme and project

background documents, progress and financial reports, evaluations and performance reviews, performance and financial data. The team shall also conduct fieldwork across selected OCTs, using interviews, field visits and surveys to engage key stakeholders such as OCT government focal points, implementing partners and beneficiaries. The choice of data collection tools and sampling techniques shall be aligned to the evaluation questions and available resources.

c) Phase 3: Data Analysis and Reporting

Analysis of collected data using appropriate quantitative and qualitative data analysis tools shall be undertaken by the evaluation team. The integration and triangulation of data from multiple lines of inquiry will ensure the credibility of the findings, conclusions and recommendations. A Draft Evaluation Report is prepared at the end of this phase.

d) Phase 4: Final Report

Preparation and submission of the Final Report, incorporating feedback from RESEMBID and Expertise France. A final evaluation report outline is provided in Annex IV.

4. Key Deliverables

The evaluation firm will be responsible for delivering the following:

- Inception Report: Outlining the proposed methodology, work plan, and data collection tools.
- Presentation of Preliminary Findings to RESEMBID team and Expertise France
- Draft Evaluation Report: Comprehensive evaluation findings with preliminary key learnings and recommendations.
- Final Evaluation Report: A report including executive summary, findings, lessons learned, and recommendations for future programming.
- Presentation of Findings: A virtual presentation to key stakeholders summarizing the evaluation outcomes, lessons learned and recommendations.

All deliverables will be written in English and include the list of stakeholders interviewed, originals of data collection tools and cleaned datasets, inter alia.

Schedule of Deliverables

The evaluation is expected to take place over a period of **four months**, with key milestones as follows:

- Inception Phase: 2 weeks
- Data Collection: 5-6 weeks
- Presentation of Preliminary Findings: 3 weeks after data collection
- Draft Report Submission: 4 weeks after data collection
- Final Report Submission & presentation of findings: 2 weeks after feedback on the draft report

5. Management and Reporting Arrangements

The evaluation process will be managed by the RESEMBID team in Sint Maarten, with oversight from Expertise France Headquarters. The evaluation team will report to the Senior MEAL & Reporting Specialist, RESEMBID, and collaborate with the RESEMBID team and OCT stakeholders to ensure data accuracy and comprehensive coverage. A Technical Review Committee will review and provide feedback on the evaluation deliverables. Progress updates are required at specified interval during the life of the evaluation. Payment will be made upon review and acceptance of deliverables and the submission of an invoice.

The RESEMBID team will provide guidance and support to the evaluation team, as follows:

- a) Provide the evaluation with all the necessary support (not under the consultants' control) to ensure that the evaluation is conducted with reasonable efficiency.
- b) Collect background documentation and inform OCT focal points and implementing partners of the evaluation.
- c) Provide support to identify key stakeholders to be interviewed or surveyed as part of the evaluation.
- d) The RESEMBID team will be responsible for liaising with partners, coordinating meetings, interviews and project site visits with stakeholders, and providing relevant documentation and feedback to the evaluation team.
- e) Organise inception meeting between the evaluation team, OCT partners and stakeholders, including national focal points, prior to the scheduled start of the evaluation assignment.
- f) Organise virtual presentation of findings to key stakeholders.

The evaluation team will be responsible for designing, managing and executing all evaluation activities, as well as the logistical arrangements for travel, accommodation, and local transportation.

6. Qualifications and Experience of the Evaluation Team

The evaluation team will consist of:

1. A Senior Team Lead with:

- Advanced degree in a relevant field (e.g., international development, environmental science, or related disciplines)
- Minimum 20 years of professional experience in leading evaluations of large-scale, multi-country development programmes, particularly in areas of resilience, sustainable energy, and marine biodiversity
- Extensive knowledge of, and experience in, applying qualitative and quantitative evaluation methods
- Proven ability to manage diverse teams and synthesize findings for various stakeholders

- Demonstrated experience in evaluations of multi-country or regional programmes of comparable complexity in the Caribbean, with proven depth of on-the-ground experience and understanding of OCTs. Project evaluation/review experience with projects funded by the European Union would be an asset
- Strong interpersonal and communication skills to work with a range of stakeholders
- Fluency in written and spoken English

2. Team Member 1:

- Advanced degree in a relevant field
- At least 10 years of experience in evaluating development programmes, with specific expertise in one of the core thematic areas (resilience, sustainable energy, or marine biodiversity)
- Demonstrated technical expertise using recognized evaluation frameworks, including OECD-DAC evaluation criteria, logic models, theory of change, and results-based management (RBM)
- Strong capacity to collect, analyze and synthesise qualitative and quantitative data
- Deep operational understanding of, and sensitivity to, the Caribbean context gained through extensive, first-hand experience on the ground in the evaluation of official development assistance projects implemented in the Caribbean. Experience with OCTs is a significant asset.
- Fluency in written and spoken English

3. Team Member 2:

- Advanced degree in a relevant field
- At least 10 years of experience in programme evaluations, with specific expertise in one of the core thematic areas (resilience, sustainable energy, or marine biodiversity). Specific experience in evaluating projects funded by grant would be a significant asset.
- Excellent analytical writing skills and the ability to synthesize both qualitative and quantitative data into coherent reports and presentations
- Proven depth of on-the-ground experience in the Caribbean, with an understanding of OCTs
- Fluency in written and spoken English

In addition to the above qualifications and experience, the team should demonstrate collective expertise in conducting evaluations of development programmes, including in the Caribbean region, as well as strong communication skills to present findings to diverse stakeholders. The team composition should reflect complementarity of qualifications and experience. The independent evaluation capacity of the team should be established through the absence of any conflict of interest and at least three references for the Senior Team Leader.

7. Incidental expenditures

- The provision for incidental expenditure covers ancillary and exceptional eligible expenditure incurred under this contract. It cannot be used for costs that should be

covered by the Contractor as part of its fee rates, as defined above. Its use is governed by the provisions in the general conditions of the contract. It covers:

- **Travel costs and subsistence allowances** for missions, outside the normal place of residence undertaken as part of this contract. If applicable, indicate whether the provision includes costs for environmental measures, for example CO² offsetting. These travel costs will need to comply with Expertise France travel policy rules, which will be communicated to the contractor after the contract signature.
- **Costs for conducting the needs assessment, research and data gathering**, if any.
- The provision for incidental expenditures for this contract is **EUR 30 000**.
- Per diem are daily subsistence allowances that may be reimbursed for missions foreseen in this project or approved by the Contracting Authority, carried out by the Contractor's authorised experts outside the expert's normal place of posting. The per diem is a maximum fixed flat-rate covering daily subsistence costs. These include accommodation, meals, tips and local travel, including travel to and from the airport. Taxi fares are therefore covered by the per diem. Per diem are payable based on the number of hours spent on the mission. Per diem may only be paid in full or partially, depending on the logistical engagements for the assignment in question and the number of the meals provided during the training. A full per diem shall be paid for each 24-hour period spent on mission. No per diem should be paid for missions of less than 12 hours. Travelling time is to be regarded as part of the mission. Any subsistence allowances to be paid for missions undertaken as part of this contract must not exceed the EU per diem rates in force at the time of contract signature. The per diem rates list will be communicated to the contractor after the contract signature, and the contractor will be responsible to follow any update of these rates by the EU Commission.
- The contracting authority reserves the right to reject payment of per diem for time spent travelling if the most direct route and the most economical fare criteria have not been applied.
- Prior authorization by the contracting authority for the use of the incidental expenditure is needed.

8. ANNEX

Annex I. List of documents available for review (list is not exhaustive):

- a. RESEMBID project document and other background documents
- b. RESEMBID logframe and theory of change
- c. Proposal Review and Approval Committee (PRAC) documents (Terms of Reference, Minutes, PRAM Card)
- d. Calls for proposal
- e. Approved project concept notes
- f. OCT project documents, including project logframes
- g. Project master list
- h. Project quarterly MEAL progress reports
- i. Project Interim and Final Narrative and Financial Reports
- j. Terms of Reference and Minutes of RESEMBID Strategic Steering Committee Meetings
- k. Performance dashboards
- l. Communications and Visibility products and tools
- m. Annual reports
- n. Programme and project financial reports
- o. Portfolio assessments
- p. Tripartite review cards

ANNEX II. Projects by OCT and Focus Area

Number of Projects, by OCT

OCT	Number of projects
Anguilla	5
Aruba	3
Bonaire	2
British Virgin Islands	3
Cayman Islands	9
Curaçao	4
Montserrat	4
Regional	7
Saint Barthélemy	1
Sint Maarten	6
Turks and Caicos	4
Grand Total	48

Number of Projects by Focus Area and OCT

Focus Area and OCT	Number of projects
Marine biodiversity	17
Anguilla	1
Aruba	2
Bonaire	1
British Virgin Islands	1
Cayman Islands	4
Curaçao	2
Regional	1
Saint Barthélemy	1
Sint Maarten	2
Turks and Caicos	2
N/A	1
Regional	1
Resilience	19
Anguilla	3
Aruba	1
Bonaire	1
British Virgin Islands	1
Cayman Islands	1
Curaçao	1

Focus Area and OCT	Number of projects
Montserrat	2
Regional	4
Sint Maarten	4
Turks and Caicos	1
Sustainable energy	11
Anguilla	1
British Virgin Islands	1
Cayman Islands	4
Curaçao	1
Montserrat	2
Regional	1
Turks and Caicos	1
Grand Total	48

ANNEX III. Outline of the Inception report

The suggested outline for the inception report includes the following sections.

1. Title and opening pages

Include the following:

- Name of the programme evaluated
- Date of the report
- Name of the evaluator(s)
- Name of the entity commissioning the evaluation
- Acknowledgements

2. Table of contents

List sections, figures/charts, tables and annexes

3. List of acronyms and abbreviations

4. Introduction

Include the following information:

- The background of the programme, including context, objective and expected accomplishments/results, intervention strategy and key activities, beneficiaries and target countries and territories, key partners, timeframe, budget/resources (human and financial) and any relevant past evaluations/reviews
- The purpose, objectives and scope of the evaluation
- The primary audience/users of the evaluation, and the planned use of the evaluation results

5. Evaluation approach and methodology

Include the following information:

- Evaluation criteria and questions
- Indicators
- Methods of data collection and data analysis for the evaluation, including but not limited to:
 - Data collection and analysis methods and data sources, including stakeholder groups to be interviewed and surveyed, disaggregated by OCT, and sampling strategy
 - Key methodological risks and limitations and mitigation strategies

6. Preliminary findings

Present the results of the preliminary documentation review and other preparatory work carried out to this point. Where possible, present the findings in context of the presented evaluation methodology.

7. Workplan

Develop a timeline which shows the phases of the evaluation (data collection, data analysis and reporting) and the Final Evaluation Report preparation.

8. Outputs

List all evaluation outputs to be delivered by the evaluation team.

9. Annexes

Include:

- Evaluation TOR
- Evaluation logical framework
- List of documents reviewed
- List of documents to be reviewed
- List of stakeholders consulted
- List of stakeholders (including implementing partners) to be consulted through interviews and surveys
- List of OCT missions and/or project site visits to be undertaken

ANNEX IV. Outline of the evaluation report

The suggested outline for the evaluation report (Final Evaluation Report, Caribbean Overseas Countries and Territories Resilience, Sustainable Energy and Marine Biodiversity (RESEMBID) Programme) includes the following sections:

1. Title and opening pages

Include the following:

- Name of the programme evaluated
- Time frame of the evaluation and date of the report
- Name of the evaluator(s)
- Name of the entity commissioning the evaluation
- Acknowledgements

2. Table of contents

List sections, figures/charts, tables and annexes

3. List of acronyms and abbreviations

4. Executive summary

A stand-alone section of maximum 2-3 pages, including:

- A brief description of the programme evaluated
- The evaluation purpose, objectives and scope
- The evaluation approach and methodology
- A summary of key findings, conclusions and recommendations

5. Introduction

Include the following information:

- The background of the programme and the evaluation
- The purpose and objectives of the evaluation
- The primary audience/users of the evaluation, and the planned use of the evaluation results
- The evaluation scope

6. Description of the programme

Describe the following information about the programme being evaluated (including any significant changes that are relevant to the evaluation):

- The objectives and expected accomplishments/results

- Intervention strategies and key activities
- Beneficiaries and target OCTs
- Key partners (including implementing partners)
- Budget/resources (human and financial)
- Timeline of the programme, including the programme main events, how the funds were (re-)allocated, the main challenges encountered and solutions applied
- Past evaluations/reviews

7. Evaluation objectives, scope and questions

Describe:

- Evaluation objectives
- Evaluation scope
- Evaluation criteria
- Evaluation questions

8. Evaluation approach and methodology

The description of the methodology should include, among others:

- Data collection and analysis methods and data sources, including stakeholder groups interviewed and surveyed disaggregated by OCT, sampling strategy and response rates, if applicable
- Key methodological limitations and how they were addressed
- If applicable, ethnical concerns and how they were handled

9. Findings

Present the evaluation findings, related to the evaluation criteria and questions, as defined in the TOR, with supporting evidence.

10. Conclusions

Present general conclusions that logically follow from the findings and respond to evaluation questions, including insights and lessons learned pertinent to the decision-making of the intended users of the evaluation, as well as of potential use and applicability to broader audiences.

11. Recommendations

Provide clear, practical and feasible recommendations directed to the intended users of the evaluation and supported by the evidence presented in the Findings section around key questions addressed by the evaluation. Recommendations should be logically derived from the findings and conclusions, and identify the users/stakeholders to whom they are addressed to.

12. Annexes

Include:

- Evaluation TOR
- Data collection instruments (e.g., interview guides, survey)
- Cleaned datasets
- List of individuals interviewed
- List of documents reviewed
- List of OCTs and projects visited