



GEF-IWCAM Project Coordination Unit

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Project on “Integrating Watershed & Coastal Areas Management in Caribbean Small Island Developing States (GEF-IWCAM)”

Terms of Reference for GEF Project Management Training

The Caribbean Environmental Health Institute (CEHI) and the Secretariat to the Cartagena Convention (UNEP-CAR/RCU) are co-executing a regional project (referred to as GEF-IWCAM) which seeks to improve the management of watersheds and coastal areas in Caribbean small islands in an integrated manner.¹ Based on the training needs identified through earlier assessments completed in the region and by the participating countries directly, the project wishes to conduct targeted training in order to address project management deficiencies across participating countries. In this regard, CEHI and UNEP-CAR/RCU, through the Project Coordination Unit (PCU) for the GEF-IWCAM Project are soliciting the assistance of suitable consultants to conduct training programmes for project management, with a focus on GEF projects, on behalf of the 13² participating countries (and possibly others from the wider Caribbean region).

Objectives & Scope:

- Prepare training material related to project management approaches in use within the region
- Conduct a 5-day training workshop in GEF Project Management for a group of 15-20 professionals. This includes provision and delivery of training materials and supply of audio-visual equipment during the training activity. This course is to provide participants with the knowledge necessary to manage GEF project processes and issues, using best practices and case studies. Upon completion of this workshop, the participants will be expected to be able to:
 - Manage the project processes and issues
 - Understand the project log frame and translate it into effective actions
 - Determine the critical path tasks (& set priorities)
 - Prepare Annual Operational Work Plans and related budgets
 - Build clear and readable Gantt charts
 - Set key milestones to track and control the project
 - Analyze resource use and costs in the schedule
 - Optimize the use of resources (including human and financial)
 - Prepare and agree on task contracts
 - Monitor actual task progress
 - Analyze progress against the baseline
 - Correct the project plan to achieve the objectives
 - Understand the concept of adaptive management and how to employ it

¹ GEF-IWCAM is funded by the Global Environment Facility and co-implemented by the United Nations Environment Programme and the United Nations Development Programme.

² Participating countries include Antigua/Barbuda, Bahamas, Barbados, Cuba, Dominica, Dominican Republic, Grenada, Haiti, Jamaica, St. Kitts/Nevis, St. Lucia, St. Vincent & the Grenadines, and Trinidad & Tobago.

- Balance typical challenges of project management
- Build and manage team effectiveness
- Build ownership, motivation and commitment across the team
- Engage team members to maximize productivity
- Communicate project status to stakeholders
- Retrieve and apply best practices
- Work within project constraints
- Pick up warnings of trouble ahead
- Identify the project risks and assumptions
- Evaluate risk impacts
- Manage key risks and reduce risks through contingency plans
- Prepare progress reports (in GEF formats)
- Manage systematic project closedown
- Document project and personal lessons learned from project implementation

Expected Outputs:

- Training material for GEF Project Management (in PDF format);
- A cadre of trained professionals who can apply the information gathered during the workshop to their day-to-day work upon returning to duty and who can train others; and
- Training Workshop Report

Qualifications

At least Project Management Professional certification or its equivalent plus five (5) years post qualification and relevant work experience. Alternatively, at least ten (10) years relevant work experience in GEF project management. Knowledge and experience in the Caribbean environment is desirable.

Payment Schedule

Payment will be on the basis of outputs as follows: -

- 40% upon the submission of the draft training material;
- 40% upon the delivery of training programme; and
- 20% upon delivery of the Final Reports.

Workplan, Reporting Formats and Timeframes for Deliverables

The GEF-IWCAM Project Coordination Unit will provide the workplan, reporting format and time frames for this assignment and individual deliverables. Time frames allocated for the deliverables are as follows: -

- Expected Output No. 1 (Training material) – 5 working days
- Expected Output No. 2 (Delivery of training workshop) –5 working days
- Expected Output No. 3 (Final workshop report) – 2 working days.

These working days will be spread over a period of four (4) months between May 2009 and August 2009, in accordance with the following time schedule:

Deliverable	Dates for Submission (negotiable)
Start of assignment	01.05.2009
Draft training material	24.05.2009

Finalize training material	15.06.2009
Deliver training (Regional Workshop)	22.06.2009
Final Reports	31.08.2009

Please note that:

- a. The Consultant will, at GEF-IWCAM's expense, engage in a consultation with the GEF-IWCAM PCU prior to initiating the preparation of training material, at which time all relevant information will be provided and where GEF-IWCAM's expectations of the assignment will be discussed in detail
- b. GEF-IWCAM will bear the travel, accommodation and incidental costs of the Consultant's participation at training workshops approved as part of the assignment
- c. Any other travel to be undertaken by the Consultant under the project will be supported by GEF-IWCAM, **BUT** must be agreed upon/verified by GEF-IWCAM prior to travel
- d. Travel cost to be reimbursed refers only to the costs associated with departure taxes and transport costs to and from airports
- e. The Consultant will submit to GEF-IWCAM, for review and comment, an initial draft of the training material at least **12 days** prior to the workshop
- f. The Consultant will submit to CEHI a full draft of the Workshop Report **13 days** after the date of completion of the Workshop
- g. Failure to deliver satisfactory products to GEF-IWCAM under this TOR will result in the withholding of the final tranche of payment of **20%**
- h. The documents to be produced within this TOR will become the property of GEF-IWCAM in this instance.

Evaluation Criteria

Proposals will be evaluated based on price/cost effectiveness, suggested approach, and experience.

Submission Requirements

Proposal submissions are to include:

1. A technical proposal
2. A schedule for delivery of outputs
3. A cost proposal (budget)

Technical proposals must not exceed 10 pages in length, including CVs. Other material deemed to be relevant to the proposal may be attached as annexes.

Proposals must be submitted via e-mail to Vincent Sweeney (Vincent.Sweeney@unep.org) and Una McPherson (una.mcpherson@unep.org) **by 17 April 2009**. The subject of the e-mail should be *RFP – GEF Project Management Training* and then the name of the company or consulting group submitting the proposal, or, if submitted by an individual, your last name (e.g. *RFP – GEF Project Management Training – Smith* or *RFP – GEF Project Management Training – Smith and Jones Associates*)