

Euroclima Programme in the Caribbean

Terms of reference for the recruitment of a consultancy for the midterm evaluation of the Euroclima programme in the Caribbean

June 2026



1 GENERAL INFORMATION

Title of the consultancy	Midterm evaluation of the Euroclima Programme in the Caribbean
Estimated budget of the consultancy	30,000 € max
Countries	12 countries: Bahamas, Barbados, Belize, Cuba, Dominican Republic, Grenada, Guyana, Jamaica, Haiti, St Lucia, Suriname, Trinidad and Tobago
Donor	European Union
Programme budget	10 million €
Programme duration	January 2023 – December 2027
Programme target groups	Local governments, administrations
Final beneficiaries	Residents, businesses and civil society in the countries

2 CONTEXT

2.1 General context of Euroclima in Latin America and the Caribbean

Euroclima, as part of the Global Gateway strategy, builds partnerships between the European Union (EU) and the Latin America and Caribbean (LAC) regions to drive a green and just transition. Through bilateral dialogues and regional collaboration, the programme engages with 33 partner countries and key regional organisations to identify priorities and translate them into concrete actions, fostering long-term environmental and climate resilience. By creating the right conditions and supporting key initiatives in priority sectors, Euroclima helps establish a solid foundation for a sustainable transition. The programme also facilitates the mobilisation of climate and green financing, addressing urgent environmental challenges.

Euroclima supports partner countries in creating enabling conditions to attract investments, particularly under the Global Gateway Investment Agenda (GGIA). This effort contributes to sustainable and just transitions promoting resilience, carbon neutrality, and inclusive prosperity.

Since 2010, Euroclima has promoted dialogue, knowledge exchange, and cooperation among governments, institutions, civil society, and the private sector. By adopting a Team Europe approach, the programme enhances coordination between EU institutions, Member States, and financial institutions, improving access to expertise, financial resources, and innovative solutions.

Euroclima aligns with the Global Gateway pillars and advances shared EU-LAC priorities under the Paris Agreement and the 2030 Agenda by:

- Strengthening enabling conditions: supporting policies, institutions, and governance frameworks for climate action.
- Scaling transformative models: piloting innovative projects and replicating successful solutions.
- Enhancing access to finance: facilitating capacity building and financial mechanisms for investment.
- Fostering inclusive dialogue: enabling EU-LAC cooperation through regional exchanges.

The Caribbean joined the programme in 2023, forming a single regional initiative, which strengthens exchanges between Latin America and the Caribbean to achieve common objectives more effectively.

Euroclima contributes to sustainable development by working on priority areas:

- Energy transition (Regional electricity markets, energy storage, renewable hydrogen)
- Sustainable mobility (Railways, e-buses)
- Biodiversity and ecosystems (Nature-based solutions, biodiversity credits)
- Bioeconomy and sustainable food production (Deforestation-free value chains, sargassum)
- Water management (Pollution in rivers)
- Disaster risk management
- Sustainable climate finance (Access to finance, green bonds, carbon markets, private sector engagement)
- Circular economy

2.2 Project presentation

The current programme covers 16 countries. 12 out of them have engaged alongside Expertise France, while others have partnered with other European implementing agencies (GIZ, FIAP), or United Nations agencies (UNDP).

The overall budget of the facility is of 10 M€. Two important phases structured the work flow: a first phase of country dialogues, for the definition of actions in a document called Country Action Plan (CAP); a second phase of implementation of the actions.

The programme has now passed its midpoint and is entering its 4th year (out of 5, maybe 6 as an extension demand of 9 months is scheduled to be asked to the EU). By the end of 2025, the first phase was over: all country action plans had been approved and roadmaps identifying actions to finance were defined. In 2026, the programme fully concentrates on phase 2, rolling out the activities identified in the first phase.

To date, 15 actions (dispatched in the 12 countries) have been submitted by beneficiaries, of which **more than 12 are underway**, at various stages of implementation.

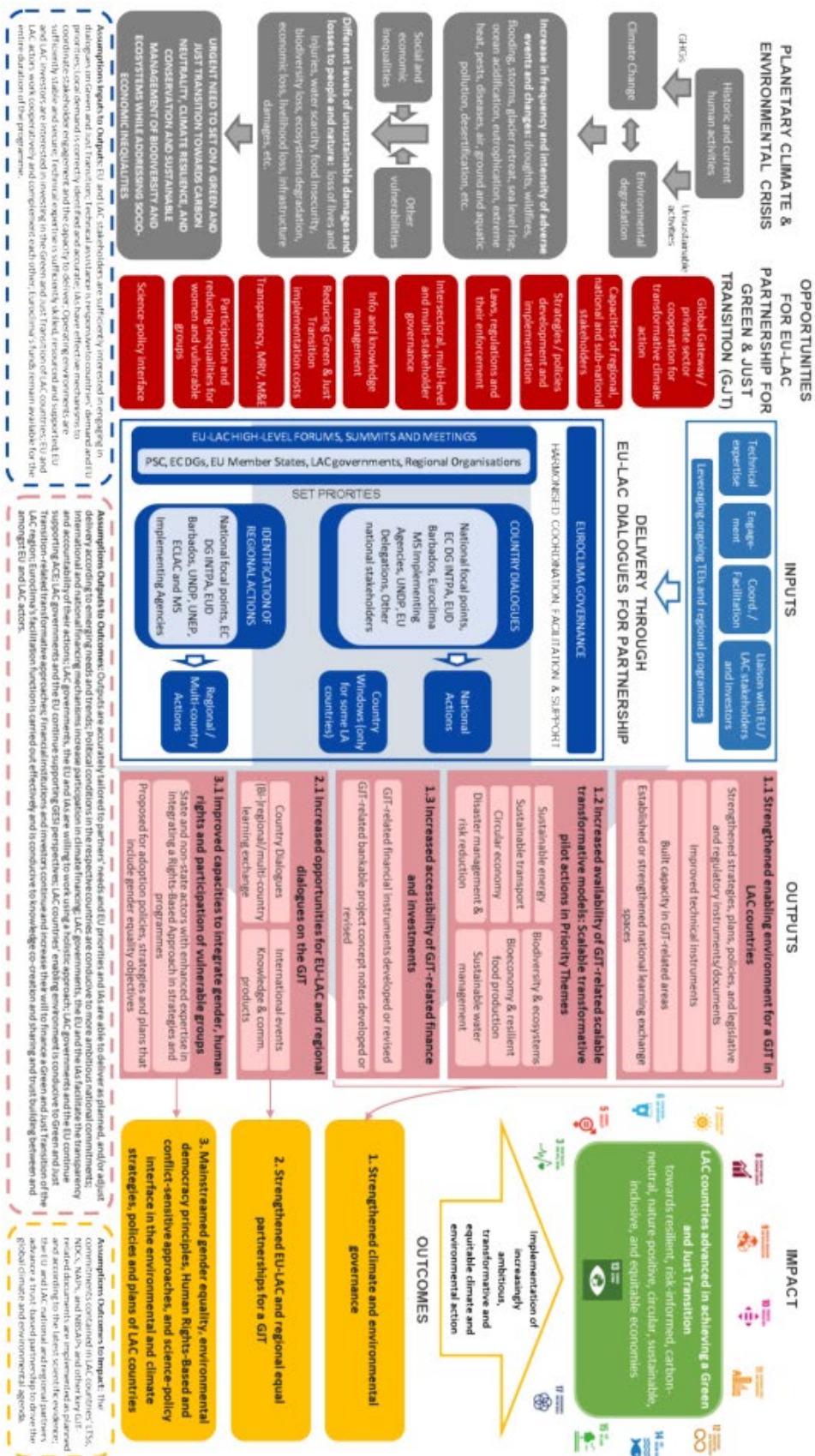
There is a clear alignment of the programme activities with the Global Gateway Strategy. The energy sector is particularly well represented, with almost 40% of the allocated budget dedicated to this sector. The table below presents the 15 actions identified for implementation and maps them against the relevant Global Gateway strategic sectors.

Global Gateway priority sector	Nb of actions	% of implementation budget	Countries	Examples of actions
Energy	5	39%	Barbados, Bahamas, Cuba, Trinidad&Tobago	development of marine energies, wind energy, micro- grid installation, energy study tours...
Carbon markets	2	13%	Belize, Haiti	Design of projects capable of generating carbon credits
Sustainable economy	1	9%	Dominican Republic	Acceleration programme for transitional SMEs
Water	3	19%	Grenada, Guyana, Jamaica	Desalinization unit, PPP design for water company...
Transportation	2	13%	Jamaica, St Lucia	Environmental study for the port, ferry study
Circular economy	2	7%	Guyana, Suriname	Rehabilitation through bamboo plantation, waste characterization

The initial theory of change of the global Euroclima programme was designed as follows:

Theory of Change of Euroclima (v. 3.0)

Figure 1. Illustration of Euroclima's Theory of Change



The Euroclima Caribbean Programme team within Expertise France is made up of a Programme Coordinator and 2 Programme Officers, based in Martinique. At the Paris Expertise France headquarters, the programme is supported by a Project Officer.

In each country, the team works with an officially appointed focal point, whose role is to mobilise the appropriate stakeholders in his or her country to participate in the implementation of the Euroclima Programme and ensure effective collaboration with EF. The Focal Point has the capacity and authority to make binding decisions regarding the Programme.

3 OBJECTIVES AND EXPECTED RESULTS

3.1 General objectives and expectations of the evaluation mission

The Euroclima Programme has been running since January 2023 and is due to end in December 2027. It is to be noted that an extension will be requested before the end of 2026, which would postpone the end of the project by 9 months, up to September 2028. This midterm evaluation exercise is a milestone for the project to ensure its accountability to the European Union and the programme's beneficiary authorities.

The main objective of this evaluation mission is to carry out a retrospective analysis of the project's progress, and a prospective analysis to provide the coordination team with short-term strategic and operational recommendations to improve performance during the remaining implementation period of the programme.

More specifically, the evaluators are expected to respond to the evaluative questions provided below. The approach adopted for this evaluation is that of learning, so that the conclusions and recommendations generated enrich the thinking on green and just transitions at the level of Expertise France.

3.2 Specific objectives

The evaluation should pursue the following specific objectives:

- 1) **Assess relevance and effectiveness of programme delivery:** determine whether the technical assistance and deliverables provided under the Facility meet the actual needs of beneficiary local authorities, and identify concrete adjustments to improve uptake before the programme ends.
- 2) **Evaluate contribution to the Global Gateway agenda:** assess how programme activities have created or strengthened investment opportunities for the European sector, and identify leverage mechanisms to amplify this contribution.
- 3) **Identify early signals of territorial changes:** analyse the first signs that programme activities are influencing local public policies, practices and institutional capacities. Rather than measuring durable impacts, the evaluation will focus on the conditions that enable or hinder future sustainability: whether beneficiaries have appropriated deliverables, whether political commitments are emerging and whether local authorities are beginning to engage with climate finance opportunities beyond Euroclima.
- 4) **Appreciate organisational efficiency:** review the adequacy of the coordination team's composition, internal processes and tools to manage a large and complex portfolio of contracts, and propose targeted organisational improvements.
- 5) **Generate forward-looking recommendations:** produce actionable, prioritised recommendations for the remaining implementation period and assess the benefits of extending the implementation period of the programme by 9 months.

3.3 Users of the evaluation results

The evaluation should be based on a user-oriented approach in order to help the direct users of the evaluation to draw lessons and identify concrete and operational recommendations. The results must be presented clearly and concisely in order to have an impact on decision-making.

The evaluation results will be used primarily by the programme's key stakeholders, namely the Expertise France coordination leader and the programme's officers. They may also be useful for the main interlocutors at the European Union.

4 EVALUATION QUESTIONS

Based on the findings and information available, the evaluation team will have to answer the following questions:

- **To what extent do the activities supported by the Euroclima Programme meet the needs and expectations of the beneficiaries and partner countries?**
 - To what extent did the country dialogue process and the resulting Country Action Plans reflect the actual needs and priorities of beneficiary authorities?
 - To what extent are the deliverables provided by the activities supported by the programme considered useful and adapted to the needs of the beneficiaries and the problems of their territories? If not, what could be adjusted?
 - To what extent and in what cases have beneficiaries appropriated the deliverables and outputs produced by Euroclima? What specific obstacles are identified?
 - What actions could facilitate this appropriation between now and the end of the programme, and how could this be better monitored?
 - How can gender and inclusion issues be better integrated into Facility projects and in terms of participation in Community activities?
 - Has the project been able to adapt to any changes in needs and context?
 - What expectations do beneficiaries have in terms of follow-up and support for the implementation phase and beyond the end of the programme? What remaining needs could realistically be addressed before the programme ends?
- **To what extent will the activities of Euroclima contribute to the Global Gateway agenda?**
 - To what extent will the European private sector benefit from the activities within the programme? Are some sectors better positioned than others?
 - How can this impact be augmented?
 - What indicators could give a clearer insight on the programme's contribution to European investments opportunities in the Caribbean?
- **Have the activities of the Euroclima programme generated early signals of sustainable effects on the territories?**
 - In what ways and in what cases has the programme begun to influence local public policies or practices? How can this influence be strengthened?
 - Has the programme generated first concrete political commitments in favour of the ecological transition?
 - Has the programme helped local authorities to identify and initiate access to other funding sources for the green and just transition? What new financing opportunities have been identified thanks to the programme? What obstacles remain to be addressed?

- What benefits, in terms of engagement of the countries and in terms of impacts of the delivered activities, would come from the duration extension of the programme by 9 months?
 - What type of indicators can be developed to give a clearer insight on the contribution of the programme to climate mitigation and climate adaptation?
- **To what extent does the organisation of the team enable effective implementation of activities and results in an efficient manner?**
- Does the current team composition and resources meet the needs of the programme in its full implementation phase, particularly given the workload of overseeing a large number of contracts through to payment of service providers? What organisational adjustments could improve human and financial resource management?
 - To what extent are internal processes, coordination mechanisms, tools, and information-sharing arrangements fit for purpose, and what improvements could be made?
 - What factors help explain Expertise France's delivery rate, and what lessons can be drawn from them?

5 METHODOLOGY AND DESCRIPTION OF THE ASSIGNMENT

The evaluation team must provide a work methodology in their technical offer, which will be further refined in the inception note based on their assessment of the available data. The tools, samples (where applicable) and sources of information will be specified in an **evaluation matrix**. The evaluation approach will involve the **triangulation of data sources and collection tools** to address the evaluation objectives and expected results.

The evaluation will take place in three stages:

- **Scoping phase** and review of project documentation, with the drafting of an inception note outlining the main focus areas and the proposed structure of the evaluation report;
- **Data collection** and report development phase, during which the consultants will engage with project stakeholders;
- **Elaboration of the evaluation report**, which should incorporate stakeholder feedback and generate final recommendations. A feedback session will be held for this purpose.

Additionally, it is expected that the evaluators will involve the Expertise France coordination team as much as possible in the analysis of findings and the development of recommendations.

5.1 Beneficiaries and collection of data

Data collection will be carried out with various categories of stakeholders, which should be detailed in the inception note. Here is a list of relevant interlocutors categories to select from:

- Programme team: 1 coordinator + 2 programme officers + 1 financial officer
- Expertise France managers, at the headquarters: 1 – 2 persons
- Expertise France Latin America Euroclima coordinator : 1 person
- Donor – European Union: 1 - 2 persons

- Focal points: between 10 and 15 persons
- Public officials involved in already ongoing activities (so approx. 2/3 of the identified portfolio of actions, 10 actions out of 15): between 10 and 15 persons

The evaluators must propose a sampling strategy that takes the geographical balance of territories typology (English-speaking Caribbean, Spanish-speaking Caribbean, Guyanas plateau). The strategy must also consider the level of responsiveness and availability of beneficiaries, which will be discussed and refined during the inception meeting.

5.2 Evaluation phases

The deliverables for each phase must be submitted at the end of the corresponding steps, as detailed in the summary table below.

Evaluation phases	Key activities	Deliverables
Scoping and documentation	- Kick-off meeting to align on mission's objectives, timeline, methodology and evaluation matrix. - Document review: consultants will receive the necessary documentation at the start of the assignment (action document, results framework, ...) - Preliminary interviews may be conducted with Expertise France - A second scoping meeting may be held, if needed, to finalise and validate the inception note	- Inception note - Data collection tools
Data collection and analysis	- Data collection based on validated methodology - Analysis and development of initial findings - Workshop to present the first findings from the data collection phase	- PPT of the workshop
Evaluation report	- Drafting of the final report - Feedback workshop and co-construction of recommendations	- PPT of the feedback workshop - Final report - Executive summary

5.3 Expected deliverables

Deliverables must be submitted via email in Word format to the recipients designated by the Euroclima team. All documents must be written in English.

Deliverables	Max # pages	Content
Inception note	15	▪ recap of context,

		▪ description of the programme, its actions and stakeholders, ▪ restatement of the programme theory of change, ▪ description of evaluation objectives, ▪ evaluation matrix, detailing success criteria, indicators and data collection tools the evaluation team plans to use to answer each evaluation question, ▪ description of the chosen methodological approach and data collection tools and sampling, ▪ updated timeline.
Data collection tools	/	Interview guides and other tools validated by the Steering group.
Interim report (Powerpoint format)	/	The interim report will be presented as a Powerpoint and include: ▪ Summary of data collection activities carried out and limitations encountered ▪ One or more slides per evaluation question and/or key findings
Final report (draft and final versions)	40	The final report will include: ▪ Evaluation methodology ▪ Detailed narrative of the programme (can include theory of change) ▪ Analytical section structured by evaluation question. For each question: findings from the data collection, followed by evaluators' conclusions. ▪ Recommendations co-developed with evaluation users.
Executive summary (format specified by EF)	5	

5.4 Evaluation principles

The evaluation team must pay particular attention to the following principles:

- Transparency and accountability throughout the entire evaluation process, showing respect and consideration toward all organisations and individuals involved;
- Confidentiality of names and personally identifiable information must be preserved;
- Informed consent and assent must be obtained from all participants, after explaining the purpose of the evaluation, how the data will be used, and ensuring that participants have the opportunity to ask questions before agreeing to take part.

6 ORGANISATION OF THE WORK

6.1 Mission governance and oversight

The evaluation mission will be overseen by a group of four persons: the Programme Coordinator, the Project officer at HQ, the Unit Coordinator at HQ and the MEAL Coordinator at EF HQ.

The main responsibilities of this core group will be to:

- Facilitate contacts between consultants and project stakeholders,
- Ensure that the consultants have access to all sources of information and documentation related to the Euroclima programme,
- Organise the various scheduled meetings,
- Validate workshop outlines and data collection tools prepared by the consultants,
- Gather and consolidate feedbacks and comments on deliverables produced by the consultants.

6.2 Location of the work

No travel is planned for this evaluation, and all data collection will be conducted remotely.

All meetings will be held virtually.

6.3 Indicative timeline

The total duration of the mission should be completed between September 2026 and January 2027 as indicated below:

Phases / Activities	Deliverables	Indicative deadline
1. Kick-off meeting	Inception note	October 2026
2. Data collection phase	Data collection tools Interim report (Powerpoint format)	Mid-November 2026
3. Restitution meeting	Final report (draft and final versions) Executive summary (format specified by EF)	December 2026 - January 2027

The selected consultants must propose a detailed work plan in their offer, including the working days per activity and per team member, as well as the indicative dates and locations. This work plan will be discussed and validated during the kick-off meeting.

7 PROFILE AND EXPERTISE REQUIRED

A pair of consultants is sought for this mission. This offer is open to both consulting firms and individual consultants.

There will be a lead consultant who will be the primary contact for Expertise France and the Steering group.

7.1 Qualifications

- One of the consultants must have a university degree in the field of environment;
- Proficiency in French and English, both written and spoken.

7.2 Professional experiences and skills

- At least one member of the consulting team has at least 10 years in international development and cooperation,
- In-depth knowledge and experience in applying quantitative and qualitative evaluation methods,
- Demonstrated experience in evaluating multinational or regional programmes of comparable complexity in the Caribbean, with extensive field experience,
- Solid writing skills and the ability to convey technical and complex information in a structured, logic, clear and precise manner,
- Solid interpersonal and communication skills to work with a wide range of stakeholders.

8 CONTENT OF PROPOSALS

Proposals must include:

- A **technical proposal** comprising:
 - understanding and comments on the elements of the terms of reference;
 - proposed methodology and approach;
 - detailed work plan and timeline;
 - summary table of experiences in project evaluation with contact details of at least three references;
 - composition of the evaluation team, including CVs of proposed team members, a summary of relevant experience and qualifications, a distribution of roles and responsibilities, and quality control of deliverables;
 - relevant past experiences: highlight evaluations of regional or multi-country programmes of comparable complexity, as well as previous experience in facilitation.
- A **financial proposal**: overall budget for the evaluation and daily costs in HT and TTC (breakdown of intervention days per participant and by work step).