

INCREASING SAINT LUCIA'S CAPACITY TO MONITOR MULTILATERAL ENVIRONMENTAL AGREEMENTS (MEAS) IMPLEMENTATION AND SUSTAINABLE DEVELOPMENT PROJECT

TERMS OF REFERENCE

For

Consultancy to Conduct Information Management Training Workshops

1 Background

In conducting the 2007 National Capacity Self-Assessment (NCSA) project development process, capacity limitations to implement the obligations arising from multilateral environmental conventions and other environmental initiatives critical to the island's sustainable development were underscored. These capacity needs were to be addressed at all levels (namely, systemic, institutional and individual). Addressing these needs would allow Saint Lucia to optimally utilize the opportunities for synergistic relationships. In addition, specific areas of training in information management research techniques and analysis¹ would help address the gaps, and in so doing improve the islands' capacity to meet its obligations under Multilateral Environmental Agreements (MEAs). In particular, the report highlighted a number of gaps in acquiring and enhancing skills needed to ensure effective implementation of MEAs and environmental management initiatives.

While MEAs reflect the high level of awareness regarding global environmental threats and set an agreed framework for action in the research, policy and financial areas, there is the recognition that many agencies face challenges with data access, monitoring and evaluation as well as the capacity to utilize information acquired in decision making processes.

In Saint Lucia many of the agencies engaged in data collection lack the required capacity and/or ability to transform environmental information into decision making tools, and to effectively

¹ Simmons and Associates Ltd (2014) Update: 2007 National Capacity for Self-Assessment Report; 'List of training areas include: negotiating, information management, understanding and applying convention methodologies, technology development and transfer, research techniques and analysis, monitoring and evaluation'.

interpret and utilize the available data in the decision making process. The ability to effectively monitor MEAs has also been identified as a gap by stakeholders with the resultant need to build capacity among local experts to undertake the same.

The Government of Saint Lucia (GOSL) seeks to address the national need for decision makers to have access to the information based on science in order to inform decision-making. Additionally, GOSL seeks to enhance its ability to meet reporting requirements with respect to MEAs. In this regard, the Department of Sustainable Development is increasing its efforts to institute efficient measures for monitoring the implementation of MEAs. With support from the Global Environment Facility (GEF) and the United Nations Environment Program (UNEP), the ***Increasing Saint Lucia's Capacity to Monitor MEAs implementation and Sustainable Development Project*** will assist in enhancing capacity building and priorities through targeted interventions. Achieving this in an effective and efficient manner, the successful execution of the project, calls for targeted training of all key agencies engaged in environmental management and reporting.

To this end, a consultant will be engaged to provide expert training on five (5) of the areas identified during the 2007 National Capacity Self-Assessment (NCSA) project. The executing agency intends to engage a suitably qualified consultant to provide the requisite training as detailed in Table 2.

2 Objectives

The objectives of this consultancy are as follows:

1. To conduct training and equip public and private sector, civil society and nongovernmental officers in the use of environmental information to facilitate national, indicator-based reporting on conventions;
2. To facilitate advanced training workshops in, i) information management in records management (data collection), ii) data analysis and interpretation, iii) communicating environmental information and risk, iv) understanding and v) applying convention methodologies and monitoring and evaluation and;

3. To undertake cutting edge and future focused training which could be practically transferred into the workplace and facilitate training of trainers who could serve as focal points for internal agency transfer of skills.

3 Scope of Services

Training sessions will be held at the National ICT Centre and will be facilitated by the contracted consultant. The targeted agencies are listed will be supplied to the engaged consultant.

The Consultant is required to undertake services in keeping with the following tasks:

- Task 1-** Create a training action plan, which must ensure that the necessary systems are in place, resources are accessible, and training can be sourced or designed, coordinated, delivered and positioned for greatest impact.
- Task 2 -** Develop a training module based on the requirements identified in Table 2.
- Task 3 -** Identify areas where a training of trainers' approach can be adopted.
- Task 4 -** Undertake a cross agency approach to training and ensure that all key agencies engaged in environmental management and reporting are targeted.
- Task 5 -** Evaluate the training administered by assessment and verification

4 Proposed Training Areas with Objectives, Target Group and Strategy²

A training plan is strategic to increasing the capacity of stakeholders engaged in MEA implementation and monitoring. Targeted agencies will receive training to improve information management, reporting for MEAs and sustainable development. The Consultant is free to propose additional agencies which could benefit from the proposed training, but have not been considered by the Department.

² Ministry of Sustainable Development, Energy, Science and Technology, Increase Saint Lucia's Capacity to Monitor MEA Implementation and Sustainable Development Project, Information Management Training Needs Assessment Report, submitted by Simmons & Associates Ltd (2014), pp. 13-23.

Training Levels Key

Basic (B)	Understands the existing issues Aware of the range of possible approaches Able to do the tasks in a simple environment, or with supervision
Intermediate (I)	Able to do the task in medium complexity environment Able to make a decision and choose an approach where several approaches are available
Advanced (A)	Able to train others Able to manage others undertaking task Able to apply the learning/undertake tasks in a complex environment

Table 1 - Information Management Training Plan

Area of Training	Training Objective	Expected Outcome	Target Group and Level of Training	Mode of Training Training Strategy
<p style="text-align: center;">Records Management</p>	<p>To enable agencies to record and retain evidence of work undertaken. This task has become more important and challenging in this electronic age, when employees have various location options at which to store and share the documentation of their work.</p> <p>This training will look at the core principle of records management, and how they can be applied to assess and improve participants:</p> <ul style="list-style-type: none"> - familiarity with the main elements of records management in order to be able to identify opportunities for the application / improvement of 	<p>Participants should:</p> <ul style="list-style-type: none"> • possess increased understanding of the business and legal benefits of establishing a records retention program. <p>Be able to:</p> <ul style="list-style-type: none"> • explain how to conduct and document legal research on, state, and local records retention requirements. • establish guidelines for developing vital records operating procedures. • identify the various types of coding systems. • recommend solutions for common filing problems and for safeguarding the security and confidentiality of 	<p>The training program should be designed to target each of the groups separately i.e.</p> <ol style="list-style-type: none"> i. Senior managers (A); ii. Practitioners/ Middle managers (A) iii. Administrators/ Operational staff (workers); (B) <p>The training aimed at senior managers is intended to sensitize them as to the benefits and solicit support for its implementation.</p> <p>The middle level practitioners and operational staff are targeted for a more practical and hands on approach so as to increase the possibility of successful implementation.</p>	<p>The training program should be conducted in Face to Face mode and be as hands on as possible. It should involve the development and implementation of a records management system at an organizational level.</p> <p>The training should also allow participants to have online access to the facilitator training during the project implementation period thus facilitating coaching and mentoring during the hands on training session</p>

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	<p>records management within an organization's record management systems,</p> <ul style="list-style-type: none"> - familiarity with the scope, principles and purpose of records management - understanding of the elements that make up a records management policy - ability to diagnose risk areas where records management action is required 	<p>records.</p> <ul style="list-style-type: none"> • identify the reasons for careful selection of records housing equipment and describe the criteria and considerations in selecting equipment. • explain how to establish an effective forms analysis programme. • describe the principles of conservation of archival materials to ensure their permanent preservation 		
Data analysis and interpretation (SPSS)	<p>The focus of this training is an introduction to the statistical component of SPSS. This is an application-oriented training and the approach will be practical. Participants will take a look at several statistical techniques and discuss situations in which one would use each</p>	<ul style="list-style-type: none"> • Demonstrate an understanding and skills associated with data extraction, data management and Statistical analysis, including setting up a data entry page • Working with variables • Adding, moving and recoding variables 	<p>Senior Managers (B) Practitioners/Middle Managers (I) Administrators/Operational Staff (workers); (I)</p>	<p>The training should include both class sessions as well as hands on projects for the Middle Managers and Operational Staff.</p> <p>The Senior Managers and Middle Managers of the various agencies engaged in administration and decision making should be exposed to the value of SPSS and benefits to</p>

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	<p>technique, the assumptions made by each method, how to set up the analysis using SPSS as well as how to interpret the results. This includes a broad range of techniques for exploring and summarizing data, as well as investigating and testing underlying relationships</p>	<ul style="list-style-type: none"> • Using the drop down menus to perform tasks • Perform analysis 		<p>their organization as well as the resource requirements.</p> <p>Consultant to source access to the software and hardware required to implement training and should support this training program provided there is a commitment to implement.</p> <p>One component of this training is a joint organization team of middle managers and operational staff trained together and assigned to a project which is geared at using SPSS within their organization. This should be hands on and facilitate a phased implementation of SPSS for organizations which can benefit from this intervention.</p>
<p>Understanding and applying Convention Methodologies</p>	<p>This training should provide participants with guidance on the practical aspects of negotiating, implementing, and enforcing environmental conventions at the</p>	<p>Participants should:</p> <ul style="list-style-type: none"> • Learn about international environmental politics, definitions, theories, concepts, ideas, and conflicts. 	<p>Middle Managers (I) Senior Managers (I) Operational Staff (B)</p>	

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	<p>international and national levels. It will also inform them of the major environmental challenges and how they have been addressed by the global community.</p> <p>It will also introduce them to global discussions on sustainable development and invite them to think and debate on innovative ways to accelerate progress in achieving sustainable development goals at the national, regional and international level</p>	<ul style="list-style-type: none"> • Identify global environmental problems, causes, inter-linkages, drivers for priority setting. • Identify actors in global environmental politics, role of international organizations (normative vs. operational), • Understand the international convention process, obstacles, opportunities, criteria and conditions for successful environmental agreements. • Identify the sustainable development goals at the global, national, local scale and investigate how they are related. • Evaluate sustainability indicators • Analyze interactions 		

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		<p>and conflicts among MEAs and other global institutional arrangements</p> <ul style="list-style-type: none"> Investigate how information management has and can be used to inform policy makers. 		
<p>Monitoring and Evaluation</p>	<p>This training should provide participants with an understanding of concepts and skills in planning, designing, monitoring and evaluation programs.</p> <p>It should also introduce participants to tools and techniques to measure and report project/programme outcomes to stakeholders, including donors, funders, supervisors or the general public as they implement M&E plans</p>	<p>At the end of the training, participants should be familiar with the components of an effective monitoring and evaluation plan, and methods and tools to conduct data collection, statistical analysis and reporting.</p> <p>Participants should gain an understanding of:</p> <ul style="list-style-type: none"> Differences between supervision, monitoring and evaluation Components of a successful monitoring and evaluation plan Identifying outcome indicators for their project and 	<p>Middle Managers (I) Senior Managers (I)</p>	<p>The training program should provide participants with the opportunity to design and implement a monitoring program for MEA's. A cross cutting approach among agencies will make the training even more meaningful to stakeholders.</p>

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		programmes <ul style="list-style-type: none"> • Data and types of data, as well as challenges of data collection • Writing an effective M&E report 		
Communication of Environmental Information and risk	<p>This training should assist those responsible for environmental management, and health or safety issues to effectively communicate risk information to employees, community members, and the media. They will gain an understanding of how risk is perceived and learn the best approaches to communicating risk. Sharpen their environmental and risk communication presentation skills through role playing and mock media interviews. Develop their own crisis/environmental education communication plan.</p>	<ul style="list-style-type: none"> • Principles of Environmental /Risk Communication • Determining purpose and objective of one's communication initiative • Analyzing their audience • Determining the appropriate methods of communication • Setting a schedule • Developing a crisis Management/Communication Plan • Information materials development and assessment • Face-to-Face Communications • Working with the media 	Middle Managers (A) Senior Managers (B)	

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	<p>Understand which computer-based applications can be used successfully in environmental and risk communication.</p> <p>Be exposed to case studies (real world and local based examples will be incorporated into the training).</p>	<ul style="list-style-type: none"> • Computer-based applications • The meaning of success • Evaluating a communication intervention (practical assignment) • Ethical issues 		

5 Deliverables

The Consultant is required to undertake the following deliverables:

- i. **Training Action Plan** to be submitted to the client one (1) week after contract signing
- ii. **Training Module** for areas identified three (3) weeks after contract signing (**refer to course objective and outcomes detailed in Table 2**)
- iii. **Facilitation** of training sessions for target areas identified in Table 2 over a three-week period
- iv. **Training Evaluation Report** one (1) week after administration of the training

The consultant should allow for a period of one (1) week after submissions to facilitate review and comments from the Department. Following this, an incorporation of comments into final documents must be presented to the Department for final acceptance/approval.

6 Duration and Cost

The consultant will be engaged for a period of ten (10) weeks, on a lump-sum contract payable in accordance with the schedule proposed in the agreed contract between the Government of Saint Lucia (GOSL) and the Consultant. The payment level is in keeping with the GOSL procurement guidelines for administration of a Departmental Tenders Board.

7 Qualifications and Experience

Qualifications

The Consultant is required to possess qualification of at least a Master's Level Degree in one of more of the following (Information Management, Management Information Systems, Environmental Management, International Relations) or related fields.

Experience

The Consultant must possess:

- i. At least five (5) years working experience in Information Management Training or Electronic Record Keeping in Saint Lucia or in the Caribbean Region.

- ii. At least five (5) years experience delivering training and capacity building programs.

Competencies

The consultant's CV should:

- i. Demonstrate expert knowledge of, and experience in, information management and records management, Management Information Systems, meta data, data analysis and interpretation particularly Statistical Package for Social Science (SPSS) and other data analysis software.
- ii. Possess an understanding of the principles of environmental management training in the mentioned fields and resources required to facilitate the training
- iii. Demonstrate thorough knowledge and proposal, competence in report writing, presenting information and consulting with stakeholders

8 Reporting and Logistics

The consultant will report directly to the Permanent Secretary, Department of Sustainable Development or his designee. The consultant is expected to make his/her own transportation and office arrangements.

9 Submissions

All Technical and Financial Proposals should be submitted in a sealed envelope marked **"CONFIDENTIAL, CONSULTANCY TO CONDUCT INFORMATION MANAGEMENT TRAINING WORKSHOP"**. The submissions should reach the address below no later than 4:00p.m on Wednesday 16th November 2016.

**The Permanent Secretary
Departmental Tenders Board
Department of Sustainable Development
Norman Francis Building
Balata
CASTRIES**