

Readiness Proposal

**with Department of Environment, Ministry of Health and Environment,
Government of Antigua and Barbuda (DoE)
for Antigua and Barbuda**

25 October 2021



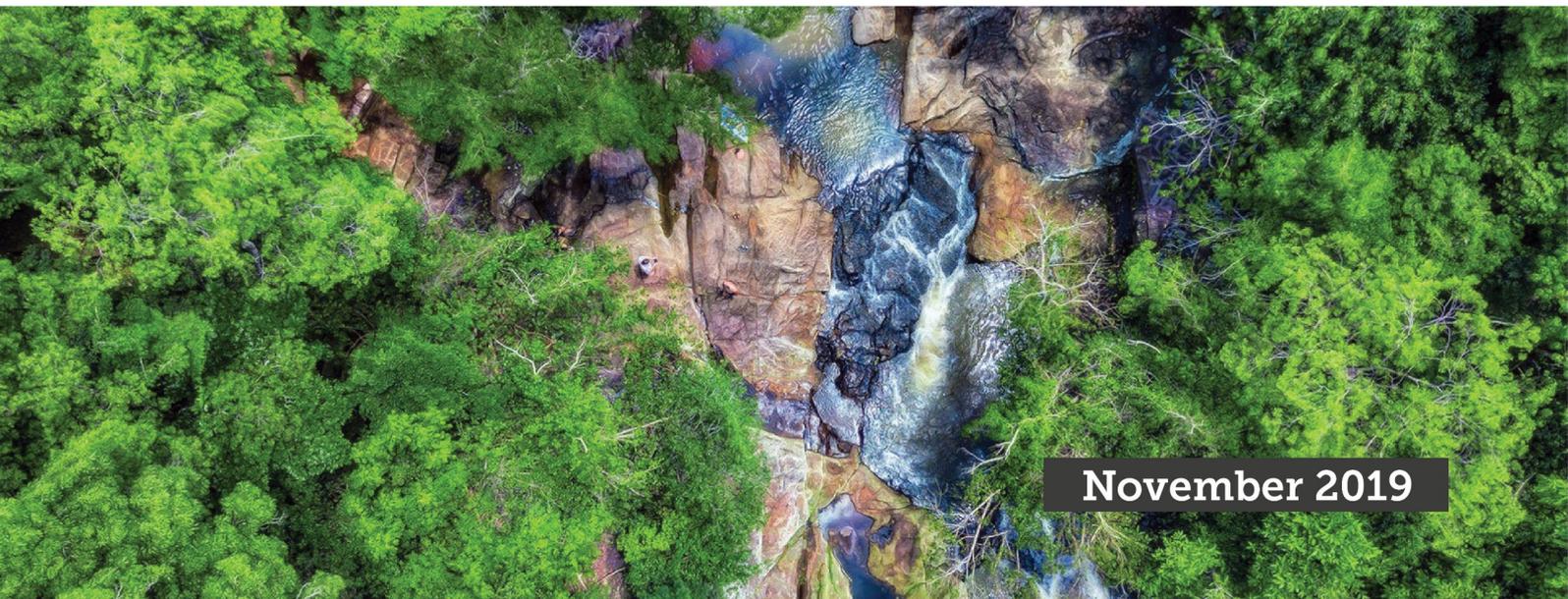
**GREEN
CLIMATE
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READINESS & PREPARATORY SUPPORT

PROPOSAL TEMPLATE



Proposal title:	Multi-Year Strategic Readiness for Antigua and Barbuda: Supporting Antigua and Barbuda's NDCs implementation towards a transformation to Climate Resilient and Low-Emission Development Pathway by 2030
Country:	Antigua and Barbuda
National designated authority:	Ministry with responsibility for the Environment
Implementing Institution:	Department of Environment of Antigua and Barbuda
Date of first submission:	30 August 2020
Date of current submission / version number	15 October 2020 V.2



November 2019

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Please visit the Country Portal on the GCF website to submit this proposal via the [online system](#).

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This document should be completed by National Designated Authorities (NDA) or focal points with support from their Delivery Partners where relevant. Once completed, this document should be submitted to the GCF by the NDA or focal point via the online submission system, accessible through the Country Portal of the GCF website.

Please be concise. If you need to include any additional information, please attach it to the proposal.

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Where to get support?

If you are not sure how to complete this document, or require support, please send an e-mail to countries@gcfund.org.

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We will get back to you within five (5) working days to acknowledge receipt of your submission and discuss the way forward.

Note: Environmental and Social Safeguards and Gender

Throughout this document, when answering questions and providing details, please make sure to pay special attention to environmental, social and gender issues, particularly to the situation of vulnerable populations, including women and men. Please be specific about proposed actions to address these issues. Consult Annex IV of the Readiness Guidebook for more information.

Please visit the Country Portal on the GCF website to submit this proposal via the **online system**.

When submitting the proposal, please name the file:
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1. SUMMARY

1.1 Country submitting the proposal	<p>Country name: Antigua and Barbuda</p> <p>Name of institution representing NDA or Focal Point: Ministry with responsibility for the Environment</p> <p>Name of contact person: Ena Henry</p> <p>Contact person's position: Permanent Secretary</p> <p>Telephone number: +268 462 6265</p> <p>Email: DOE@ab.gov.ag; ena.henry@ab.gov.ag</p> <p>Full office address: #1 Victoria Park, Botanical Gardens, Factory Road, St. John's, Antigua</p> <p>Additional email addresses that need to be copied on correspondences: Michai.Robertson@ab.gov.ag Ezra.christopher@ab.gov.ag</p>		
1.2 Date of initial submission			
1.3 Last date of resubmission	<table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="padding: 5px;">Version number</td> <td style="padding: 5px;">V.2</td> </tr> </table>	Version number	V.2
Version number	V.2		
1.4 Which institution will implement the Readiness and Preparatory Support project?	<p><input type="checkbox"/> National designated authority</p> <p><input checked="" type="checkbox"/> Accredited entity</p> <p><input type="checkbox"/> Delivery partner</p> <p>As above</p> <p>Name of institution: Department of Environment of Antigua and Barbuda</p> <p>Name of official: Diann Black Layne</p> <p>Position: Chief Environmental Officer</p> <p>Telephone number: +268 462 6265</p> <p>Email: dblack11@gmail.com diann.black-layne@ab.gov.ag</p> <p>Full office address: #1 Victoria Park, Botanical Gardens, Factory Road, St. John's, Antigua</p> <p>Additional email addresses that need to be copied on correspondences: Michai.Robertson@ab.gov.ag Ezra.Christopher@ab.gov.ag</p>		
1.5 Title of the Readiness support proposal	Supporting Antigua and Barbuda's NDCs implementation towards a transformation to Climate Resilient and Low-Emission Development Pathway 2021-2023		
1.6 Type of Readiness support sought	<p>Please select the relevant GCF Readiness objective(s) below (click on the box – please refer to Annex I and II in the Guidebook):</p> <p><input checked="" type="checkbox"/> I. Capacity building</p> <p><input checked="" type="checkbox"/> II. Strategic frameworks</p> <p><input type="checkbox"/> III. Adaptation planning</p> <p><input checked="" type="checkbox"/> IV. Pipeline development</p>		

☒ V. Knowledge sharing and learning

1.7 Brief summary of the request

Antigua and Barbuda's 2021 National Determined Contribution ('NDC') targets outlines the Government of Antigua and Barbuda's ('GOAB') envisioned climate targets to accomplish its catalytic role gender-responsive transition to a low emission, climate resilient economy. The country's Readiness Needs are consequentially linked to accomplishing its 2021 NDC targets. Moreover, the government envisions that it will perform this catalytic role through its proposed climate change project pipeline while managing transitional risks via programmes for the just transition of the workforce, enhancing respective enabling environments for thematic areas, and social investment.

The 2021 NDC has targets related to the:

- i) transition away from imported energy to grow a new nationally sourced energy sector
- ii) resilience in the back-up energy, financial, food security, buildings, transportation, and infrastructure (i.e. sewage, roads and coastal protection) sectors
- iii) socially and gender inclusive investment strategy as the main strategy for private sector engagement and
- iv) making all of its financial flows consistent with a low emission, climate resilient development pathway through its public and private sector financial institutions

Since 2019, the GOAB has undertaken extensive baseline research and stakeholder consultations on the technical and financial feasibility, and human, institutional, technical and capacity requirements to guide the setting and implementation of the 2021 NDC targets, which were finalized and submitted to the UNFCCC in September 2021. This work was conducted under a number of national, regional and international initiatives/projects such as the NDC Partnership Climate Action Enhancement Package ('CAEP'), 4th National Communication to the UNFCCC, the GCF funded National Adaptation Plan, and UNFCCC Needs Based Finance Project ('NBF Project').

Based on its current outcomes, however, the needs requirement for Antigua and Barbuda inclusive of, *inter alia*: the DOE ATG as a direct access Accredited Entity ('DAE'), the National Designated Authority ('NDA') and the Private Sector & NGOs span across all four main areas of GCF Readiness Needs (i.e. 1. Institutions and Governance; 2. Policy Environment; 3. Pipeline Development; and 4. Information, Data and Knowledge).

Addressing these targets and goals require a corresponding Readiness Support project that establishes a sound foundation for this accomplishment of these medium-long term commitments via the proposed project pipeline and accompanying strategy. A multi-year approach to addressing these Readiness Needs is prudent for effectively and efficiently completing the comprehensive baseline work for these goals and targets and the corresponding project pipeline.

Further to the general Readiness Needs of the country to address climate change, the COVID-19 pandemic has adversely affected the government's ability to provide the same level resources that it could pre-pandemic. The government does, however, see the potential for 'greening' COVID-19 recovery efforts as highlighted by the GCF and other development partners as a way to meet GCF co-financing requirement and to achieve overall climate adaptation targets. This need for 'greening' is also reaffirmed in a number of the NDC targets and projects that focus on achieving financial resilience.

To this end, the DOE ATG is developing Antigua and Barbuda's fifth Readiness Support request to the GCF for the purposes of:

- i) further support the NDA, DAE and private sector and NGOs in capacity building and technical assistance to fulfil their varied roles in the climate action architecture to ensure consistency with the new NDC;
- ii) identification and assessment of new technologies, policy, legal framework and investment climate needed to support the proposed project pipeline, which includes an energy transition in electricity and transportation sectors using a sector coupling bidirectional charging approach;
- iii) support the reaccreditation and possible accreditation upgrade of the country's sole direct access Accredited Entity, DOE ATG (the possible accreditation upgrades include specialized fiduciary standard for on-lending/blending: Loans - 'Micro' to 'Small' Size; Equity – 'Micro' Size; and/or Guarantees – 'Micro' as well as our environmental and social risk category from Category B to Category A.

The intended beneficiaries of this Readiness support will include government agencies, NGOs, workers in the electricity and transport sectors, micro, small and medium enterprises ('MSMEs'), youth, and female entrepreneurs.

All of these Readiness activities are to support the country's transition to a low emission, climate resilient economy able to reasonably withstand the new climate projections from the IPCC. These includes:

- i) Adaptation actions aimed at establishing resilience towards: Category 5 Hurricanes predicted affected in the region every 5 years; increased predicted frequency of droughts to every 5 years; and increases in temperature and sea level rise;
- ii) Creating the fiscal space for the Government through innovative financial approaches while supporting climate action at the Bottom of the Pyramid (BoP) via the SIRF Fund and other financial entities; and
- iii) Identifying and managing transitional risks associated with climate change.

<p>1.8 Total requested amount and currency</p>	<p>USD 2,836,551.00</p>	<p>1.9 Implementation period</p>	<p>36 months</p>
<p>1.10 Is this request a multiple-year strategic Readiness implementation request?</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>		
<p>1.11 Complementarity and coherence of existing readiness support</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Antigua and Barbuda's four (4) Readiness proposals approved to date have delivered progress in institutional strengthening, country coordination, meeting fiduciary and ESS standards of the Fund, and accrediting a Direct Access entity, national adaptation planning and accelerating its pipeline development. This resulted in the approval of two GCF funding activities (i.e., FP061 and FP133)</p>		

2. SITUATION ANALYSIS

2.1. Country Context

Antigua and Barbuda is a small island developing state (SIDS) in the Caribbean Sea, consisting of two main inhabited islands and several smaller islands, with a total land area amounting to ~456 km². Antigua is the larger of the two islands at 280 km², while Barbuda — which is 40 km north of Antigua — has a land area of 176 km². Both islands are low-lying with 70% of the land in Antigua less than 30 m above mean sea level and most of Barbuda only 3 m above mean sea level^{1,2}. Despite their high-income ranking, approximately 18% of the total population falls below the poverty line³ and 14% is unemployed⁴. When considering the proportion of the population that is at risk of falling into poverty if there is a shock to the economy⁵, the percentage rises to 28%. This barrier has placed a strain on the country, limiting its ability to maintain economic growth and requiring the diversion of critical financing away from health and other development sectors to climate change loss and damage response programs.

2.1.1. Climate Vulnerability of Antigua and Barbuda

Antigua and Barbuda is exposed economically, environmentally and socially to projected climate change impacts, which will result in a greater intensity of hurricanes, more frequent droughts, high temperatures and sea-level rise⁶. In 2012, the Global Facility for Disaster Reduction and Recovery ranked Antigua and Barbuda amongst the top five countries most exposed to multiple hazards, with 100% of their population and land area exposed to two or more environmental hazards⁷. Between 2008 and 2017, the combined cost incurred to Antigua and Barbuda from tropical storms and hurricanes was US\$232 million. On average, hurricanes account for 8.4% of the annual loss in GDP for Antigua and Barbuda⁸. The combined immediate post-event damages caused by hurricanes Irma and Maria in 2017 — which equated to US\$136 million — lowered Antigua and Barbuda's GDP growth rate by 1.1% because of reduced tourism infrastructure and increased spending on relief efforts and repairs⁹.

Tropical Cyclones (Tropical Storms & Hurricanes)

Antigua and Barbuda has always been exposed to Hurricanes. Local building codes mandate all buildings are to be able to withstand at least a Category 3 hurricane. In 2017, the country experienced its first-ever Category 5. This set the need for an entirely new approach to resilience in the building sector.

Tropical Cyclones Estimates 1900-2019

¹ James P. 2001. Antigua and Barbuda Country Paper on National Climate Change Issues. Component 4: Formulation of a Policy Framework for Integrated (Adaptation) Planning and Management, Caribbean Planning for Adaptation to Climate Change.

² GoAB. 2020. Antigua and Barbuda's First Biennial Update Report.

³ The poverty line is a monetary measure of the minimum amount of money a household would need to spend to meet its minimum food and non-food requirements. In Antigua and Barbuda, the poverty line is US\$2,366 per annum, or an average of US\$6.57 per day.

⁴ The World Bank. 2017. Data: Antigua and Barbuda. Available at: <https://data.worldbank.org/country/antigua-and-barbuda>.

⁵ For example, a shock to the economy brought about by an extreme weather event.

⁶ GoAB. 2020. Antigua and Barbuda's First Biennial Update Report.

⁷ World Bank Group. 2012. Disaster Risk Management in Latin America and the Caribbean Region: GFDRR Country Notes. Report No. 64260. [online] Available:

<http://documents1.worldbank.org/curated/en/826811468010903390/pdf/642600WP0Box3700LAC0CountryPrograms.pdf> [Accessed 08/05/2020]

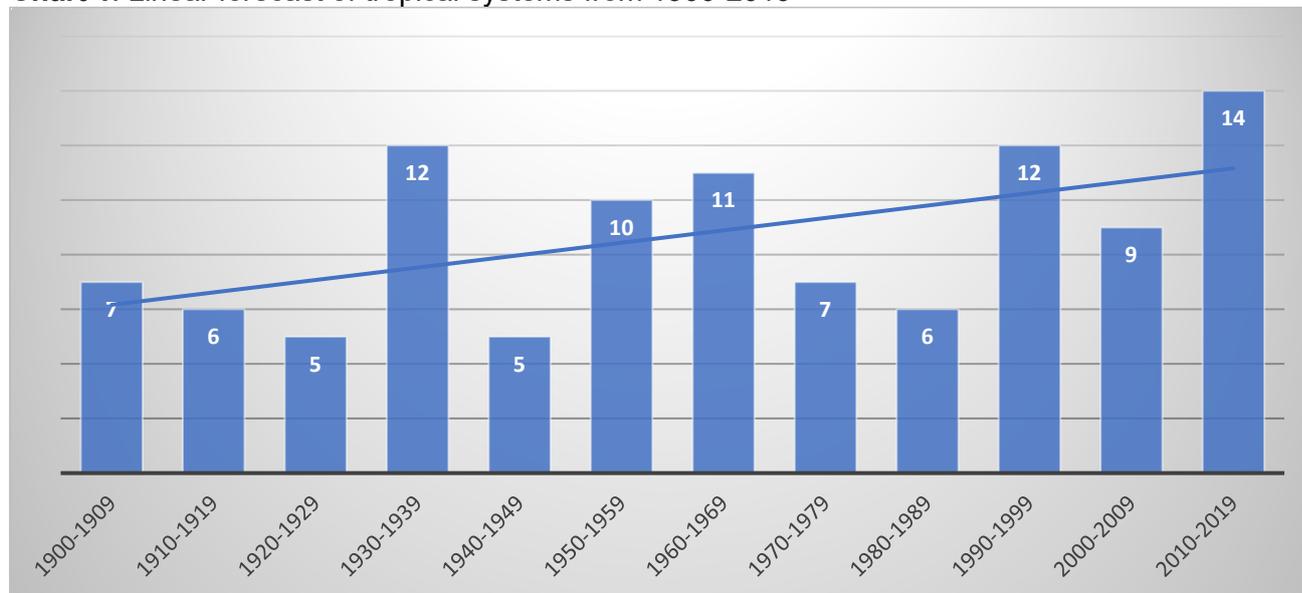
⁸ Acevedo S. 2016. Gone with the wind: estimating hurricane climate change costs in the Caribbean. International Monetary Fund Working Paper.

⁹ Government of Antigua and Barbuda. 2018. Hurricane Irma Needs Assessment. Available at:

<https://www.gfdr.org/en/publication/hurricane-irma-and-maria-recovery-needs-assessment-antigua-and-barbuda>.

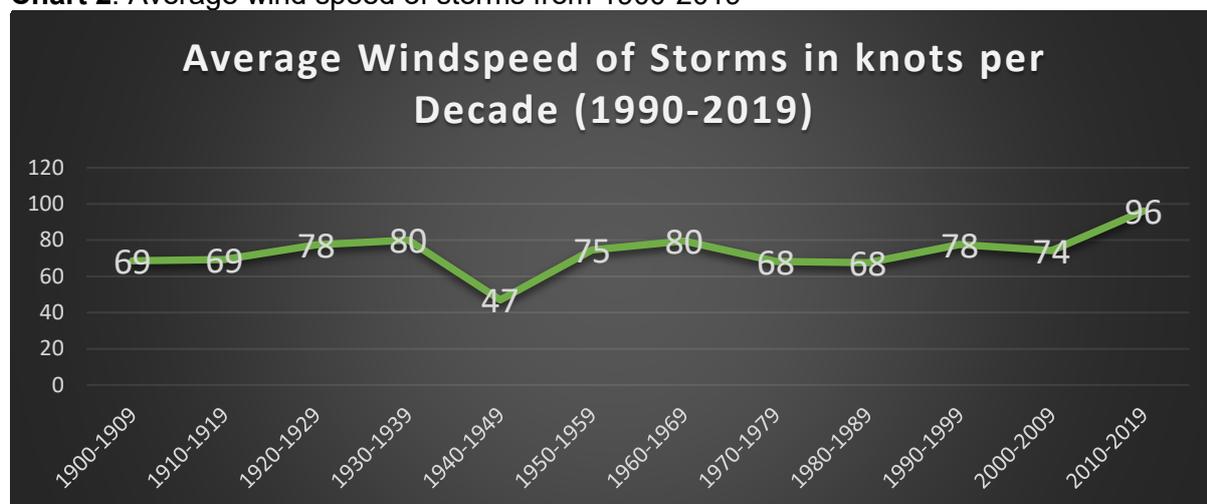
From the years 1900-2019, there have been a total of 104 tropical cyclones to affect Antigua, less than 120 miles of land. Upon analysis of the data, it became evident that these tropical systems have become more frequent and from estimated trends, are expected to continue.

Chart 1: Linear forecast of tropical systems from 1900-2019



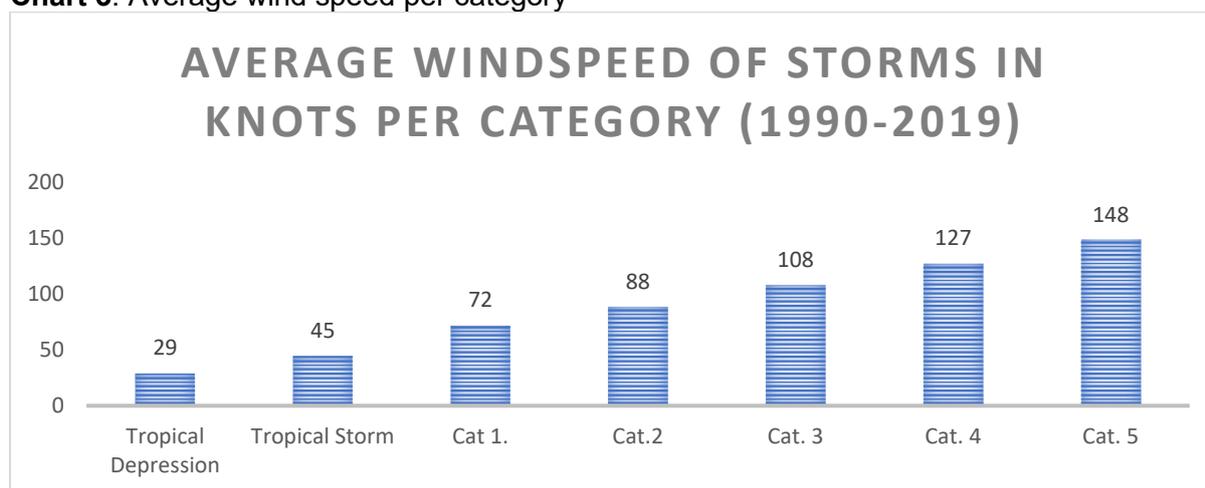
Also, it was observed that the moving average from 1990 showed a gradual increase in the average wind speed of these systems. The last decade (2010-2019), have seen the strongest per average windspeed of these storms and an increase of about 20 mph from the decadal average of 78 mph to 96 mph (Chart 2). This might have been mainly due to the influence of one category 4 and two category 5 hurricanes.

Chart 2: Average wind speed of storms from 1900-2019



Category 4 and 5 hurricanes have also been on the increase. From 1960 to 2019, in each decade, Antigua have been impacted by at least one Category 4 hurricane. What is more alarming, is that within the last decade (2010-2019), 2 category 5 hurricanes effects were felt on Antigua. Future forecast shows that these storms should continue, averaging about 1-2 Category 4, and 1 Category 5 per decade.

Chart 3: Average wind speed per category



Recurrence Interval

The recurrence interval gives the estimated time interval between events of a similar size or intensity and is used to gauge the future probability of an event. For storms passing less than 120 miles of Antigua, it is estimated that the island could experience a tropical cyclone every 1-2 years and see a close or direct hit by a storm every 6-7 years.

Table 1: Return Period of storms for Antigua

Distance	Named Storms	Hurricane	Major hurricane
17.3 miles	6-7 years	8 years	15-16 years
17.4-74 miles	2 years	3 years	8 years
75-120 miles	1-2 years	2-3 years	8 years

Evaluating the categories of these systems passing within 120 miles, tropical storms have the fastest return period of about every 2-3 years. This is equivalent to a 37% probability that one could affect the island in any given year, and a 90.1% in 5 years. Category 1 hurricanes follow, returning every 7-8 years with a probability of 50.6% in 5 years.

Table 2: Tropical Cyclones Categories Recurrence and Probability (Storms <120miles)

Classification	Return Period (Years)	Probability in 1 Year	Probability in 5 Years	Probability in 10 Years
Depression	11.2	8.9%	37.4%	60.8%
Storm	2.7	37%	90.1%	99%
Cat. 1	7.6	13.2%	50.6%	75.6%
Cat. 2	16.8	5.95%	26.4%	44.9%
Cat. 3	15.3	6.55%	28.7%	44.9%
Cat. 4	18.7	5.35%	24%	42.3%

Cat. 5	84	1.19%	5.8%	11.3%
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For systems passing even closer, within 74 miles, tropical storms and Category 1 hurricanes still have the fastest return period and high probability of occurrence. With these estimates, it is critical that the average wind speeds of these systems be considered (Chart 3).

Table 3: Tropical Cyclones Categories Recurrence and Probability (Storms <74miles)

Classifications	Return Period (Years)	Probability in 1 Year	Probability in 5 Years	Probability in 10 Years
Depression	16.8	6%	26.4%	45.9%
Storm	4.2	23.8%	74.3%	93.4
Cat. 1	8.8	11.4%	45.3%	70.1%
Cat. 2	24	4.2%	19.2%	34.7%
Cat. 3	18.6	5.4%	24.1%	42.5%
Cat. 4	21	4.8%	21.6%	38.6%
Cat. 5	168	0.6%	2.9%	5.8%

Droughts

Droughts have recently increased in intensity, with the country experiencing its worst drought on record in 2013–2016. The dry months runs from January-June with the wet periods from September-November. There has been a decline in precipitation amounts within the last three decades. Moreover, data from the Antigua and Barbuda Meteorological Services indicates that during the September– November rainy seasons, droughts are becoming much more frequent. A total of thirty-two (32) serious- severe droughts occurred in A&B between 1928 and 2019.¹⁰ The probability of a serious to severe drought in A&B at least once a year is 28.9%, with at least one in 5 years of 81.8%, and at least one in 10 years of 96.7% chance.

The 2013-2016 drought placed increasing pressure on an already constrained water supply and forced the government to increase the level of desalination from 40% to 80% of national water supply over this period, with desalination levels reaching ~90% of national water supply during the peak of the drought as national water consumption was considerably limited¹¹. The resulting energy costs of operating desalination facilities at this level were ~US\$9.9 million, and this increase is still unable to fully meet national demand¹². Desalination facilities rely on (non-renewable) electricity supplied from the transmissions grid, which increases vulnerability to electricity supply disruptions and the resulting curtailment of the water supply¹³. Both the incidence and intensity of droughts are projected to further increase in the future, as average rainfall levels are simulated to decline by ~26% between 2021–2099 under a business-as-usual scenario, compared with historical values¹⁴.

¹⁰ ABMS, 2019. Droughts. http://www.antiguamet.com/Climate/STATS/anu_drought.html

¹¹ GoAB. 2020. Antigua and Barbuda's First Biennial Update Report.

¹² GoAB. 2015. Third National Communication on Climate Change under the UNFCCC.

¹³ GoAB. 2016. Request for Proposals (RFP) for the Procurement of a Framework Agreement to Design Systems and Purchase Equipment for Wind/Diesel Hybrid and Wind Only Grid Interactive Power Systems for Installation within the Water, Health and Essential Services of the Government of Antigua and Barbuda. [online] Available: https://caricom.org/documents/procurement/15077-revised_rfp_wind_final.pdf [Accessed 19/06/2020]

¹⁴ This was modelled using daily CORDEX data for the Eastern Caribbean, using nine models including: MIROC5; HadGEM2-ES; MPI-ESM-LR; NorESM1-M; GFDL-ESM2M; CanESM2; CNRM-CM5; CSIRO-Mk3-6-0 and CM5A-MR.

Sea Level Rise (SLR)

As a result of global climate change, one such climate induced occurrence is sea level rise which poses a grave and immediate threat to Antigua and Barbuda. Historical records show that the Caribbean has experienced a rate of increase of 0.18 ± 0.01 mm/ year between 1950 and 2010 with a higher rate of increase in later years: up to 3.2 mm/year between 1993 and 2010. The combined range for projected SLR for the region spans 0.26-0.82 m by 2100 relative to 1986-2005 levels. Other recent studies suggest an upper limit for the Caribbean of up to 1.5 m under RCP8.5. Since the 1950s, sea level in Antigua and Barbuda has been rising at a rate of 0.06 to 0.08 inch (1.6 to 2.0 millimeters) per year (Church, et al, 2006), and recent trends in global warming and sea level rise heighten the risk for coastal inundation. It is anticipated that sea level rise in conjunction with storm surge could pose a significant threat to all aspects of life on the islands.

The majority of infrastructure and settlements in Antigua and Barbuda, like most SIDS, are located on, or near the coast, including government, health, commercial and transportation facilities. Critical infrastructure and services in tourism and other sectors are exposed to impacts from sea level rise and storm surge. Earlier studies indicate that 1 m SLR places 10% of the major tourism properties at risk, along with 2% of road networks and 100% of seaports. With 2 m SLR, 18% of major tourism resorts will be impacted and 100% of airports. Sea level rise also poses great risk to agricultural lands, port facilities and residential properties, thereby threatening lives, livelihoods and, energy and food security.

Wetlands and other coastal and marine resources are at risk of degradation, and saline intrusion threatens ground water source thereby exacerbating freshwater scarcity, particularly in Barbuda. Water and sanitation infrastructure are also at risk of being affected by sea level rise.

Current efforts under the national adaptation planning process aim at conducting risk modelling and mapping to identify the spatial dimensions of risk and vulnerability in relation to hazards, including sea level rise. Cross-cutting sectoral plans will target sea level rise in the context of critical financial and social sectors with a view towards reducing socio-economic and physical impacts of sea level rise on Antigua & Barbuda through targeted infrastructural and ecosystem-based adaptation responses. The DOE ATG is currently implementing the country's National Adaptation Plan project and as such did not include projects for SLR in this Readiness Proposal.

2.1.2. Climate Impact Response

Antigua and Barbuda has developed an adaptation strategy in response to the climate emergency. This is summarized in Table 4. In general, the country is of the view that the best adaptation measure is one which also reduces emissions in order to pursue efforts to limit the global average temperature increase to a 1.5°C.

Table 4: Climate Variables and Impacts in the Context of Antigua and Barbuda¹⁵

Climate Variables	Climate Variability	Climate Impacts	Affected Sectors	Example of Investment/Actions
Temperature	More hot and dry days	Increased incidence of serious illness among elderly, children, and the poor Increased heat stress in livestock Increased energy demand and reduced energy supply reliability	Agriculture (Crops), Infrastructure, Livelihoods	Raise awareness Provision of potable water Provide RE AC systems to increase cooling while reducing the increase of emissions Improve efficiency of homes as well as indoor air quality Improve building codes
Precipitation	Change in rainfall patterns; Drier period and frequent droughts; More intense rainfall episodes leading to flooding	Drought leads to reduced income for farmers, reduced yield; In addition, illness, reduction of drinking water sources, migration and loss of livestock Increased chances of local flood; Increased soil erosion	Agriculture (Crops, Livestock), Water, Energy, Livelihoods, Health, and Infrastructure	Move desalination from 40% to 100% by 2030 Improved irrigation and water management Use resistant crops, improvement in cropping systems Fund community rainwater harvesting projects Upgrade existing water supply infrastructure to minimise leakages Develop new drainage code Improve drainage according to code Provide RE systems to farmers to support the increased use in electricity due to more frequent droughts Provide innovation support for new technologies in water management and generation for farms and regular businesses
Wind Events	Increase intensity of Tropical Cyclones (not necessarily frequency)	Wind related damages	Housing, Livelihoods, Health, Agriculture (Crops, Livestock), Infrastructure, Energy, Livelihoods	Improve and revised building codes by 2025 Develop an improved methodology for acquiring meteorological and hydrological data and establish a knowledge and data sharing platform Provide farmers with the ability to have resilient food production systems Raise roads, burying utility lines Improve drainage codes and systems using ecosystems-based approaches Increase all buildings in the country to improve the resilience of the homes from Category 3 - Category 5 Make insurance coverage for Cat. 4 and 5 hurricanes mandatory for all buildings, farms and fishers by 2030 100% RE back-up energy systems in key sectors, including the homes of first responders
Sea Level Rise	Salinity intrusion and coastal erosion	Destruction of coastal structures and coastline	Agriculture (crops), water, livelihoods, health, infrastructure, housing, tourism	Revise land use plans to improve setbacks from the coastlines Other actions are being developed as part of the NAPS

¹⁵ These tables are taken from: Watson C, Robertson M, Ramdin A and Bailey C. 'Assessment and Overview of Climate Finance Flows: Antigua And Barbuda 2014–2017' (2020)

2.1.3. Economy, Debt Management and COVID-19 Impacts

Because of its dependence on tourism, Antigua and Barbuda is also sensitive to changes in the global economy¹⁶. The recent COVID-19 pandemic has resulted in major disruptions to the tourism industry, halting most tourism activities. It is projected to have a final impact of GDP contraction by at least 20% with Government revenues declining by over 40%¹⁷. These disruptions combined with high debt are expected to have major financial and economic consequences for Antigua and Barbuda's development in the future and its ability to fund its adaptation programme.

This is in spite of being ranked as a high-income country with strong growth rates in 2019. Those growth rates were however, based mainly on activities related to rebuilding after the devastating 2017 hurricane season. The economy of Antigua and Barbuda is categorized as being relatively small with consistently high levels of public debt which is typical of small island developing States. The country has embarked upon a rigorous debt restructuring, and fiscal reform program, which were partially successful in reducing the public debt burden. Antigua and Barbuda is constrained in its ability to service these debts largely due to the increased financial and economic burden of climate change which is now complicated by COVID-19.

Antigua and Barbuda's debt management strategy can be characterised by two distinct periods, namely the strategies taken between 2009–2014 and 2015–present. In 2009, Antigua and Barbuda experienced the worst economic recession since the 1990s because of a decline in tourism activity, reduced foreign-direct investment levels. The continued impact of the 2007/8 global financial crisis and the increase in oil prices, resulted in a 7% contraction in national GDP and a rise in the public debt-to-GDP ratio to 115%^{18,19,20}. A 2010 IMF Debt Sustainability Analysis indicated that even rigorous reforms would not ensure the long-term sustainability of public and publicly guaranteed debt, such that a comprehensive debt restructuring would be required. A Stand-by Arrangement with the IMF was implemented (2010–2013), which included comprehensive debt restructuring focused on normalising arrears by scheduling longer repayment rates for accumulated arrears; reducing the interest rates on debt repayments; increasing regulation on public-sector borrowing; and diversifying financing resources²¹. Included in debt reforms was the application of a Paris treatment²² to US\$110 million of the GoAB debt owed to Paris Club creditors in September 2010²³. The debt treated constituted ~83% of the total debt owed to Paris Club creditors and represented ~22% of total external public debt²⁴. A continued economic decline — characterized by a 23% contraction in GDP between 2009 and 2011²⁵ — prompted the GoAB to develop a Medium-

¹⁶ Caribbean Development Bank. 2018. Antigua and Barbuda: Country Economic Review. Available at: <https://www.caribank.org/publications-and-resources/resource-library/economic-reviews/country-economic-review-2018-antigua-and-barbuda>.

¹⁷ Informal Figures from the Ministry of Finance. Assessments are still ongoing.

¹⁸ A global recession in the early-1990s led to a decline in GDP; however, it was Hurricane Luis in 1995 which pushed the economy of Antigua and Barbuda into a recession.

¹⁹ International Monetary Fund. 2010. *IMF Country Report No. 10/279*. International Monetary Fund, Washington D.C.

²⁰ The Commonwealth. N.d. Antigua and Barbuda: Economy. [online] Available: <https://thecommonwealth.org/our-member-countries/antigua-and-barbuda/economy> [Accessed 01/05/2020]

²¹ GoAB Ministry of Finance, the Economy, and Public Administration. 2014. *Alternative Options for Finalising the Debt Rescheduling Agreement with the Government of Brazil*.

²² The "Paris Treatment" refers to the application of one or more debt restructuring mechanisms to reduce a debtor governments debt; mechanisms include debt rescheduling, debt reduction, and debt swaps.

²³ Convention on Biological Diversity. 2013. Mobilizing the Debt Service Sector: Debt for Nature Conversion. *Resource Mobilization Information Digest*, 551.

²⁴ Club de Paris. n.d. Antigua and Barbuda - Debt Treatment - September 16 2010. [online] <http://www.clubdeparis.org/en/traitements/antigua-and-barbuda-16-09-2010/en> [Accessed 14/04/2010]

²⁵ GoAB Ministry of Finance, the Economy, and Public Administration. 2014. *Alternative Options for Finalising the Debt Rescheduling Agreement with the Government of Brazil*.

Term Debt Management Strategy (2013) for the period 2013–2017. However, the GoAB was not able to meet their objectives and the public debt-to-GDP ratio increased from 95.95% (2013) to 97.55% (2014)²⁶. These factors combined with consistent government revenue shortfalls and the re-emergence of previously normalised arrears prompted the development and implementation of a new Medium-Term Debt Management Strategy for 2016–2020²⁷. Key targets included: (i) the reduction of the debt-to-GDP ratio to 63.9% by 2020; and (ii) the achievement of fiscal surpluses equivalent to 3% of GDP.

High levels of public sector debt compound the twin-island state's vulnerability to climate change in two ways. First, high public debt levels limit the fiscal capacity to invest in climate change mitigation and adaptation interventions which would reduce the vulnerability of infrastructure and businesses to future extreme climate events²⁸. Second, high public debt levels limit the government's ability to fund recovery interventions in the aftermath of an extreme weather event such as a tropical storm or hurricane, which often results in further increases in public debt²⁹. This challenge is exacerbated by the country's ineligibility for grant or concessional financing such as official development assistance because of their ranking as a high-income country by the World Bank³⁰. Resultantly, Antigua and Barbuda can only access financial resources at commercial rates. Under business-as-usual circumstances, Antigua and Barbuda is ranked 152nd in the world for access to finance compared to other countries³¹. Elevated public debt levels combined with limited access to concessional financial assistance will inhibit the government's ability to maintain high levels of national income and economic prosperity in the future as climate threats continue to increase³². This relationship between climate change and public debt is referred to as a "downward financial trap"³³.

Private Sector Debt

Private sector debt is also mounting in Antigua and Barbuda with many financial institutions report high level of non-performing loans as a result of job losses after a hurricane. This will be further compounded by COVID-19 as many people have lost jobs and cannot pay their obligations to the banks while having to borrow to purchase food and other essentials. The impact of climate change and COVID-19 is being assessed under the GCF Readiness 4 project and the final results will be available end of 2020.

Debt-for-Climate Swaps as Climate Finance

The country considers a Debt-for-Climate swap to address the dual challenges of a high debt burden in government as well as the private sector and limited available finance for investing in crucially required adaptation and mitigation investments. Allowance for debt swaps using GCF funds is described in Section 2.2.6 of GCF's Business Model Framework: Financial

²⁶ It must be noted that 2013 debt-to-GDP ratios have also been identified as 94.3% (IMF, 2014); while 2014 debt-to-GDP ratios have been identified as 96.6% (IMF, 2014); 102.1% (Caribbean Development Bank, 2019), and 93.8% (GoAB, 2019).

²⁷ GoAB Ministry of Finance, the Economy, and Public Administration. 2016. *Medium Term Debt Management Strategy for the period 2016 - 2020*.

²⁸ UNCTAD. 2017. Environmental Vulnerability and Debt Sustainability in the Caribbean: Do We Have Enough Tools to Address Catastrophic Risk? *Policy Brief No. 62*. [online] Available: https://unctad.org/en/PublicationsLibrary/presspb2017d11_en.pdf

²⁹ IMF. 2014. *IMF Country Report No. 15/189*.

³⁰ This ranking was determined based on their GNI *per capita*, which was US\$ 20,520 in 2018. From: World Bank Data. N.d. GNI per capita, PPP (current international \$) – Antigua and Barbuda. [online] Available: <https://data.worldbank.org/indicator/NY.GNP.PCAP.PP.CD?locations=AG> [Accessed 24/07/2020]

³¹ <http://www.doingbusiness.org/data/exploreeconomies/antigua-and-barbuda>

³²

³³ Fuller et al. 2018. Debt for Climate Swaps: Caribbean Outlook.

Instruments³⁴. The framework describes that “the Fund could utilise debt conversions for climate adaptation as an innovative financing mechanism that supports highly indebted poor countries (HIPC) and the most vulnerable small countries to devote additional resources for climate change adaptation efforts”. Although not an HIPC, as a Caribbean SIDS, Antigua and Barbuda is amongst the small countries most vulnerable to projected climate change impacts. In 2012, the twin-island state was among the top five most vulnerable countries to multiple hazards — 100% of the land and 100% of the population were exposed to two or more hazards. Additionally, over 80% of Antigua and Barbuda’s GDP was exposed to two or more hazards, because of their tourism-based economy³⁵.

Historically, Antigua and Barbuda’s public external debt was not eligible for a debt swap under the HIPC Initiative as the country does not meet the eligibility criteria because of their current high-income ranking^{36,37}. However, there have been several critiques of the eligibility criteria for the HIPC Initiative and other debt relief initiatives, which should be considered in negotiations of a potential debt-for-climate swap with Antigua and Barbuda. In particular, critiques concern the inability of a nation’s income ranking alone to adequately reflect their development needs and the current and future levels of risk and vulnerability, due to the rankings exclusion of underlying structural features. These features include high levels of economic specialisation (such as Antigua and Barbuda’s tourism-dependent economy), high unemployment rates (particularly youth unemployment, which reached ~34% in Antigua and Barbuda during 2015), high levels of public debt and limited resources^{38,39}. Resultantly, assessments of economic vulnerability have determined that these factors make Caribbean SIDS highly vulnerable to both economic shocks and natural hazards⁴⁰. Additionally, a nation’s income ranking is a reflection of the *status quo* and does not indicate a nation’s ability to maintain this ranking in the face of current and future climate threats.

2.1.4. Readiness Needs

As outlined in Section 1.7 of this Readiness Proposal and the Needs Assessment Section of Antigua and Barbuda’s GCF Country Programme Strategy 2020, the needs requirement for the country inclusive of, inter alia: the DOE ATG as a direct access Accredited Entity (‘DAE’), the National Designated Authority (‘NDA’) and the Private Sector & NGOs span across all four main areas of GCF Readiness Needs (i.e., 1. Institutions and Governance; 2. Policy Environment; 3. Pipeline Development; and 4. Information, Data and Knowledge). Addressing the NDC targets and goals require a corresponding Readiness Support project that establishes a sound foundation for this accomplishment of these medium-long term commitments via the proposed project pipeline and accompanying strategy. The following is a summary of the needs in those four (4) GCF Readiness Proposals (NOTE: *For the detailed needs assessment refer to the Antigua and Barbuda’s GCF Country Programme Strategy 2020*).

³⁴ Green Climate Fund. 2013. Business Model Framework: Financial Instruments GCF/B.04/06. [online] Available: <https://www.greenclimate.fund/document/gcf-b04-06>

³⁵ World Bank. 2012. Disaster Risk Management in Latin America and the Caribbean Region: GFDRR Country Notes.

³⁶ World Bank Data. n.d. Data for Antigua and Barbuda, High Income. [online] Available: <https://data.worldbank.org/?locations=AG-XD> [Accessed 07/05/2020]

³⁷ Club de Paris. N.d. HIPC Initiative.

³⁸ Munevar. 2018. Climate Change and Debt Sustainability in the Caribbean: Trouble in Paradise?

³⁹ Caribbean Development Bank. 2018. Country Economic Review 2018: Antigua and Barbuda. [online] Available: https://www.caribank.org/sites/default/files/publication-resources/CDB%20Economic%20Brief%202018%20-%20Antigua%20and%20Barbuda_0.pdf [Accessed 22/04/2020]

⁴⁰ Bourne et al. 2015. Financing for Development: Challenges in Caribbean SIDS.

Table 5: Previous and ongoing GCF Readiness Support and specific synergies with the current request for RS 5 (MYRP)

Readiness Title	Objective	Current Status	Synergies with RS 5 (MYRP)
<i>ATG-RS-001</i> NDA Strengthening and Country Programming (2015)	This RS focused on supporting the NDA with the hiring of consultants and procurement of services to build the capacity of the Department of Environment and the Debt Management Unit which will has responsibility for coordinating with other ministries on GCF matters.	Completed	RS 5 builds on RS 1 in relation to RS Objective 1 on strengthening the NDA as well as now strengthening the capacity of the DAE and private sector interest groups & NGOs.
<i>ATG-RS-002</i> Realizing direct access climate financing in Antigua and Barbuda and the Eastern Caribbean (2016)	This RS focused on supporting the accreditation of a national direct access entity through the accreditation of the Department of Environment as well as supporting the further development and submission of the Enhanced Direct Access (EDA) funding proposal.	Completed	RS 5 builds on RS 2 in relation to RS Objectives 1, 4 and 5 by focusing on: reaccreditation and a possible accreditation upgrade for the DAE; enhancing our project pipeline in line with the 2021 NDCs; and knowledge sharing amongst the region as well as SIDS on lessons learned.
<i>ATG-RS-003</i> National Adaptation Planning in Antigua and Barbuda (2018)	This RS focuses on conducting a national adaptation planning process that includes downscaled and GIS-based baseline data collection and climate risk assessment activities for adaptation action; evidence-based and consultative sectoral and local areas planning; and development of a corresponding enabling environment via policies, legislation and financial incentives necessary for the implementation of the selected adaptation actions.	Ongoing	RS 5 builds on R3 through its use of the work done under the NAP to enhance the development and implementation of the adaptation actions under the 2021 NDCs.
<i>ATG-RS-004</i> Accelerating a transformational pipeline of Direct Access climate	This RS focuses on accelerating ambition to implement the goals of the Paris Agreement 2015 by	Ongoing	On the three areas of complementary between RS 4 and the proposed RS 5, DOE ATG acknowledges that there is a clear connection as indicated in the CP Strategy.

<p>adaptation and mitigation projects in Antigua and Barbuda (2019)</p>	<p>preparing for transformational impact in a small state.</p>		<p>Further, RS5 shares complementarity with RS4 through the following activities:</p> <ul style="list-style-type: none"> • A1.2.1: The institutional framework has now been established for the MRV system. An initial methodology for assessing the relationship between public expenditure and climate finance was developed under RS 4. Under the RS 5, a separate tracking system will be developed and integrated into the government system based on work conducted by UNFCCC NBF Project in RS 4. • A2.2.1 A baseline gender assessment was conducted to identify multiple cases of vulnerability to climate change among men and women well as identify the differential adaptive capacity to climate change. Baseline data collection was done on farmers and baseline data collected on social inclusive investment for private sector climate action completed to guide transformational gender interventions in A&B's Country Programme. In RS 5, additional gender analyses will be conducted to integrate the baseline data into each CN. • A2.4.1 The Draft CNs were developed in RS 4 for the electricity grid, back-up energy, e-mobility, debt-for-climate swap, just transition, food security and financial resilience NDC thematic areas. RS 5 builds on RS 4 through its enhancement and further inclusion of technical inputs to draft CNs developed under RS 4. • A2.3.2: Under RS 4, Technical Needs Assessment ('TNA') for climate action conducted in the following sectors: waste, energy including back up energy, resilient roads and finance. However, the technology prioritization done was only cursory and further research is needed. <p>R5 will seek to close the gaps that remain at the completion of Readiness 4 and build the capacity of the DOE ATG and its co-NDA the MOF.</p>
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Institutions and Governance: The country's climate action and finance governance architecture involve a number of key stakeholders (e.g., NDA, DAE, and Private Sector & NGOs). Over the past four (4) years, their capacities have grown significantly. However, the Government's ambitious transition requires a wider variety of human and technical capacity for its project pipeline baseline work, coordination, and implementation as well as its role in priority identification and setting, tracking climate finance flows, assessment of fiscal and monetary policy in line with Article 2(1)(c) of the Paris Agreement, strategic impact assessments on the proposed actions, and stakeholder engagements. This clear need for capacity building and support is best achieved through a mixed approach of *in situ* technical assistance, expert consultancies, and training.

On country ownership and direct access for this low emission, climate resilient transition, the Government via the country's only DAE, DOE ATG, is also seeking to promote greater country ownership through its 2021 updated NDCs and complementary project pipeline, it has indicated a strategic interest in re-accreditation and an upgrade of its status in the following areas as a means of maximising on enhanced country ownership and use of a wide variety of financial instruments via its proposed project pipeline:

- Loans (Size: Small)
- Equity (Size: Micro)
- Guarantees (Size: Micro)
- ESS Risk Category A

With this suite of financial instruments, and the capacity to engage in potential activities at a high risk level, the DOE ATG via its SIRF Fund will aim to maximize transformational impact and cater to broader range and number of beneficiaries in areas required for the timely achievement of the country's 2021 NDC targets. There is a clear challenge in establishing whether the DOE ATG has the potential with its growing track record and capacity to upgrade for any or all of the mentioned accreditation standards.

As it relates to our private sector and NGOs readiness for accessing climate finance and undertaking climate actions, this is the major area of need for institutions and governance. DOE ATG has conducted consultations and needs assessments with potential EEs and/or DAEs (for e.g., local credit unions) under ATG's Readiness 2 and the prefeasibility assessment for FP 061. The potential EEs and/or DAEs stated that potential transaction costs to working with the GCF was too high, especially, as it relates to the implementation of its standards and procedures. DOE ATG via implementation of this MYR (particularly the relevant activities under Output 1) will seek to absorb the transition cost.

It is evident that government will play a catalytic role in transitioning to a low emission, climate resilient economy in order to mobilize downstream private sector and NGO actions. Moreover, the Government is committed to involving the private sector in environmental decision-making when it enacted the *Environmental Protection and Management Act 2019* and ratified the *Escazu Agreement on Access to Information, Public Participation and Justice in Environmental Matters*. These two instruments create a legal mandate on the government to actively engage with private sector when developing and implementing its climate actions. Furthermore, there is need for enhanced operational readiness of the private sector interest groups and NGOs to programme climate finance in line with GCF's fiduciary standards on prohibited practices, ESS and Gender, procurement, and monitoring and evaluation, etc. NGOs and private sector interest groups in Antigua and Barbuda currently have no experience with GCF policies and processes, which limits their ability to engage in programming and implementing GCF funded activities. This proposal will address those gaps by providing NGOs and private sector interest groups with technical assistance support, training to improve their standing with their respective regulatory bodies and compliance with corporate and financial requirements, and support in updating legal and regulatory frameworks in line with the Paris Agreement regulations on these standards.

Policy Environment: Bearing in mind the 2021 NDC targets, there is a manifest need to evaluate the existing paradigm in order to effectively transition away from business-as-usual to a low emission, climate resilient society. The bedrock of the existing paradigm is its policy and regulatory environment. This environment enables the main actors of the paradigm to function in Antigua and Barbuda via requisite incentives and/or compliance measures. As it

relates to current work on this matter, there are a number of ongoing policy-related initiatives which will feed into Antigua and Barbuda's 2021 NDC targets. This includes, inter alia:

- Preliminary thematic analysis for these 2021 NDC targets under the NDC Partnership's Climate Action Enhancement Package;
- Support for the NDC revision process under UNDP Climate Promise initiative;
- Baseline and downscaled adaptation data collection and analysis, climate change risk modelling and mapping, sectoral adaptation planning with corresponding strategic impact assessments, and adaptation enabling environment development under the GCF Readiness Project; and
- Reporting on national measures responding to climate through the 4th National Communication to the UNFCCC under the GEF-funded enabling activity project.

There is still a need to build off of these initiatives and take a deeper and more focused dive into what are the gaps, barriers and needs from a policy, regulatory, and market point of view for the proposed project pipeline areas. Based on the Government's current capacity, there is a need for human and technical capacity to analyse and assess the policy, regulatory, technological and market barriers within Antigua and Barbuda for progressing the proposed project pipeline on the following thematic area, inter alia:

- Electricity sector transition and corresponding sector coupling approaches
- Transportation sector transition and corresponding sector coupling approaches
- Back-up energy transition
- Electricity grid transition
- Finance resilience of vulnerable sectors through de-risking solutions from financial sector
- Finance resilience of the country through fiscal space creation from debt-for-climate swap
- Road infrastructure transition
- Just transition of the workforce in light of proposed climate actions.

Recognising that in-depth analysis is a necessary pre-cursor to strengthening the policy regulatory and market environment, this Readiness proposal will undertake activities in that regard under outcome 2.2.

Pipeline Development: GCF Readiness 4 has provided the government with a good basis for concept note ('CN') development in line with the country's 2021 NDCs. The focus of a number of draft CNs, however, involves the use of technology that are somewhat unfamiliar to the country's population as well as decommissioning of old technology.⁴¹

The capacity needs for further substantive development of these CNs, were highlighted in Chapter 7 'Needs Assessment' of the CP Strategy. It stated that, "*The focus of a number of draft CNs, however, involves the use of technology that are relatively novel to the country's population as well as decommissioning of old technology in areas such as renewable energy, transportation, and electricity. It also involves proposed use of new business models and innovative financial mechanisms such as debt swaps, just transition of the workforce, and socially inclusive investments. There is, therefore, the need for further technical inputs to CN development concentrating on these areas.*"

⁴¹ DOE ATG has submitted the draft CNs and received initial feedback from GCFs DCP.

Since our accreditation, DOE ATG's technical capacity for coordinating the project development process has also grown to accommodate the approval of its current project portfolio. As the government embarks on development of its corresponding and ambitious project pipeline, there is need for human capacity to manage and coordinate this process, especially, the further inputs to CN development mentioned above as well as consolidating these inputs into the final versions of the CNs."

The current baseline is a Project Management Unit comprising 30 staff and consultants. The DOE ATG also uses external consultants to assist in GCF project development. The experience of the DOE ATG has been that there is a high transition cost for hiring and onboarding support for a 1-year period. It is anticipated that this MYR will drastically reduce this cost. As the government embarks on development of its corresponding and ambitious project pipeline, there is need for human capacity to manage and coordinate this process, especially, the further inputs to CN development mentioned above as well as consolidating these inputs into the final versions of the CNs. This MYR is therefore requesting financial support for hiring the following technical assistance personnel:

- NDA TA Personnel for Supporting its Role
- NDA TA Personnel for Climate Finance Tracking & Strategic Impact Assessments
- DAE TA Personnel for Project Development (X2)
- DAE TA Personnel for Climate Finance Tracking
- DAE TA Personnel for Development of MRV Processes Fit-For-Purpose for Pipeline (X2)
- Private Sector & NGO TA Personnel for Supporting their Enhancement of Readiness to Engage with GCF
- Private Sector & NGO TA Personnel for Supporting their Project Development.

Information, Data and Knowledge: On the matter of information, data and knowledge needed for climate action, Antigua and Barbuda continues to make strides towards enhancing its repository and institutional systems through initiatives such as the NDC CAEP, NAP, and 4NC.

BUR1, however, noted that *'unfortunately, as a SIDS, Antigua and Barbuda is challenged in providing data due to limited human, technical, and infrastructural resources dedicated to the process of data collection and management.'*

Under the UNFCCC NBF Project and GCF Readiness 4, there was also the development and trial run of a fit-for-purpose methodology for tracking domestic and international climate finance flows in Antigua and Barbuda. This first effort at national climate finance tracking was constrained with human and technical capacity issues and the Assessment and Overview sections noted that, inter alia: there is a lack of dataset on private sector climate finance flows; and the method for assessing climate-related budget expenditure could be developed further including identification of off-budget SOE flows, and brown finance flows.

As it pertains to MRV for the proposed project pipeline, this is a need for the development of preliminary performance metrics and associated indicators for the proposed projects in the pipeline.

On knowledge sharing over the next three years for Multi-Year Readiness Proposal, there is a need for constant sharing of direct access climate finance and pipeline development lessons learned and best practices both regionally and amongst other small island developing States

(‘SIDS’) as well as building awareness on the outcomes of Antigua and Barbuda’s Readiness Support, and its ambition climate action development and implementation. It is envisioned that this would be done through Antigua and Barbuda’s membership in regional groups such as Organization of Eastern Caribbean States (‘OECS’) Climate Change Committee and Caribbean Community (‘CARICOM’). Also, Antigua and Barbuda’s 2021-2022 Chairmanship of Alliance of Small Island States (‘AOSIS’) provides a unique opportunity and platform for dissemination of best practices with its particularly vulnerable SIDS membership.

2.1.5. Multi-Year Readiness Programme (MYRP) Rationale

The proposed Multi-Year Readiness aims to address these needs and challenges in an integrated collaborative fashion through the following approaches namely:

The proposed project would include five (5) major components, namely:

- i) NDA, DAE (i.e., DOE ATG), private sector and NGOs strengthening where technical assistance, and training will be provided to the NDA, DAE, and private sector and NGOs, building upon support that was received under Readiness 1-4;
- ii) preparatory activities for applying for re-accreditation of the DOE ATG with a possible accreditation upgrade for lending and environmental and social risk category;
- iii) preparatory activities to prepare for a Debt-for-Climate Swap to address the country’s debt challenges and COVID-19 green recovery efforts while providing funding for microfinancing climate change projects in the NGO and vulnerable population;
- iv) activities to reduce transitional risks by focusing on a “Just Transition” and inclusive investment strategy during the transition to a low-carbon, climate-resilient economy; and
- v) Further technical inputs into CN development mentioned above and consolidating these inputs into the final versions of the CNs to advance the project pipeline as well as some enabling environmental activities towards meeting the country’s 2021 NDC targets, particularly in energy, transport, just transition and inclusive investment strategy

The following is a summary of the context of the main thematic areas for this MYRP:

Energy Transition as a Means to Fund Adaptation

Antigua and Barbuda is currently heavily reliant on fossil fuels for electricity generation and transportation, as well as for energy supply to other sectors of the economy. The value of this is over USD 80 million per year. This Readiness Support will assist the DOE ATG and the GOAB to identify, assess and prioritize a number of steps to reduce this dependence and save the economy much needed funds, meet urgent demands for adaptation interventions as well as obligations to the Paris Agreement as indicated in the country’s NDC.

The GOAB’s programme that will advance the growth of a new nationally sourced energy sector is designed to:

- i) Save over USD 80 million per year by 2030 through transitioning the national transportation and electricity sectors using a sector coupling approach;

- ii) build a more resilient energy systems by increasing back-up energy in homes, farms and community businesses from 10-60% by 2030; and
- iii) manage significant transition risks by implementing parallel projects for just transition of the workforce and the provide opportunities for local Antiguan and Barbudans to invest into the transition thus leveraging local capital.

The initial cost of this transition is predicted to range between USD 500-700 million by 2030. This Readiness Support will assist the country to design a programme that: minimizes this cost via a sector coupling approach, allow for local private sector involvement, and reduces transition risk.

Energy Resilience and Extreme Climate Events

With the success of a new energy sector based on such hybrid systems like wind, solar, batteries, LNG, LPG and eventually hydrogen, the country is painfully aware that if the grid is downed by a hurricane, EVs, reverse osmosis plants, and electricity will not be available. The energy systems, therefore, needs off-grid distributed energy for back-up using RE systems with solar and batteries that are coupled with the burying of some utility lines in high density areas.

Further, to the overall targets in the transportation and electricity sectors, the GOAB will be seeking to build resilience in some key sectors to allow for rapid recovered from storm events. These includes 100% of decentralized RE in the water (assuming 100% desalination by 2030), farming, health, and security sectors. First responders will have adequate back-up RE systems at their homes to allow for them to be fully available for rapid recovery efforts. If these sectors have back-up RE systems, the country will be in a better position to rapidly recover post extreme climate event.

Energy Transition and Energy Resilience Road Map

The roadmap under development is based on a scenario analysis conducted by IRENA as well as assessment by the NDC Partnership's 2021 NDC development process which both returned three optimal scenarios based on the capital expenditure (capex) and resultant cost to generate energy. Pathways considered by the roadmap include various combinations of technologies including wind turbines, photovoltaic panels, battery storage, electric vehicles, and hydrogen storage, use of virtual grid to support a sector coupling approach. The emerging pathways are outlined below:

1. 87.6% Renewable Energy Penetration on grid - 100 MW Solar PV, 56 MW Wind Turbines, with Battery Storage⁴²;
2. Over 60% redundancy or 30 MW RE back-up systems with batteries via roof top solar, key government buildings, homes, farms, and off grid energy for water generation and Bi-directional charging for EVs; and
3. Back-up generators LPG generators for the use in the hotel sectors and other large energy users.

These scenarios would need an approximate capex of USD 369-700 million. Achieving each of these milestones will require short and long-term regulatory, supporting mechanisms. These investments will be supported by the development of clean energy generation

⁴² The amount of battery storage is still being assessed and will be dependent on policy options that are finally adopted;

regulations⁴³ such as alternative power purchase agreements (PPA); feed-in tariffs; setting science-based targets for renewable energy generation⁴⁴; strategic financing for renewable back up energy systems. Step 2 will require policies and regulations that simultaneously curtail sale of ICE vehicles while incentivizing the purchase of low carbon and electric vehicles. However, optimal GHG reduction requires the coupling of the uptake of low carbon and electric vehicles with the uptake RE technologies. Policies will therefore need to be coupled to encourage local private participation from the supply (business opportunities) and demand sides.

Strategic Approach to Alleviate Debt in the Public and Private Sectors

The high debt of both the public and the private sector in the country caused by the increase frequency and intensity of climate change related extreme weather events, coupled with global economic shocks as well as the COVID-19 pandemic places the entire population in a vulnerable position. The financial sector (including banking, insurance, and micro-finance) is particularly vulnerable since they will certainly experience high non-performing loans⁴⁵ over the next 24 months.

The financial sector in the OECS is well regulated and there are measures to build resilience into this sector. This sector, however, has never been in this situation before. There is an urgent need to reduce Government debt in order to create the fiscal space to fund climate change activity. Based on the cost of these activities most of the funds will have to come from the local private sector as well as taxes.

The GOAB is also seeking to attract international investors and looking at previously declared protected areas as new areas for development as part of its desperate attempts to move the country forward. There is also a thrust to convert agricultural land for housing developments for expatriates. These steps are under active consideration as a result of the country's inability to meet the financing demand for climate action. This trend is expected to be repeated in other countries as they cannot get access to the capital, they need to fund the climate change programmes.

The GOAB appreciates the support of the international donor community as well as the GEF, GCF and the AF in providing some resources for climate action. But it is realistic and has fully accepted that the cost of the approximately USD 3–4 billion transition programme will have to come from local and international private sector. The GCF is strategically being used by the GOAB to assist the country with its Country Programme by providing an opportunity to test new technologies, train its workforce in these new technologies and techniques, and to manage risk while the government meets its current commitments. During their meeting of these commitments, it endeavours to adhere to a science-based and led transition, reducing its legal risks while limiting stranded assets, and allowing for the country to continue to protect its biodiversity.

This Readiness Support will aim to determine if a debt-for-climate swap can be a viable way for the country to provide much needed fiscal space in both the public and private sector all in one project. This approach will be designed for the sole purpose of providing the debt payments to low-income and -resilient businesses to address the negative impacts of climate change. This programme will not only ease the government's financial burden, but it will

⁴³ ([Click here](#))

⁴⁴ Set explicit targets for the share of electricity generation from proven RE technologies

⁴⁵ The DOE ATG is currently collecting this information;

provide local small businesses that are also highly indebted to keep their homes, farms and businesses from being preyed upon by external financiers with better access to cheap capital.

The proceeds from the debt swap will assist them to retool their current businesses, homes and farms to be more financially resilient and even expanded to take advantage of business opportunities for the country's low-emission, climate resilient transition. The Government will have more fiscal space to allow for the rapid transition of the energy sector thus achieving savings of imported energy.

The debt-for-climate swap project will use the SIRF Fund and the local Financial institutions (FIs) to deliver these funds to the beneficiaries in the form of blended grants and low interest loans. This program will be enshrined into an Act of Parliament and will be designed to have a robust M&E programme to ensure compliance. This project is expected to be expanded to Saint Lucia and Saint Vincent and the Grenadines by providing lessons learnt with the UN ECLAC office based in Trinidad and Tobago providing technical assistance to the DOE ATG.

This approach to the funding climate action could also be used as a pilot for other international agencies in an effort to speed up the rate of mitigation and adaptation in SIDS and other small countries while reducing the temptation to instead reverse the protection of biodiversity and their marine and terrestrial spaces and expose local businesses and farms to predatory practices from external "investors" who have better access to finance.

Achieving Article 2(1)(c) of the Paris Agreement

The Paris Agreement broke new ground by including, as one of its three overarching long-term goals, a commitment to making finance flows consistent with a pathway towards low GHG emissions and climate resilient development (i.e., Article 2[1][c]). This goal is critical in order to achieve the other two long-term goals, focused on adaptation and mitigation.

Applying a combination of tools such as financial policies and regulations, fiscal policy levers, public finance and information instruments, which are all tools with which governments are already familiar, is likely to stimulate private investment that is consistent with climate objectives.

There is however a need to define methodologies for measuring progress towards this consistency. There is currently no international consensus as to how to define or measure this progress, nor is there an agreed framework for reporting information on progress to this end. Nevertheless, Antigua and Barbuda through its 2020 Assessment and Overview of Climate Finance Flows conducted an initial survey on a number of these tools needed for consistency which will provide the foundation for further progress on MRV and achievement of all of its finance flows being consistent with the other objectives of the Paris Agreement 2015. This approach will be incorporated in the development and implementation of all GCF funding proposals as well as the low emission, climate resilient transition for Antigua and Barbuda.

Transitional Risk Management

As mentioned, pursuing these targets to transition to a low-emission economy and more climate-resilient development will require a significant policy shift that will have a major impact on, *inter alia*, the labour market and the business environment. This process is necessary for the survival of the country, and it does present significant opportunities but also significant transitional risks to the transition.

The main transition risks identified after consultations with many stakeholders are:

- i) people and small local businesses may get left behind and replaced by imported labour; and
- ii) community businesses and potential local investors may be displaced by external capital. In this regard, the Government of Antigua and Barbuda (GoAB) seeks to facilitate a 'Just Transition'⁴⁶ of affected sector workforces and "An Inclusive Investment Strategy".

Just Transition of the Workforce

The just transitioning of the workforce will be accomplished via institutional and regulatory reforms, retraining and employment schemes, and economic diversification. A just transition approach⁴⁷ will target those employed in affected fossil fuel-dependent industries (like energy, and transportation) as well as those affected in developing climate resilience for the islands (building and construction). Interventions will ensure these employees are supported and protected to guarantee that they have viable livelihoods throughout the transition period, and beyond. Additionally, this approach can also promote the creation and expansion of decent work and quality jobs through the process of building resilience to climate change. The GOAB has developed a Workforce Development Strategy (2016), which serves to identify and support the enabling activities required to create a "sufficient and appropriately trained workforce" to support the implementation and achievement of their NDC targets.

The preparation of the Master Plan for the programme to grow a new energy sector will be accompanied by a discussion of the new employment skills that would be needed as a result of the energy transition and how best to provide training/re-training so that there will be enough skilled people on the island to bring about the transition. A few of these positions might include those below but there will be many more:

- Solar PV rooftop installer
- Solar PV ground-mount and carport installer
- Solar PV electrical technician
- Solar PV maintenance worker
- Energy auditor
- Energy Efficiency engineer
- Energy transition advisors
- Utility scale battery installer

⁴⁶ A Just Transition, as defined by the International Labour Organization (ILO), "needs to be well managed and contribute to the goals of decent work for all, social inclusion and the eradication of poverty"⁴⁶. This concept is rooted in the North American labour movement and originated during the 1980s and has become increasingly relevant given the climate crisis of the 21st century and a growing awareness of the need for transformative change and decarbonization across all economic sectors⁴⁶. A significant milestone for the movement was the inclusion of reference to the Just Transition in the preamble of the Paris Agreement.

⁴⁷ Such an approach is in line with the preamble of the Paris Agreement, which states that the Parties to the agreement "[take] into account the imperatives of a just transition of the workforce and the creation of decent work and quality jobs in accordance with nationally defined development priorities...[and] acknowledging that climate change is a common concern of humankind, Parties should, when taking action to address climate change, respect, promote and consider their respective obligations on human rights, the right to health, the rights of indigenous peoples, local communities, migrants, children, persons with disabilities and people in vulnerable situations and the right to development, as well as gender equality, empowerment of women and intergenerational equity". Just Transitions are also included in the [draft] Strategic Plan for the GCF: 2020-2023 which notes the need for the GCF to "support the just transition of countries towards low-emission and climate-resilient development, through a range of social interventions needed to secure workers' rights and livelihoods when economies are shifting to sustainable production, particularly in the area of renewable energy".

- Wind mast installer
- Wind farm maintenance worker
- Wind turbine installer
- Wind turbine electrical technician
- Vehicle scale battery technician
- Electrical vehicle charger technician
- Social media influencer
- Monitoring/evaluation specialist

It is understood that courses will be in place at the relevant national institutions including UWI and Antigua and Barbuda Institute of Continuing Education (ABICE), and courses can be made available to persons in the entire OECS region. Achieving this transition will also require investments in capital and institutional development in the energy sector, public awareness and a clear path on how the transition can be beneficial to the people of Antigua and Barbuda.

Social Inclusion and Investment

Antigua and Barbuda's climate change response includes the development of a Social Inclusion and Investment Programme that seeks to offer affordable RE options to plan for climate impacts on vulnerable groups. These groups are often excluded for a variety of reasons from investing. This will result in development of domestic and small-scale commercial investment in renewable energy (RE) and thus will help the GOAB meet the investment requirement for the NDC mitigation targets and resilience energy strategy.

The challenges faced by these groups who would like to participate in the investment opportunities of the country are varied and tend to be exacerbated by climate change, its adverse impacts, and respective climate change response measures. This programme will seek to bring about a paradigm shift that considers the needs of these groups and will seek to make them an integral part of the low-emission, climate resilient transition. It will take a systemic approach by embedding socially inclusive investment and gender-based principles in the GOAB's policies and strategies to combat climate change. It will adhere to science-based targets and MRV principles; and create value for vulnerable households (hard to reach, bottom of pyramid [BoP]).

The DOE's SIRF Fund will be used to allow for the channeling of GCF and other donor resources to the BoP in a transparent manner. This approach has been used as part of the GCF-funded EDA project (FP0061) and in other projects with the Adaptation Fund and the GEF SCCF. These projects are also looking at new business opportunities for the local community and national businesses and will be developing investment guides in each of these identified.

2.1.6. Collaboration

Other Projects and Processes

An activity with focus on vulnerable groups is the GCF Enhanced Direct Access (EDA) Project (FP061). The private sector is targeted in this project, particularly homeowners and small business owners whose property and assets are exposed to climate risks. This project is a response to the GCF's RFP for EDA approach currently being considered by the GCF.

This Multi-Year Readiness Support would also build upon previous four previous Readiness Support projects between 2015 and 2020, which have resulted in, *inter alia*, institutional strengthening of the NDA, enhanced country coordination and engagement with the GCF, the accreditation of a Direct Access entity, improved data collection, and appropriate technology needs assessments and concept notes, detailed gender and social assessments and the submission and approval of FP 133. Of the approved Readiness Support projects, GCF Readiness 3 (NAP) and GCF Readiness 4 are still under implementation. Readiness 3 and 4's implementation periods have been extended due to impacts of the COVID-19 pandemic with new completion date of February 2022 and March 2021, respectively.

Other Partners

The DOE ATG has formed collaboration with several agencies to assist the country in the implementation of its Country Programme. These include GGGI, ECLAC, UK's Cefas, UK Met Office, and the OECS Commission. Each of these partners have invested significant times into advising and studying areas of *inter alia* debt-for-climate swaps, economics of climate change and SIDS, energy transition roadmaps, and coastal resilience. Also, as stated in the Needs Section of this Proposal, Antigua and Barbuda's 2021-2022 Chairmanship of Alliance of Small Island States ('AOSIS') provides a unique opportunity and platform for dissemination of best practices with its particularly vulnerable SIDS membership. The DOE ATG invest a significant time in building national, regional, and internationally relationships with partners. This Readiness Support will allow for the DOE ATG to continue to benefit from further external assistance which will allow for access to new and emerging technologies and knowledge to develop quality projects.

At the national level, the DOE ATG will use Readiness funding to support to the development and building of relationship to allow for the effective and timely delivery of technical and other key support for the implementation of the Country Programme. The DOE ATG is a direct access Accredited Entity from a small country which needs the support of external knowledge, technical experience and lessons learnt to effectively and successfully transition towards a low emission, climate resilient country.

GEF, AF and Other Funds

The DOE ATG is the focal point for all multilateral environment agreements and funding related to climate finance in Antigua and Barbuda. It is also the co-NDA with the Ministry of Finance. This arrangement allows for the country to coordinate finance for climate change projects. The country is of the view that to ensure maximum impact and to build and sustain capacity the GCF projects in the portfolio should aim to be a scaling up of GEF- and AF-funded projects being implemented by the DOE ATG.

To date, the GCF projects in Antigua and Barbuda (i.e., FP061 and FP133) are projects scaled up from the AF and the GEF-SCCF projects, respectively. The proposed energy projects in the GCF Country Programme for Antigua and Barbuda is a scaling up of a ADFD funded/IRENA Renewable Energy project as well as a GEF Sustainable Low-Emissions Island Mobility project (soon to begin implementation).

2.1.7. Linkages with Antigua and Barbuda's INDC and NDC

The proposed Readiness Support would also contribute to realising the aims of the Antigua and Barbuda's Country Programme (under development) which serves to identify climate change adaptation and mitigation priorities necessary for the achievement of the new NDC 2021. The NDCs targets that are still under development and expected to be submitted to the UNFCCC in March 2021. To this end, the programme comprises several complementary projects which contribute to the country's mitigation and adaptation targets and enhances the adaptive capacity and climate resilience of its population. The Country Programme is targeting a transition in the energy, transportation and building sectors as well as assessing the main transition risks.

The transition approaches include *inter alia*:

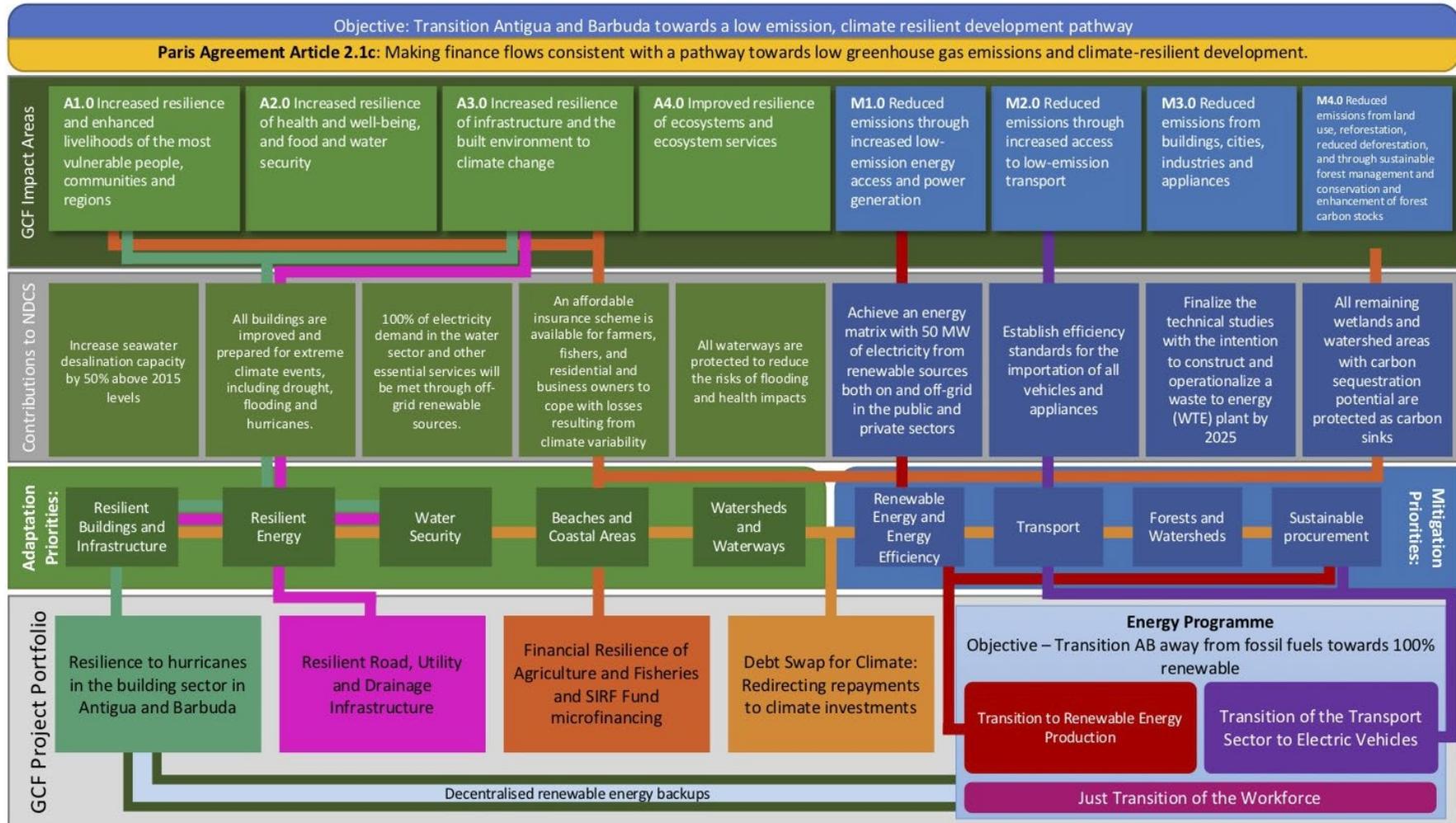
- i) climate-proofing of the country's-built environment;
- ii) mainstreaming of climate resilience into the national financial sector (Article 2[1][c] of the Paris Agreement); and
- iii) facilitating a transition within the national transport and electricity sectors towards a low-emissions, sustainable development via a sector coupling approach with the back-up energy, agriculture, and transportation sectors

The main activities in the proposed MYRP align well with the Country Programme through:

- i) enhancing the capacity of the NDA, DAE and private sector and NGOs for the transition as well as assisting the DAE (i.e. DOE ATG) with reaccreditation and potential upgrades in its accreditation (Objective 1);
- ii) mobilizing financial resources from the private sector for climate change adaptation and mitigation interventions (Objective 1 and Objective 5); and
- iii) undertaking appropriate preparatory activities to support the development of at least five (5) concept notes⁴⁸ (Objective 2 and 4)

⁴⁸ Country Programme Submitted Separately to the GCF

Figure 1: Project Portfolio's Linkages with Antigua and Barbuda's INDC and NDC



3. LOGICAL FRAMEWORK

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
1. Capacity Building for Climate Finance Coordination					
1.1. Country NDAs or focal points and the network/systems that enable them to fulfil their roles, responsibilities and policy requirements are operational and effective	DOE has enhanced its capacity by improving its staff compliment (over 30 staff and consultants), and putting in place processes (e.g. processes for addressing AMA conditions) and documents (e.g. Methodology for assessing the relationship between public expenditure and	The NDA's effectiveness is improved by minimum of 10 core NDA staff trained per year over three years to improve their capacity for monitoring and evaluation project and programme performance, sustainable procurement, tracking climate finance, accounting, and oversight of the project pipeline at a national level	1.1.1. Strengthened NDA institutional capacity and support for appropriate oversight of GCF activities (i.e., project portfolio) at a national level ⁵¹	<p>Activity 1.1.1a: Undertake Technical Assistance to strengthen NDA's institutional capacity to enable it to fulfil its role for project and programme tracking; sustainable procurement, climate finance capacity building; monitoring and evaluation; and participation in oversight committees such as audit, risk, and investments for 10 core NDA staff</p> <p>Activity 1.1.1b: Conduct pre-training evaluation activities related to activity 1.1.1c</p> <p>Activity 1.1.1c: Conduct training to support institutional strengthening of NDA</p>	<p>Deliverable 1.1.1.a: Kick-off meeting (<i>delivered by month 1</i>); Update reports on TA activities delivered (<i>delivered by months 6, 12, 18, 24, and 30</i>); Final report on TA activities delivered (<i>delivered by month 36</i>)</p> <p>Deliverable 1.1.1b: Finalized report on pre-training evaluation activities (<i>delivered by months 6, 12, 18, 24, and 30</i>)</p> <p>Deliverable 1.1.1c: Nine (9) training sessions/seminars (<i>delivered by months 4, 8, 12, 16, 20, 24, 28, 32, and 36</i>); Finalized Training Assessment Reports, including peer-to-peer exchanges and gender-disaggregated data (<i>delivered by months 4, 8, 12, 16, 20, 24, 28, 32, and 34</i>); Training and capacity building</p>

⁴⁹ Please briefly elaborate on current baselines on which the proposed activities can be built on, processes that are in place that the current Readiness proposal can strengthen, or any gaps that the proposed activities would fill in. If more space is needed, please elaborate this in Section 4.

⁵⁰ Please include tangible and specific deliverables for each activity proposed, please note that during implementation all deliverables should be included within the implementation reports for GCF consideration.

⁵¹ From Decision B.04/05 (e) to (i) recommend to the Board funding proposals in the context of national climate change strategies and plans, including through consultation processes; (ii) facilitate the communication of nominations of entities to the Fund; (iii) seek to ensure consistency of funding proposals from national, subnational, regional and international intermediaries and implementing entities with national plans and strategies; (iv) implement the no-objection procedure; and (v) act as the focal point for Fund communication

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
	<p>climate finance aligned with national legislation and ESSS and gender standards) to support its role as AE, however, there is still a need for continued capacity building to track financial impacts and benefits of proposals to improve the NDAs ability to more fully fulfil its role.</p>			<p>Activity 1.1.1d: Conduct post-training evaluation activities related to activity 1.1.1c</p>	<p>plan; Ten (10) core NDA staff trained; Proposed updates to the NDA's technical manuals based on 1.1.1.c and 1.1.1.b (<i>delivered by months 13, 25, 34</i>)</p> <p>Deliverable 1.1.1d: Finalized report on post-training evaluation activities (<i>delivered by months 14, 26, 36</i>)</p>
	<p>Initial work on documenting procedures to rMRV climate financial flows within the public and private sectors conducted under Readiness 4 and with support from the UNFCCC's NBF Project. However, there is still need for continued capacity building to track financial impacts and</p>	<p>Government of Antigua and Barbuda's capacity to track Climate Finance improved through (1) updated and operationalized MRV system to assess climate finance flows in the Government budget and impacts of taxes and subsidies in the Government's budget process (that could be a barrier for transition, in line with</p>	<p>1.1.2. NDA's procedures and processes further enhanced for coordination and management of climate finance flows in the government budget process</p>	<p>Activity 1.1.2.a: Undertake Technical Assistance to support assessment of climate finance flows in the Government budget</p> <p>Activity 1.1.2.b: Undertake Technical Assistance to support assessment of gender disaggregated financial impacts of climate change and policy options for the NDA to guide project proposal development</p> <p>Activity 1.1.2.c(i): Undertake Technical Assistance to support assessment of harmful taxes and subsidies in the Government budget process that hinder achievement of the Paris Agreement goals</p>	<p>Deliverable 1.1.2.a(i): One report on the methodology and definitions of climate finance to support the tracking of climate finance spending in the public sector (<i>delivered by month 10</i>)</p> <p>Deliverable 1.1.2.a(ii): Updated Chart of Accounts (<i>month 22</i>)</p> <p>Deliverable 1.1.2.a(iii): One report of technical assistance and lessons learnt (<i>delivered by month 36</i>)</p> <p>Deliverable 1.1.2.b: Finalized assessment report on gender disaggregated financial impacts of climate change; and monitoring framework for tracking gender in the national budget (<i>delivered by months 10, 22, and 34</i>)</p>

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
	benefits of proposals.	<p>Article 2(1)(c) of the Paris Agreement)</p> <p>Evidence collected from two (2) Strategic Impact Assessments mainstreamed into project planning, adaptation solution design, implementation, and decision-making</p> <p>Change in the level of compliance with GCF and national policies (no objection procedures, M&E of funded activities, Sustainable procurement) through the assessment of potential impacts on stakeholders with vested interests in project</p>		<p>Activity 1.1.2.c(ii): Develop Tax Strategy based on the findings of the assessment deliverable 1.1.2b(i)</p> <p>Activity 1.1.2.c(iii): Conduct two (2) Strategic Impact Assessments of the DOE ATG's GCF Country Programme and project portfolio</p>	<p>Deliverable 1.1.2.c(i): Finalized Assessment Report of taxes and subsidies harmful to transition to a low carbon and resilient economy (<i>delivered by month 12</i>)</p> <p>Deliverable 1.1.2.c(ii) Finalized Tax Strategy based on the findings of the assessment deliverable 1.1.2b(i) (<i>delivered by month 24</i>)</p> <p>Deliverable 1.1.2.c(iii): Two (2) finalized Strategic Impact Assessments of the DOE ATG's GCF Country Programme and project portfolio (<i>delivered by month 34</i>)</p>
1.2. Direct access applicants and accredited entities (DAEs) have established capacity to meet	The DOE ATG currently meets the capacity requirements for its current accreditation status	DOE ATG improves its capacity to track and monitor climate finance flows	1.2.1. Technical and institutional capacity of DOE ATG and executing entities strengthened to effectively develop and implement GCF-funded activities at a national level	Activity 1.2.1.a. Undertake Technical Assistance to develop pre-training evaluation activity and design training plans for DOE ATG and two (2) executing entities (the Ministry of Finance and the Ministry of Works) to	Deliverable 1.2.1.a: Finalized design of pre-training evaluation activity, training plans and capacity scorecards to support DOE ATG and two (2) executing entities (the Ministry of Finance and the Ministry of Works) (<i>delivered by month 4</i>)

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
and maintain the GCF's accreditation standards; and accredited DAEs have the capacity to develop a pipeline of projects and effectively implement GCF-funded activities	for loans (size: micro); and for project management and grant award and/or funding award mechanism (size: small) and ESS Risk Category B. But the DOE ATG needs to develop additional staff and institutional capacity to successfully secure an upgrade in its accreditation status for equity (size: micro), loans (size: small) and ESS Risk Category A.	<p>DOE ATG upgrades its capacity to develop projects for Equity (Size: Micro), Loans (Size: Small) and ESS Risk Category A</p> <p>50 persons trained in the new accreditation standards in the public sector</p> <p>100 persons trained in the private sector</p> <p>50% of the persons trained in the private sector are women</p> <p>25% of persons trained in the private sector are youth</p> <p>5 manuals updated with new technical and operational procedures</p>		<p>develop and implement GCF-funded activities at a national level</p> <p>Activity 1.2.1.b: Conduct one (1) pre-training evaluation activity to support activities 1.2.1.c and 1.2.1.d, including capacity scorecards measuring enhancement of institutional capacity</p> <p>Activity 1.2.1.c: Conduct training of at least 50 persons in two (2) executing entities (the Ministry of Finance and the Ministry of Works) and DOE ATG of at least 20 persons</p> <p>Activity 1.2.1.d: Conduct one (1) post-training evaluation activity to support activities 1.2.1.a. and 1.2.1.d.</p> <p>Activity 1.2.1.e: Update five (5) technical and operational manuals to reflect new accreditation upgrades</p>	<p>Deliverable 1.2.1.b: Finalized report on pre-training evaluation to support activities 1.2.1.a and 1.2.1.d, including capacity scorecards measuring enhancement of institutional capacity (<i>delivered by month 4, 8, and 12</i>)</p> <p>Deliverable 1.2.1.c: Enhanced capacities of at least 20 persons at DOE ATG and at least 50 persons in two (2) executing entities through 3 training sessions (<i>delivered by month 4, 8, and 12</i>); Finalised reports on training conducted with gender-disaggregated data produced by personnel delivering technical assistance (<i>delivered by month 13</i>)</p> <p>Deliverable 1.2.1.d: Finalized report on post-training evaluation to support activities 1.2.1.a and 1.2.1.d including capacity scorecards measuring enhancement of institutional capacity (<i>delivered by month 13</i>)</p> <p>Deliverable 1.2.1.e: Five (5) finalized technical and operational manuals consistent with new accreditation upgrades (<i>delivered by month 34</i>)</p>
			1.2.2. Operationalization of DOE ATG's draft MRV system developed under the UNFCCC NBF Project and GCF Readiness 4	<p>Activity 1.2.2: Undertake Technical Assistance to support DOE ATG's baseline data collection for developing new projects, tracking of climate finance flows and input for MOF's enhanced MRV System in collaboration with TA under Activity 1.1.1.</p>	<p>Deliverable 1.2.2: Finalized reports on DOE ATG's baseline data collection produced by personnel delivering technical assistance which should include MRV Framework for climate finance in DOE ATG (<i>delivered by months 6, 12, 18, 24, and 30</i>)</p>

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
	<p>DOE ATG is the DAE for Antigua and Barbuda with accreditation only for project management, grant award (Size: Small), loans (Size: Micro) and ESS Risk Category B. It meets the capacity requirements for its current accreditation status but needs to develop additional staff and institutional capacity to successfully secure an upgrade in its accreditation status. DOE ATG is participating in a pilot initiative to gain EDA⁵² status.</p>	<p>DOE ATG continues to meet all GCF requirements for its current accreditation</p> <p>DOE ATG assessed and meet the accreditation upgrade requirements for:</p> <ul style="list-style-type: none"> - Loan (Size: Small) - Equity (Size: Micro) - Guarantee (Size: Micro) - ESS Risk Category A <p>DOE is considered an EDA entity</p> <p>One exchange visit to facilitate knowledge transfer and sharing of lessons learned</p>	<p>1.2.3. Re-accreditation preparatory activities implemented for the DOE ATG, including an institutional capacity assessment</p>	<p>Activity 1.2.3.a: Conduct an institutional capacity assessment</p> <p>Activity 1.2.3.b: Administer pre-training questionnaire for DOE ATG staff to identify gaps to be addressed for meeting re-accreditation standards</p> <p>Activity 1.2.3.c: Develop training plan and training materials for DOE ATG staff to meet re-accreditation standards and close accreditation gaps</p> <p>Activity 1.2.3.d(i): Deliver three (3) training to 30 DOE ATG staff to meet re-accreditation standards and close accreditation gaps</p> <p>Activity 1.2.3.d(ii): Produce training and capacity building report on the three (3) trainings conducted for 30 DOE ATG staff</p> <p>Activity 1.2.3.e: Update policies and procedures to address gaps in technical manuals</p> <p>Activity 1.2.3.f: Complete EDA application for submission to GCF Board</p>	<p>Deliverable 1.2.3.a: Finalized Institutional Assessment Report for re-accreditation and potential accreditation upgrades (<i>delivered by month 4</i>)</p> <p>Deliverable 1.2.3.b: Finalized report of pre-training questionnaire for DOE ATG staff with gender-disaggregated data (<i>delivered by month 5</i>)</p> <p>Deliverable 1.2.3.c: Finalized plan and training materials to support activity 1.2.3.d (<i>delivered by month 5</i>)</p> <p>Deliverable 1.2.3.d(i): Three (3) completed trainings of 30 DOE Staff (<i>delivered by month 6, 11, and 24</i>)</p> <p>Deliverable 1.2.3.d(ii): Finalised training and capacity building report covering the three (3) trainings conducted for 30 DOE ATG staff with gender-disaggregated data (<i>delivered by month 6, 11, and 24</i>)</p> <p>Deliverable 1.2.3.e: Finalized updated operational procedures and technical manuals based on the assessment report from 1.2.3.a. (<i>delivered by month 9</i>)</p>

⁵² Update should be based on existing work conducted by UNFCCC NBF Project and GCF Readiness 4

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
				<p>Activity 1.2.3.g: Complete Re-accreditation for submission to GCF Board</p>	<p>Deliverable: 1.2.3.f: Finalized EDA Application prepared for submission to the GCF Board (<i>delivered by month 11</i>)</p> <p>Deliverable: 1.2.3g: Finalized Reaccreditation Application prepared for submission to the GCF Board (<i>delivered by month 12 [i.e., July 2022]</i>)</p>
			<p>1.2.4. Accreditation upgrade preparatory activities conducted for the DOE ATG</p>	<p>Activity 1.2.4.a: Engage in exchange visits with regional entities (“ECLAC” and “CDB”) and/or international entities (European Investment Bank [“EIB”]) to extract lessons learned to and facilitate technical support on the use of financing instruments (loans, equity, guarantee) and to build capacity for monitoring environmental and social risks.</p> <p>Activity 1.2.4.b: Implement accreditation upgrade assessments on the DOE ATG with focus placed on upgrading for lending and blending and the environmental and social risk category</p> <p>Activity 1.2.4.c: Develop an accreditation upgrade action plan for lending and blending and the environmental and social risk category</p> <p>Activity:1.2.4.d: Implement capacity building activities from action plan and recommendations for lending and</p>	<p>Deliverable 1.2.4.a: Exchange visit report documenting lessons learned (<i>delivered by month 8</i>)</p> <p>Deliverable 1.2.4.b: Finalized Accreditation assessment report of the new accreditation scope (<i>delivered by month 5</i>)</p> <p>Deliverable 1.2.4.c: Finalized Accreditation upgrade Action Plan and recommendations (<i>delivered by month 5</i>)</p> <p>Deliverable 1.2.4.d: Accreditation upgrade capacity building activities related to lending and blending and the environmental and social risk category; Final capacity building report (<i>delivered by month 6, 11, and 24</i>)</p>

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
				blending and the environmental and social risk category	
	The capacity for project development of the DOE ATG was advanced under previous Readiness support projects. There is still a need for continued technical capacity to progress DOE ATG's GCF Country Programme.	Enhanced capacity for project development at DOE ATG	1.2.5. Enhancement of DOE ATG's capacity for project development of CNs, coordination and management coaching capacity	Activity 1.2.5: Undertake technical assistance to coordinate project development management coaching services to ensure that inputs from various consultants are streamlined and adequately consolidated into the CNs for submission to the GCF	Deliverable 1.2.5: Finalised reports of technical assistance which includes finalized Concept Notes (<i>delivered by month 35</i>)
1.3 Relevant country stakeholders (which may include executing entities, civil society organizations and private sector) have established adequate capacity, systems and networks to support the planning, programming and	Although, DOE ATG currently engages a minimum of 20 environmental NGOs in the project development process, however, they face resource and capacity constraints that serve as a barrier to their participation in the no-objection, project	Private sector and NGO groups will be capacitated so as to achieve compliance with the relevant GCF and national policies to engage in the climate finance programming process. The specific targets include: Two (2) NGOs and five (5) private sector interest groups are compliant with the	1.3.1. Climate rationale, GCF established policies and procedures for environmental and social safeguards (ESS) and gender, sustainable procurement, and monitoring and evaluation mainstreamed into the operational culture of NGOs and private sector interest groups	Activity 1.3.1.a: Design Private Sector and NGO Gap Survey on Readiness capacity and based on desk review of key documents Activity 1.3.1b: Conduct one (1) stakeholder consultation for (5) private sector groups and (20) NGO stakeholders to raise awareness to identify capacity gaps or institutional constraints of key private sector actors, propose solutions to inform development of Action Plan Activity 1.3.1.c: Conduct gap analysis	Deliverable 1.3.1.a: Finalized survey design and desk review of key documents (<i>delivered by month 14</i>) Deliverable 1.3.1.b: One (1) stakeholder consultation for 5 private sector and for 20 NGO stakeholders (<i>delivered by month 15</i>); Finalized Consultation Report for private sector and NGO stakeholders (<i>delivered by month 15</i>) Deliverable 1.3.1.c: Gap analysis report (<i>delivered by month 16</i>) Deliverable 1.3.1.d: Action plan to guide legislative updates (<i>delivered by month 18</i>)

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
implementation of GCF-funded activities	development and evaluation process. NGOs and private sector interest groups have no experience with GCF policies and processes which limits their ability to engage in programming and implementation of GCF funded activities. The Government has ratified the Escazu Agreement 2018 that promotes access to environmental information and promotes participation in environmental decision-making.	<p>updated Friendly Societies and Companies Acts by year 3 in line with GCF policies and procedures</p> <p>Twenty (20) NGOs and five (5) private sector interest groups trained on GCF ESS and Gender Policy</p> <p>Twenty (20) NGOS and five (5) private sector interest groups trained on GCF policy and prohibited practices and on procurement</p> <p>Friendly Societies Act 1928 and Companies Act 1995 enhanced</p>		<p>Activity 1.3.1.d: Develop action plan to guide the legislative updates</p> <p>Activity 1.3.1.e: Undertake Technical Assistance to support NGOs and private sector interest groups to improve standing with their respective regulatory bodies and compliance with corporate (i.e., Company Registrar) and financial (i.e., Inland Revenue Department) requirements; implement peer-to-peer exchanges; and provide support in updating parent acts in line with the Paris Agreement regulations, guidance in filing returns and conducting audits, etc.</p> <p>Activity 1.3.1.f: Develop knowledge product/information material related to required legislative updates</p> <p>Activity 1.3.1.g: Update operating procedures, charters and by-laws Based on activity 1.3.1c.</p> <p>Activity 1.3.1.h: Conduct pre-training survey with NGOs and private sector interest groups on environmental and social safeguards, gender, and gender policy.</p> <p>Activity 1.3.1.i: Develop training material based on findings from Activity 1.3.1h to support activity 1.3.1j</p>	<p>Deliverable 1.3.1.e: Finalized assessment of operating procedures, charters and by-laws for 20 NGOs and 5 private sector groups for compliance (<i>delivered by month 24 and 34</i>); Implemented peer-to-peer exchanges; Update Report, including information on peer-to-peer exchanges (<i>delivered by month 24</i>); Finalized compliance review report, including lessons learned from TA (<i>delivered by month 34</i>)</p> <p>Deliverable 1.3.1.f: Finalised knowledge product/Information material to raise awareness on legislative updates (<i>delivered by month 24</i>)</p> <p>Deliverable 1.3.1.g: Finalized updated operating procedures, charters and by-laws (<i>delivered by month 26</i>)</p> <p>Deliverable 1.3.1.h. Administered pre-training survey to assess training and capacity needs of NGOs and private sector interest groups; (<i>delivered by month 26</i>)</p> <p>Deliverable 1.3.1.i: Finalized training material tailored to findings of Activity 1.3.1f (<i>delivered by month 28</i>)</p> <p>Deliverable 1.3.1.j(i): Completed training of 25 local NGO and private sector stakeholders (<i>delivered by month 28</i>)</p> <p>Deliverable 1.3.1.j(ii): Finalized training report of one (1) week training sessions for 25 local NGOs and private sector interest groups</p>

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
				<p>Activity 1.3.1.j(i): Conduct a one (1) week capacity building training with 25 local NGOs and private sector interest groups stakeholders on GCF policy on prohibited practices, and good procurement practices</p> <p>Activity 1.3.1.j(ii): Produce training report for 25 local NGOs and private sector interest groups stakeholders</p> <p>Activity 1.3.1k: Conduct post training survey based on activity 1.3.1j</p> <p>Activity 1.3.1.l: Develop draft revisions for the <i>Friendly Societies Act 1928</i> and <i>Companies Act 1995</i> to incorporate Environmental, Social and Corporate Governance ('ESG') considerations/requirements for NGOs and private sector interest groups and for consideration of the Cabinet</p>	<p>stakeholders (including gender-disaggregated data) (<i>delivered by month 28</i>)</p> <p>Deliverable 1.3.1k: Post-training survey; Training workshop report (including gender-disaggregated data) (<i>delivered by month 30</i>)</p> <p>Deliverable 1.3.1. l: Finalized proposed revised sections for the <i>Friendly Societies Act 1928</i> and <i>Companies Act</i> (<i>delivered by month 32</i>)</p>
		<p>Two (2) NGOs and five (5) private sector interest groups participate in project development per year with financial support from the project</p> <p>Additional capacity assessment of at least 3 more stakeholders that can</p>	<p>1.3.2. Partnerships established with relevant national and regional institutional stakeholders to support GCF Country Programme implementation</p>	<p>Activity 1.3.2.a.(i): Undertake Technical Assistance to support NGOs and private sector interest groups in project proposal development to facilitate access to potential grants</p> <p>Activity 1.3.2.a.(ii): Administer Capacity Needs Assessment Questionnaire to two (2) NGOs and five (5) sector stakeholders/entities</p>	<p>Deliverable 1.3.2.a(i): Finalized Inception Report including workplan (<i>delivered by month 13</i>)</p> <p>Deliverable 1.3.2.a (ii) Finalized pre-training Capacity Needs Assessment questionnaire; Summary Report on findings (<i>delivered by month 14</i>)</p> <p>Deliverable 1.3.2.a (iii): Completed assessment report detailing barriers to NGOs and private sector interest groups participation</p>

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
		<p>co-execute projects (see <i>EDA format</i>).</p> <p>Consultation strategy developed to the standards of the Escazu Agreement 2018</p>		<p>Activity 1.3.2.a.(iii): Document barriers faced by NGOs and private sector stakeholders</p> <p>Activity 1.3.2.a.(iv): Establish MOUs with NGOs and private sector interest groups for project pipeline development</p> <p>Activity 1.3.2.a.(v): Conduct training of NGOs and private sector interest groups (based on deliverable 1.3.2.a [ii])</p> <p>Activity 1.3.2.a.(vi): Administer post training questionnaire to assess knowledge and ability of trainees</p> <p>Activity 1.3.2.b: Develop stakeholder map for proposed project pipeline, risk tables and budgets</p> <p>Activity 1.3.2.c (i): Conduct pre-workshop survey with relevant stakeholders particularly local financial institutions</p> <p>Activity 1.3.2.c(ii): Develop preparatory materials/studies to support relationship building with relevant stakeholders particularly local financial institutions based on activity 1.3.2.c(i) and associated deliverable</p> <p>Activity 1.3.2.c(iii): Conduct two (2) relationship building and capacity building workshops per quarter with 25</p>	<p>in proposal development and access to funding (<i>delivered by month 18</i>)</p> <p>Deliverable 1.3.2.a (iv): MOUs to establish terms of participation (<i>delivered by month 29</i>)</p> <p>Deliverable 1.3.2.a.(v): Finalized training report (<i>delivered by month 29</i>)</p> <p>Deliverable 1.3.2.a (vi): Post-training questionnaire to assess knowledge and abilities; Summary Report on findings (<i>delivered by month 36</i>)</p> <p>Deliverable 1.3.2.b: Finalized stakeholder map of projects, risk tables, budget, etc. completed, and corresponding recommendations report (<i>delivered by month 2</i>)</p> <p>Deliverable 1.3.2.c (i): Pre-workshop survey (<i>delivered by month 3</i>)</p> <p>Activity 1.3.2.c (ii): finalized training needs report (<i>delivered by month 3</i>)</p> <p>Activity 1.3.2.c (iii): Stakeholder engagement workshops and workshop reports, including gender-disaggregated data (<i>delivered by months 2, and 4</i>)</p> <p>Activity 1.3.2.c (iv): Post-workshop survey (<i>delivered by month 5</i>)</p>

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
				<p>relevant stakeholders, particularly local financial institutions</p> <p>Activity 1.3.2.c(iv): Conduct post-workshop survey with relevant stakeholders particularly local financial institutions</p> <p>Activity 1.3.2.c(v): Develop feasibility assessment and business cases for participating stakeholders</p> <p>Activity 1.3.2.d: Develop a Consultation Strategy for the proposed project pipeline in line with Escazu Agreement on Access to Information, Public Participation and Justice in Environmental Matters</p>	<p>Activity 1.3.2.c (v): Finalized feasibility assessments, and business cases (<i>delivered by month 7</i>)</p> <p>Deliverable 1.3.2.d. Finalized consultation Strategy and updated No Objection Procedure (<i>delivered by month 12</i>)</p>
2. Strategic Frameworks for Low Emission Investment					
<p>2.2 GCF recipient countries have developed or enhanced strategic frameworks to address policy gaps, improve sectoral expertise, and enhance enabling environments for GCF programming in</p>	<p>The energy policy and institutional framework is in place, but is insufficient to advance RE transition.</p>	<p>Policy and legislative barriers identified for change to support RE adoption</p> <p>Market and technological barriers identified to facilitate low-carbon investments by businesses and households</p>	<p>2.2.1. <i>Renewable Energy</i> - Policy and Institutional Framework strengthened and updated for enabling RE transition in the energy sector using a sector coupling approach for all relevant sectors</p>	<p>Activity 2.2.1.a: Conduct institutional review of existing policies and legislation to identify gaps and needs in the regulatory framework for achieving renewable energy targets for the 2021 NDCs</p> <p>Activity 2.2.1.b.: Conduct a market and technological barrier assessment for renewable energy independent power producers and household photovoltaic systems in Antigua and Barbuda (including an assessment on repurposing, decommissioning, and</p>	<p>Deliverable 2.2.1.a: Finalized institutional assessment report of policies and legislation (<i>delivered by month 6</i>)</p> <p>Deliverable 2.2.1.b: Finalized and validated market and technological barrier assessment (<i>delivered by month 9</i>)</p> <p>Deliverable 2.2.1.c: Capacity needs assessed for 12 members of the electric sector workforce (<i>delivered by month 6</i>); Capacity assessment report, including gender-disaggregated data and Training and Capacity Building Plan (<i>delivered by month 6</i>)</p>

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
low-emission investment		<p>Capacity development responses developed for workers in the electricity sector based on identification of training needs</p> <p>Climate action integrated into draft policy and/or white paper to facilitate renewable energy transition</p> <p>At least four sector representatives trained per year to support energy transition plans</p>		<p>disposing stranded assets from any technological transitions)</p> <p>Activity 2.2.1.c: Conduct a capacity assessment of the electricity sector workforce, including back-up energy sector in Antigua and Barbuda</p> <p>Activity 2.2.1d: Develop and validate draft policy and/or legislation and white paper necessary for renewable energy transition for consideration for inclusion in the Paris Agreement Regulations</p> <p>Activity 2.2.1.e(i): Conduct pre-training assessment for energy sector regulators to facilitate the development of training material</p> <p>Activity 2.2.1.e (ii): Develop training material to support training for energy sector regulators based on activity 2.2.1.e (i)</p> <p>Activity 2.2.1.e (iii): Conduct (3) training sessions for (12) energy sector regulators to support regulating RE</p> <p>Activity 2.2.1e.(iv): Administer post training questionnaire</p>	<p>Deliverable 2.2.1.d: Finalized and validated policy and/or legislation and white paper for renewable energy transition (<i>delivered by month 6</i>)</p> <p>Deliverable 2.2.1.e(i): Finalized Summary Report of pre-training assessment (<i>delivered by month 6</i>)</p> <p>Deliverable 2.2.1.e(ii): Finalized training materials (<i>delivered by month 6</i>)</p> <p>Deliverable 2.2.1.e(iii): 12 employees of energy sector regulators trained to support regulating RE, (<i>delivered by month 8</i>); Finalized report on three (3) training workshops conducted including gender-disaggregated data (<i>delivered by month 8</i>);</p> <p>Deliverable 2.2.1.e(iv): Post-training survey report (<i>delivered by month 10</i>)</p>
	Preliminary discussions have since been held with one creditor on	Legislation to enshrine commitment of restructured debt servicing to SIRF	2.2.2. <i>Debt-for-Climate Swap</i> advanced with institutional development of relevant GOAB	Activity 2.2.2.a: Conduct institutional review of existing policies and legislation to prepare for the debt-for climate swap	Deliverable 2.2.2.a.: Inception report and workplan (<i>delivered by month 1</i>); One (1) finalized Institutional Review Report (<i>delivered by month 6</i>)

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
	<p>climate swap. A&B has a dedicated national financial mechanism (SIRF Fund) with a track record of climate-based adaptation and mitigation projects. However, restructured debt servicing to the SIRF Fund is not committed in legislation. There is insufficient internal capacity for advancing debt-for-adaptation swap and no legal framework for debt swaps is in place. Current Executing Entities implementing activities supported by the GCF (the MOF, service providers and the SIRF Fund) have been identified as partners and</p>	<p>Fund submitted to Parliament</p> <p>Relevant GOAB and financial institutions, including SIRF Fund capacitated to lead debt-for-adaptation swap, supported by recommendations/gui delines/policy briefs Suite of adaptation interventions developed based on lessons learned from SIRF Fund and other projects</p> <p>Draft Contractual framework developed to enable the debt to climate swap with GCF, SIRF Fund, and Paris Club Creditors</p> <p>Draft policy and legislation in place to facilitate debt-for-climate swap</p>	<p>and financial institutions, including the SIRF Fund</p>	<p>Activity 2.2.2.b(i): Develop recommendations and guidelines related to the debt-for climate swap</p> <p>Activity 2.2.2.b(ii): Develop two (2) policy briefs to support debt-for-climate swap</p> <p>Activity 2.2.2.c: Develop suite of potential adaptation interventions for programming through the SIRF Fund as the 'swap' element for the debt-for-climate swap</p> <p>Activity 2.2.2.d: Develop contractual agreements for the Debt-For-Climate Swap to be entered into between GCF, SIRF Fund, and Paris Club Creditors</p> <p>Activity 2.2.2.e (i): Develop and validate draft policy and legislation for Debt-for-Climate Swap⁵³ to codify commitment of restructured debt servicing to SIRF Fund</p>	<p>Deliverable 2.2.2.b(i): One (1) Recommendations and Guidelines Report (<i>delivered by month 7</i>)</p> <p>Deliverable 2.2.2.b(ii): Two (2) policy briefs (<i>delivered by month 7</i>)</p> <p>Deliverable 2.2.2.c: Finalized suite of debt-to-climate swap adaptation interventions for the SIRF Fund (<i>delivered by month 6</i>)</p> <p>Deliverable 2.2.2.d: Finalized Contractual agreements for the Debt-For-Climate Swap to be entered into between GCF, SIRF Fund, and Paris Club Creditors (<i>delivered by month 24</i>)</p> <p>Deliverable 2.2.2.e(i): Finalized Draft Bill developed and submitted to both Houses of Parliament for discussion (<i>delivered by month 36</i>)</p> <p>Deliverable 2.2.2.e(ii): Twenty (20) stakeholders engaged on draft policy and legislation for Debt-for-climate swap (<i>delivered by months 31, and 34</i>)</p> <p>Deliverable 2.2.2.e(iii): Reports of stakeholder engagements (<i>delivered by months 31, and 34</i>)</p>

⁵³By the Constitution (1981, s53.2.a.iv and s96), matters relating to Debt must be raised as a Money Bill in the House of Parliament by the Minister authorised to do so. By the Finance Administration Act (2006, Part VIII.s53) further describes the role of the Minister and the oversight and approval to be sought from the House of Parliament for matters pertaining to changing the form of debt.

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
	evaluated. ECLAC, OECS Commission, GGGI, Cefas, CARICOM Development Fund, local financial institutions, and the Paris Club identified as partners for the debt swap but have not yet been evaluated.	Eight people from the DOE ATG, SIRF Fund, NDA and Ministry of Foreign Affairs trained in debt-for-climate swap		<p>Activity 2.2.2.e (ii): Conduct stakeholder engagements to inform draft policy and legislation⁵⁴</p> <p>Activity 2.2.2.f(i): Conduct pre-training survey on debt-for climate</p> <p>Activity 2.2.2.f(ii): Develop training plan and material tailored to finding of Activity 2.2.2f (i)</p> <p>Activity 2.2.2.f(iii): Deliver training for the development of debt-for-climate swap framework to 20 individuals from DOE ATG, its SIRF Fund, NDA and Ministry of Foreign Affairs</p> <p>Activity 2.2.2.f(iv): Conduct planning exercises with DOE ATG, its SIRF Fund, NDA and Ministry of Foreign Affairs</p> <p>Activity 2.2.2.f(v): Conduct post training survey</p> <p>Activity 2.2.2.g(i): Undertake consultations with key stakeholders for the debt-for-climate swap, including negotiation with Paris Club creditors</p>	<p>Deliverable 2.2.2.f(i): Pre-training survey administered (<i>delivered by month 2</i>); Survey Summary Report with gender-disaggregated data (<i>delivered by month 2</i>)</p> <p>Deliverable 2.2.2.f(ii): Finalized Training and Capacity Building Plan and training materials (<i>delivered by month 2</i>)</p> <p>Deliverable 2.2.2.f(iii): Two training workshops completed (<i>delivered by month 3 and 5</i>); Eight (8) individuals from DOE ATG, SIRF Fund, NDA and Ministry of Foreign Affairs trained in debt-for-climate swap; and Two training report(s) including gender-disaggregated data (<i>delivered by month 3 and 5</i>)</p> <p>Deliverable 2.2.2.f(iv): Debt-for-climate swap framework (<i>delivered by month 9</i>)</p> <p>Deliverable 2.2.2.f(v): Administered Post-training survey; Report of post-training survey (<i>delivered by month 10</i>)</p> <p>Deliverable 2.2.2.g(i): Concluded consultations with key stakeholders, including negotiations with Paris Club Creditors (<i>delivered by month 14, 21, 27</i>)</p>

⁵⁴ By the Constitution (1981, s53.2.a.iv and s96), matters relating to debt must be raised as a Money Bill in the House of Parliament by the Minister authorised to do so. By the Finance Administration Act (2006, Part VIII.s53) further describes the role of the Minister and the oversight and approval to be sought from the House of Parliament for matters pertaining to changing the form of debt.

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
				Activity 2.2.2.g(ii): Produce engagement forum reports on debt-for-climate swap	Deliverable 2.2.2.g(ii): Engagement forum reports on debt-for-climate swap with gender-disaggregated data included (<i>delivered by months 14, 21, and 27</i>)
	While noting the work on the NDC update process, detailed technical assessments to advance the transition to electric vehicles are needed. Mitigation actions have been identified in the revised NDC along with a draft RE Roadmap in electricity and transportation. Currently, no institutional and regulatory framework in place for the replacement of ICE vehicles with EVs.	<p>Identified gaps in policies and legislation</p> <p>Necessary assessments produced identifying market and technological barriers for the advancement of project planning for an EV transition in line with the country's NDC targets</p> <p>Identified training needs for workers in the road transportation sector</p> <p>Draft policy and/or legislation for electric vehicle transition developed and validated</p>	2.2.3. <i>Electric Vehicles</i> - Policy/legislation developed and validated to enable EV transition	<p>Activity 2.2.3.a(i): Conduct institutional review of existing policies and legislation to identify gaps and needs in the regulatory framework for achieving EV targets for the 2021 NDCs</p> <p>Activity 2.2.3.a(ii): Produce Gap analysis report on existing policies and legislation</p> <p>Activity 2.2.3.b(i): Conduct a market and technological barrier assessment for electric vehicles in Antigua and Barbuda</p> <p>Activity 2.2.3.b(ii): Prepare assessment on repurposing, decommissioning, and disposing stranded assets from any technological transitions</p> <p>Activity 2.2.3.c: Conduct a capacity assessment of the road transportation sector in Antigua and Barbuda</p> <p>Activity 2.2.3.d: Develop and validate draft policy and/or legislation necessary for electric vehicle transition</p>	<p>Deliverable 2.2.3.a(i): Completed gap analysis (<i>delivered by month 6</i>)</p> <p>Deliverable 2.2.3.a(ii): Finalized Gap Analysis Report on existing policies and legislation (<i>delivered by month 6</i>)</p> <p>Deliverable 2.2.3.b(i): Completed market and Technology Barrier Assessment; and finalized Market and Technological Barrier Assessment Report (<i>delivered by month 9</i>)</p> <p>Deliverable 2.2.3.b(ii): Completed assessment on repurposing, decommissioning, and disposing stranded assets from any technological transitions; and finalized report on stranded assets (<i>delivered by month 10</i>)</p> <p>Deliverable 2.2.3.c(i): Completed Capacity Needs Assessment (<i>delivered by month 6</i>)</p> <p>Deliverable 2.2.3.c(ii): Capacity assessment report of the workforce in the road transportation sector including gender-disaggregated data (<i>delivered by month 6</i>)</p> <p>Deliverable 2.2.3.d: Finalized and validated draft regulations for the relevant sectors to allow for sector (<i>delivered by month 12</i>)</p>

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
	All baselines related to this output are available in the recently published NDC	Identified changes in policies and legislation to enable sector coupling	2.2.4. Sector Coupling - Policy and institutional framework developed to enable sector coupling approach for relevant sectors	Activity 2.2.4: Develop and validate draft policy and legislation for relevant sectors to allow for sector coupling (i.e., electricity and transportation and electricity and agriculture sectors)	Deliverable 2.2.4: Finalized and validated draft policy and legislation for electricity, transportation and agriculture sectors (<i>delivered by month 12</i>)

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
	A&B has a limited availability of human and technical resources necessary to support transitions in the energy, agriculture, and fisheries sectors. A baseline report on training gaps has been drafted but not completed.	Just Transition Framework expanded to include sectors to be affected by the INDC and NDC 2021	2.2.5. <i>Just Transition</i> - Pathway for the just transition of the workforce established	<p>Activity 2.2.5(i): Conduct extensive engagement with workers and other stakeholders across sectors to be affected by the INDC and NDC 2021</p> <p>Activity 2.2.5(ii): Develop Stakeholder Engagement Report on consultations with workers and other sectoral stakeholders</p> <p>Activity 2.2.5(iii): Develop a Just Transition Roadmap and Action Plan covering additional sectors affected by the INDC and NDC 2021</p>	<p>Deliverable 2.2.5(i): Completed engagement activities (<i>delivered by month 27</i>)</p> <p>Deliverable 2.2.5(ii): Finalized Report on Stakeholder Engagement with workers and other sectoral stakeholders, including gender disaggregated data (<i>delivered by month 31</i>)</p> <p>Deliverable 2.2.5(iii): Finalized Just Transition Roadmap Report with action plan (<i>delivered by month 36</i>)</p>

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
	Insufficient technical assessments conducted to advance an EV market, labour structure, the back-up energy sectors.	Climate technology solutions identified and prioritized for climate actions Necessary assessments produced to advance project planning for mitigation and sector coupling related to the energy transition in line with the country's NDC targets	2.2.6. <i>Climate Technology Identification and Prioritisation</i> - Climate technology identified and prioritised for low emission investment	Activity 2.2.6.a: Identification and prioritization of appropriate climate technology solutions (including corresponding approaches for decommissioning the old technology) for climate actions particularly related to renewable energy, e-mobility, and electricity grid Activity 2.2.6.b: Assessing the suitability of selected technologies (including corresponding approaches for decommissioning the old technology as well as site feasibility) for climate actions particularly related to renewable energy, e-mobility, and electricity grid	Deliverable 2.2.6.a: Prioritized climate technology solutions and approach for decommissioning old technology (<i>delivered by month 24</i>) Deliverable 2.2.6.b: Pre-feasibility study of selected technologies for climate actions (<i>delivered by month 24</i>)
2.4 Strategies for transforming and attracting private sector investment for low emissions and resilience developed and being used	Preliminary financial assessments conducted on advancing uptake in RE technologies under NDC CAEP initiative. Limited public knowledge of existing incentives to access RE.	Increased affordability and accessibility of rooftop photovoltaic to promote uptake by the private sector Financial incentives lead to an increase in EV adoption rates Growth in the number of innovative start-ups by year 3	2.4.1. Innovative approaches introduced to stimulate private sector investment and uptake in climate technologies for low emissions, climate resilient development in support of NDC implementation	Activity 2.4.1.a(i): Conduct an assessment of potential financial incentives for uptake of rooftop photovoltaic in Antigua and Barbuda, including the impact on tax revenues Activity 2.4.1.a(ii): Prepare Assessment Report of different financial incentives for uptake of rooftop, including framework and assessment tool for assessing financial incentives for rooftop PV Activity 2.4.1.b(i): Conduct an assessment of potential financial incentives for uptake of electric vehicles	Deliverable 2.4.1.a(i): Completed Assessment of potential financial incentives for uptake of rooftop photovoltaic (<i>delivered by month 9</i>) Deliverable 2.4.1.a(ii): Assessment Report of different financial incentives for uptake of rooftop PV; framework and assessment tool for assessing financial incentives for rooftop PV (<i>delivered by month 9</i>) Deliverable 2.4.1.b(i): Completed assessment of potential financial incentives for uptake of EV (<i>delivered by month 9</i>) Deliverable 2.4.1.b(ii): Assessment report of different financial incentives for uptake of EV; framework and assessment tool for assessing

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
				<p>in Antigua and Barbuda, including the impact on tax revenues</p> <p>Activity 2.4.1.b(ii): Prepare Assessment Report for uptake of EV, including framework and assessment tool for assessing financial incentives for EV uptake</p> <p>Activity 2.4.1.c(i): Solicit expressions of interest from community-based groups and micro businesses in new business models and innovative financial mechanisms for piloting under the projects, including debt swaps, just transition of the workforce, and socially inclusive and accessible investments</p> <p>Activity 2.4.1.c(ii): Support 20 community-based groups and 20 micro businesses based on interest in activity 2.4.1.c (i) through coaching and technical assistance packages</p> <p>Activity 2.4.1.c(iii): Conduct training sessions with 5-10 businesses</p>	<p>financial incentives for EV (<i>delivered by month 9</i>)</p> <p>Deliverable 2.4.1.c(i): Expression of interest from community-based and micro businesses that would like to adopt a low carbon resilient model while embracing ESGs (<i>delivered by month 14</i>)</p> <p>Deliverable 2.4.1.c(ii): Administered technical package and completed business coaching service (<i>delivered by month 21</i>)</p> <p>Deliverable 2.4.1.c(iii): Completed training sessions with 5 – 10 businesses; Business plans; and proposed mechanism for financing (<i>delivered by month 21</i>)</p>
4. Paradigm Shifting Pipeline Development					

<p>4.2 An increase in the number of quality funding proposals developed and submitted from accredited Direct Access Entities</p>	<p>The DOE ATG has executed an Electric School Bus Pilot Project (EBUS) to gather information on the applicability of electric buses in Antigua in preparation for scale-up projects, and to reduce emissions in bus traffic. The DOE ATG too has developed the E-Mobility Project under GEF-7 Sustainable Low-Emission Island Mobility Project as the second phase of the E-Bus Project. This project targets the public transport sector (bus and taxi operators) to familiarize with EVs. The project is designed to introduce enabling frameworks to allow for scale up.</p>	<p>Establishing the enabling environment for EV transition</p>	<p>4.2.1. Policy gaps and market, technology, and regulatory barriers for EV transition identified</p>	<p>Activity 4.2.1: Assess specific aspects of the current GEF-7 Sustainable Low-Emission Island Mobility Project to inform the development of tools, methods and templates to scale up in the proposed GCF sector coupling transportation and electricity projects</p>	<p>Deliverable 4.2.1: Finalized Gap Assessment Report (<i>delivered by month 12</i>)</p>
	<p>DOE ATG has an established Monitoring and Evaluation</p>	<p>Project pipeline monitored and progress towards</p>	<p>4.2.2. Monitoring and Evaluation Framework enhanced to track the performance of the project pipeline</p>	<p>Activity 4.2.2: Develop performance metrics and associated indicators to assess and monitor the impacts of proposed project pipeline</p>	<p>Deliverable 4.2.2: Finalized performance metrics and associated indicators to assess and monitor the impacts of proposed project</p>

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
	Framework to track the performance of its donor funded projects.	meeting NDC targets tracked and reported			pipeline; and Monitoring Framework (delivered by month 36)
	<p>The state of the current GCF pipeline for ATG is 1 FP, 1 CN, 1 PPF request submitted:</p> <p>5 Idea Notes are under development in the thematic areas for just transition, E-Mobility, debt swap, and sector coupling projects and the national grid project (which is preparing for the transition to renewable energy). GCF Build Project already approved by GCF.</p>	Robust project pipeline developed by year three with innovative approaches and climate technologies to drive the transition to a low-emission and climate-resilient economy. This specifically involves: At least four/five CNs developed and submitted to GCF	4.2.3. CNs developed and submitted to GCF	Activity 4.2.3: Enhance five (5) CNs based on the corresponding baseline work under Outcome 2 and Outcome 4	Deliverable 4.2.3: Four/five high quality Concept Notes submitted to GCF (delivered by month 8, 16, 28, 34, and 36)
	Insufficient technical assessments conducted to advance large scale RE and associated projects installations in Antigua and	Necessary assessments produced to advance project planning for low emission investment in line with the country's NDC targets	4.2.4. Preliminary CN work - Preliminary studies, modelling efforts and environmental and social risk screening for low emission investment conducted to advance the development of interventions	Insufficient technical assessments conducted to advance large scale RE and associated projects installations in Antigua and Barbuda. Technical feasibility studies undertaken in Readiness 4 Project.	Deliverable 4.2.4: Necessary assessments produced to advance project planning for low emission investment in line with the country's NDC targets

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
	Barbuda. Technical feasibility studies undertaken in Readiness 4 Project.				
5. Knowledge Sharing and Learning					
5.1 Best practices with respect to institutional capacity building and coordination, direct access, and pipeline development are developed and disseminated to strengthen engagement by NDAs, DAEs, and delivery partners with the GCF	Based on a mandate from the OECS Council of Ministers of the Environmental Sustainability, the DOE ATG has been supporting other OECS countries to access climate finance (e.g., through implementation of EDA project FP61).	<p>Regional sharing of lessons with Dominica, Grenada, Saint Lucia, Saint Vincent and the Grenadines, and OECS Commission</p> <p>One knowledge product per year focused on the innovative approach for the debt swap</p> <p>One adaptation focused knowledge product per year in line with the NDC thematic area</p> <p>One mitigation focused knowledge product per year in line with the NDC thematic area</p>	5.1.1. Framework/process established for regional knowledge sharing of lessons from DOE ATG's pipeline of projects	<p>Activity 5.1.1.a: Undertake regional knowledge sharing on best practices on climate finance and portfolio development with OECS countries via the OECS Climate Change Committee and AOSIS membership based on activities: 1.1.1a, 1.1.2.a, b, c (i)-(iii); 1.2.1.a., c; 1.2.2</p> <p>Activity 5.1.1.b. Produce knowledge products (i.e., guidelines, lessons-learned, policy briefs etc.) to showcase the innovative approach of the debt swap for replication in St Vincent, St Lucia, OECS Sub-region and CARICOM region based on activities: 2.2.2.a, b(i-ii), c, d, e(i-ii), f; 2.4.1c; 2.4.1. d</p> <p>Activity 5.1.1. c. Produce knowledge products (i.e., guidelines, lessons-learned, policy briefs etc.) to showcase the just transition within RE, transport and adaptation projects based on activities: 2.2.3.a, b, c, d; 2.2.4; 2.2.5; 2.2.6.a.; 2.2.6.b.</p> <p>Activity 5.1.1.d. Produce knowledge products (guidelines, lessons-learned,</p>	<p>Deliverable 5.1.1.a(i): Completed regional knowledge sharing activity (<i>delivered by month 36</i>)</p> <p>Deliverable 5.1.1.a(ii): Meeting minutes and workshop reports with recommendations, including gender-disaggregated data (<i>delivered by months 10, 22,34, and 36</i>)</p> <p>Deliverable 5.1.1.b: Finalized knowledge products on the innovative approach of the debt swap (<i>delivered by months 9, 21, 33, and 36</i>)</p> <p>Deliverable 5.1.1.c: Finalized knowledge products on the transition to RE technologies within the transport sector and adaptation projects (<i>delivered by months 9, 21, and 33</i>)</p> <p>Deliverable 5.1.1.d. Knowledge products for the just transition of the workforce and social inclusion and accessible investment in the OECS region (<i>delivered by months 9, 21, and 3</i>)</p>

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
				policy briefs etc.) to showcase the just transition of the workforce and social inclusion and accessible investment based on corresponding activities: 1.3.2. a, b, c, d; 2.4.1.a, b, c; 2.2.5	
	Access to training and apprenticeship programmes in A&B is limited, as a result of obstacles including: i) the absence of entrepreneurial education at a primary or secondary education level; ii) limited financial resources and support services; and iii) a shortage of training programmes covering the full range of economic sectors. The DOE ATG sought to address this gap by offering experiential learning opportunities through its apprenticeship and internship	Employability enhanced of 10 individuals, primarily from the OECS sub-region and CARICOM region, through 3-month internships offered annually at the DOE ATG Pipeline of future employees expanded through five 6-month apprenticeships offered annually at the DOE ATG to individuals, primarily from the OECS sub-region and CARICOM region	5.1.2. Experiential learning opportunities provided at the DOE ATG	<p>Activity 5.1.2.a(i): Administer capacity and training needs questionnaire to ten (10) selected interns and five (5) apprentices</p> <p>Activity 5.1.2a(ii): Conduct internships and apprenticeships at the DOE ATG based on training needs identified in diverse areas inter alia proposal development and management, M&E of projects and programmes, climate action MRV; geographic information systems; environmental assessment and monitoring; socio-economic assessment and stakeholder outreach; ecosystem valuation – data collection and analysis, economics, biodiversity, renewable energy, and ESS and gender).</p> <p>Activity 5.1.2a(iii): Conduct six (6) seminars for internship participants within each programme cycle</p> <p>Activity 5.1.2a(iv): Administer post-training survey to interns and apprentices</p>	<p>Deliverable 5.1.2.a(i): Capacity and training needs questionnaire administered <i>to interns (delivered by months 6, 18 and 30) and to apprentices (delivered by months 13, 19, and 25)</i></p> <p>Deliverable 5.1.2.a(ii): Ten (10) internships <i>(delivered by month 8, 20, 32)</i> and five (5) apprenticeships <i>(delivered by months 18, 24, 30)</i> at the DOE ATG</p> <p>Deliverable 5.1.2.a(iii): Six (6) internship seminars finalized <i>(delivered by month 6, 7, 8 in first cycle; months 18, 19, 20 in cycle two; and months 30, 31, and 32 in programme cycle three)</i></p> <p>Deliverable 5.1.2.a(iv): Post-training survey administered <i>to interns (delivered by month 8, 20, and 32)</i> and to apprentices <i>(delivered by months 18, 24, 30)</i></p> <p>Deliverable 5.1.2.a(v): Summary Reports on internships <i>(delivered by month 9, 21, and 33)</i> and Summary Reports on apprenticeships with gender disaggregated data <i>(delivered by months 19, 25, 31)</i></p>

Outcomes	Baseline ⁴⁹	Targets	Outputs	Activities (brief description)	Deliverables ⁵⁰
	programme, which is designed to contribute to the achievement of concrete outputs and targets for its programmes and projects.			Activity 5.1.2a(v): Produce report on Internship and Apprenticeship Programme	

4. THEORY OF CHANGE

THEORY OF CHANGE NARRATIVE

The GOAB understands and accepts that the negative impacts of climate change is a reality. With the increased frequency and intensity of Category 5 hurricanes that affected Antigua and Barbuda in 2017, the Bahamas in 2019 and Central America in 2020, it has become clear that these are not just climate aberrations but the new reality of the country and our region. Assessments done during the NDC process and the GCF Readiness 4 Project, have shown that the cost of Antigua and Barbuda adapting to a Category 5 hurricane is beyond the ability of over 50% of the population (initial costings under development for new draft Building Code). The cost of adaptation for these climate impacts cannot be funded solely by the polluting countries and it cannot be funded by the Government borrowing its way to bankruptcy. The GCF Country Programme is, therefore, designed to: (1) result in cost reduction in business as usual i.e., emission reduction that saves on the importation of fossil fuel allowing for these savings to fund adaptation via economic growth and (2) to reduce the cost of adaptation and mitigation via sector coupling.

As a result, the goal of the MYR Programme is to ready Antigua and Barbuda to transition towards a low emission, climate resilient development pathway using a sector coupling approach. It is designed to effect human capacity, institutional, legal and policy changes to advance the implementation of the NDCs. The Country Programme is intended to advance the transition away from the dependence in fossil fuels in the electricity sector by 2030 and in the transportation sector by 2040 in line with the NDC targets to accomplish the following:

- (i) An energy transition, which saves foreign exchange of between USD 60–80 million per year economy wide. This can allow for these funds to be repurposed for adaptation measures in the public and the private sectors; and
- (ii) Adaptation projects are being designed at the level of households and community buildings, from the bottom up to leverage maximum impact with minimum amount of funds and using a sector coupling approach and including a debt-for-climate swap to create fiscal space and provide initial financing for this component.

The transition to a low-carbon, sustainable future will involve strong planning and sector coordination. To respond to expected systematic shifts, technologies and strategies for Antigua and Barbuda have been prioritized and based on several detailed studies conducted for the NDC targets. Projects will be designed for the electricity grid, back-up energy, e-mobility, debt-for-climate swap, just transition, food security and financial resilience NDC thematic areas. Additional technical inputs are needed to further the development of these projects as they involve the use of novel technologies, use of new business models and innovative financial mechanisms for the country's population.

The energy transition presents opportunities for safeguards into the development of the project portfolio. These include social inclusive investment to enable all of society to invest in renewable energy and energy efficiency but especially, supporting segments of society

which are less well educated and less able to afford energy resiliency measures to combat the negative effects of climate change⁵⁵. The approved NDC targets include the development of inclusive businesses and this will require financial instruments such as equity for some of the projects in the Country Programme. Adaptation projects may also need instruments for resilience levels that can be considered Category A⁵⁶. The MYR will be instrumental in assessing and developing the final details of project design and potential risk levels, as well as policies and procedures to address accreditation gaps. The MYR will assist Antigua and Barbuda to better understand and assess mitigation options for transition risks. Initial assessment of transition risks include:

- (i) **Legal risks:** The Power Purchase Agreement (PPA) with the current IPP with the public utilities company, which will end in 2031 and is not expected to be renewed. Until then the public utilities company and the country must respect the current agreement with that PPA since attempts in the past to break such agreement resulted in legal consequences to the Government;
- (ii) **Legal Risks:** As a result of (i) above, the transition away from fossil fuel cannot take place completely before 2031. It has to take place before or else the government has to invest into new engines hence the target year of 2030;
- (iii) **Political, Social and Gender Risks:** There will be significant transition risks related to the workforce and the need for the diversification of investments into the sector. The Country Programme has identified and studied these risks and have included risk mitigations into the design of the projects as well as in stand-alone projects; and
- (iv) **Political, Social and Gender Risks:** If the transition does not take place, the country will have to take drastic measures to promote a development agenda that can have: a negative impact on development in previously protected areas, gentrification, and allow external financiers to use predatory practices to exploit persons and small business are too indebted as a result of the more frequent and intense droughts and tropical cyclones as well as the adverse economic impacts of the COVID-19 pandemic to meet their commitments.

At the institutional level, the MYR will strengthen the DOE ATG's ability to effectively and efficiently fulfil its role for project and programme development, tracking, sustainable procurement, climate finance, capacity building, monitoring and evaluation, and oversight. It will build the capacity of DOE ATG as the NDA and the Ministry of Finance as the co-NDA for climate finance tracking and builds on previous work. The methodology for assessing the relationship between public expenditure and climate finance was developed under GCF Readiness 4. As part of the MYR, a separate system to track progress towards a range of adaptation, mitigation and climate finance outcomes will be developed and integrated into the government system. Climate finance going to the DOE ATG will feed into the MRV Framework of the Ministry of Finance.

⁵⁵ Rhiney, K., & Ajayi, O., 2018. *Economic impacts of climate change on priority value chains in the Caribbean: Implications for private-sector investment and scaling-up of climate-smart agriculture in the region*. CTA.

⁵⁶ Category A as defined by GCF's environmental and social risk categories are those activities with potential significant adverse environmental and/or social risks and impacts that, individually or cumulatively, are diverse, irreversible, or unprecedented

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The proposed monitoring framework will further develop the government process. The monitoring framework for tracking will support changes in the Public Sector Investment Programme (PSIP) guidelines and to reporting templates to reflect the importance of tracking beneficiaries (not just expenditures) and those involved in implementation. This will provide systematic capacity to track climate indicators using an automated approach rather than a manual approach.

To assess the impacts of these new innovative policies, projects, programmes and plans, Strategic Impact Assessments (SIAs) will be used to gather detailed information for (i) the energy transition and for the just transition of the workforce and (ii) social inclusion investment RE programme. The DOE ATG will use this approach to assess the quality and extent of impacts of its projects and activities, risks and mitigation measures. The SIAs set the foundation for a robust M&E system and establishes the training approach for government agencies to use this methodology and identify risks in a wholistic way.

Antigua and Barbuda has also taken steps towards inclusivity in its low-carbon transition for both gender and vulnerability of key groups given strong consideration in mitigation and adaptation measures. In keeping with Antigua and Barbuda's commitment to implement the Paris Agreement, the MYR will support the DOE ATG in providing interventions to young people through internships and apprenticeships. Also, the programme has started to operationalize ESS and gender standards in its recruiting practices.

DOE ATG has sought to advance its climate solutions by implementing the Internship and Apprentice Programme with Readiness support. The internship component of the programme is primarily executed during the summer months over a three-month period. An Intern working with the DOE ATG to gain work experience are secondary or tertiary level students currently undertaking their studies. The length of an internship is normally for 3 months during the summer months when the students are on break. Interns can be potentially offered a position as an apprentice once they have completed their studies and based on their performance and their skill set. Qualified, skilled students and recent graduates are recruited and are involved in inter alia proposal development and management; M&E of projects and programmes; climate action MRV; geographic information systems; environmental assessment and monitoring; socio-economic assessment and stakeholder outreach; ecosystem valuation – data collection and analysis, economics, biodiversity, renewable energy, and ESS and gender.

Internships offered to students and graduates have equipped them with practical work experience that can enhance their employability as well as increase their awareness of job and career opportunities in the environmental sector. Former interns who perform well during their internship may graduate to become apprentices and undertake an initial six-month stint at the department. The Internship and Apprentice Programme has proven effective in creating a pipeline of future full-time employees for DOE ATG in order to meet its strategic staffing needs and to support projects and programmes. Apprentices are persons with either a completed professional/vocational qualification, first degree or graduate who is working with the DOE ATG in order to gain work experience in their relevant area of study/interest. The length of an apprenticeship is normally for 6 months.

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The Internship and Apprentice Programme was introduced as a means of taking a programmatic approach to hiring and training new employees. This approach was utilized during implementation of the GCF Readiness 4, which made use of interns and apprentices to generate useful outputs and to meet project and programme targets. The GCF RS 4 project was faced with major impacts from COVID-19, which constrained the hiring of external consultants and restricted their ability to travel in country as well as to conduct workshops, consultations and other meetings. Recruiting and training these interns and apprentices proved beneficial in reducing costs and gaining access to talented individuals with the appropriate skillset.

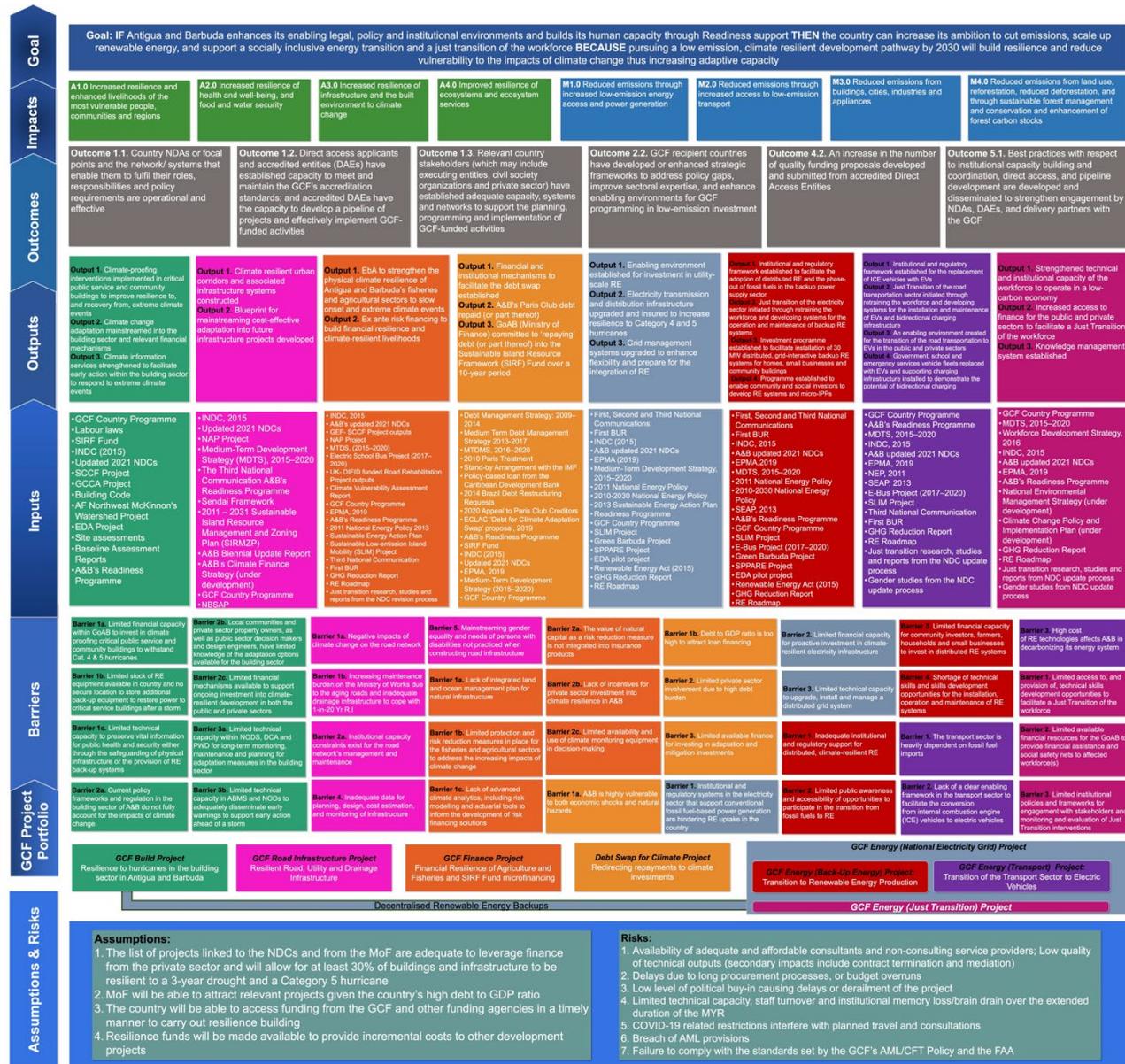
MYR will also provide support to female entrepreneurs to develop Paris Agreement-aligned business plans. The GoAB has also adopted the approach of mainstreaming gender thereby integrating it into policies, strategies, projects, and the conduct of stakeholder engagements. Strategies developed through the DOE ATG's NDC enhancement process will further build the foundation for gender-informed approaches to implementation and monitoring.

The MYR promotes expanded engagement and outreach to NGOs and private sector interest groups to enable their participation in project development. The Friendly Societies and Companies Acts governing these entities will be reviewed to explore opportunities to include Environmental and Social Safeguards (ESG) requirements in these legislations to ensure consistency with the requirements under the EPMA, 2019. Efforts will be undertaken to better define and integrate ESG requirements in policies and procedures of the entities for alignment with the legislative changes. Such actions will ready private sector interest groups and NGOs to be in compliant with GCF policies and procedures and better serve as Executing Entities or Co-Executing partners with the DOE and even possibly as Delivery Partners (for the private sector).

This will create a more systematic approach to supporting the enabling environment through the amendment thus making ESG requirements more embedded in their practices. This also prepares companies for new sustainable procurement policies as well as changes in the global approach to climate change. To improve the compliance with local corporate and financial requirements, NGOs and private sector interest groups will benefit from peer-to-peer exchanges. Key organizations such as the Chamber of Commerce and the Employers Federation will serve as conduits to bridge information and skills gaps and provide much needed advice to the NGOs and private sector interest groups concerning activities such as updating their parent acts in line with the Paris Agreement regulations, filing returns and conducting audits and work planning.

GCF READINESS & PREPARATORY SUPPORT

Figure 2. Theory of Change Diagram



5. IMPLEMENTATION ARRANGEMENTS AND OTHER INFORMATION

5.1 Budget plan

Please complete the Budget Plan in Excel using the template available in the [Library](#) page of the GCF website.

5.2 Procurement plan

Please complete the Procurement Plan in Excel using the template available in the [Library](#) page of the GCF website. For goods, services, and consultancies to be procured, please list the items, descriptions in relation to the activities in section 2, estimated cost, procurement method, relevant threshold, and the estimated dates. Please include the procurement plan for at least the first tranche of disbursement requested below and provide a full procurement plan for the entire duration of the implementation period if available at this stage.

5.3 Implementation Plan

Please complete the Implementation Plan in Excel using the template available in the [Library](#) page of the GCF website.

5.4 Disbursement schedule

Please specify the proposed schedule for requesting disbursements from the GCF. For periodicity, specify whether it's quarterly, bi-annually or annually only.

Please choose one option among the two below and delete the one that does not apply to you. Please fill in information under brackets:

Readiness Proposal that falls within a Framework Agreement with the GCF

Disbursements will be made in accordance to *[Clause xx] "Disbursement of Grants"* and *[Clause xx] "Use of Grant Proceeds by the Delivery Partner"* of the Framework Readiness and Preparatory Support Grant Agreement entered into between GCF and *[Delivery partner name]* on *Click or tap to enter a date*.

Readiness Proposal that requires a Bilateral Grant Agreement

- The first disbursement *amounting USD 994,617* will be transferred upon approval of the readiness request and effectiveness of the Grant Agreement.

- The second disbursement *amounting USD 999,017* will be transferred upon submission of an interim progress report and audited financial report⁵⁷, in form and substance acceptable to the Fund, including an audited expenditure statement.
- The third disbursement *amounting USD 797,917* will be transferred upon submission of an interim progress report and audited financial report⁵⁸, in form and substance acceptable to the Fund, including an audited expenditure statement
- The final disbursement *amounting USD 45,000* will be made upon submission of a completion report and financial report, in form and substance acceptable to the Fund, including an audited expenditure statement.

6. IMPLEMENTATION ARRANGEMENTS AND OTHER INFORMATION

6.1 Implementation arrangements

Please describe how implementation arrangements will be made and how funds will be managed by the NDA and/or the Delivery Partner.

Delivery Partner

The Delivery Partner for this Readiness Proposal is the Department of Environment of Antigua and Barbuda (DOE ATG). The DOE ATG is a direct access Accredited Entity to the Green Climate Fund (as well as a National Implementing Entity to the Adaptation Fund), the national focal point for climate change, and is responsible for coordinating climate financing initiatives as well as developing and implementing projects and programmes to advance the UNFCCC in Antigua and Barbuda and further national policies, goals and strategies.

Within this portfolio of priorities, the DOE ATG has experience in project areas such as: ecosystem-based adaptation in waterways, water resources, coastal protection, resilient (grid-interactive RE) energy systems, and climate-proofing of buildings. Notable activities include revising the building code for climate adaptation standards, establishing a Revolving Fund Programme for Adaptation to provide affordable loans to low-income female-headed

⁵⁷ For second disbursement, audited financial report and audited expenditure statement are only required for readiness and preparatory support proposals expected to last over 12 months.

⁵⁸ For second disbursement, audited financial report and audited expenditure statement are only required for readiness and preparatory support proposals expected to last over 12 months.

households, and equipping desalination reverse osmosis plants with off-grid renewable energy to achieve a low-carbon resilient water supply in Antigua and Barbuda. The Department's experience includes a range of projects and programmes, from technical assistance grants of USD 150,000, to transformational programmes of USD 36 million in the case of approved funding for the DOE ATG's adaptation in energy systems programme.

The DOE ATG will be responsible for implementation of the Readiness support and will carry out all fiduciary and financial management, procurement of goods and services, monitoring and reporting activities under this proposal in compliance with the DOE ATG's policies and procedures and with the Bilateral Grant Agreement to be signed with GCF or its fiduciary agent.

The DOE ATG has a Project Management Unit (PMU) to manage day-to-day project activities. The PMU of the DOE ATG is designed to achieve efficiency and coordination in the management of projects from a variety of contributors, including government co-financing projects. The PMU in the Department of Environment promotes effective coordination when there are project activities that are inter-dependent for execution, such as in this case co-financing or in-kind support for project development. The PMU consists of regional and national project coordinators and consultants, and is structured to draw on expertise from the public sector (through civil servant secondment) and the private sector (contracted long- or short-term consultants) in accordance with its Operational and HR procedures.

The PMU is assisted in its climate coordination work by the consultative body of a Technical Advisory Committee (TAC). The TAC currently consists of over 15 members from Government, as well as several NGO and the private sector representatives. The TAC provides technical advice on projects, technical assessments of bid documents, ESS and gender oversight and provides financial oversight from a technical perspective through its representative on the Audit Committee.

The Project Management Committee (PMC) is an oversight committee within the DOE that is appointed by the Cabinet of Antigua and Barbuda. This committee was primarily established to provide financial, policy and administrative oversight. The PMC is also the body that can resolve any project conflicts that may occur between agencies during implementation. The function of the PMC is to focus mainly on on risks, final decisions on procurement, institutional arrangements and financial management and perform oversight of the project. The PMC is also responsible for approving and circulating financial reports to the government's Public Sector Investment Program (PSIP) and other relevant agencies.

The PMC includes the Permanent Secretary, Deputy Permanent Secretary of the Ministry responsible for the Environment and a representative of the Budget Office of the Ministry of Finance. The roles and responsibilities of the PMC are:

- i) to approve selection criteria and ensure that there is policy cohesion between project decisions and activities and the work of the central government, and conformity to any central government financial and general policies;
- ii) to make final procurement decisions for the projects being executed by or on behalf of the Department;
- iii) the procurement of the auditors for the projects;
- iv) ensuring that the project activities adhere to financial and management legislation as well as the procurement and audit standards of the GCF; and

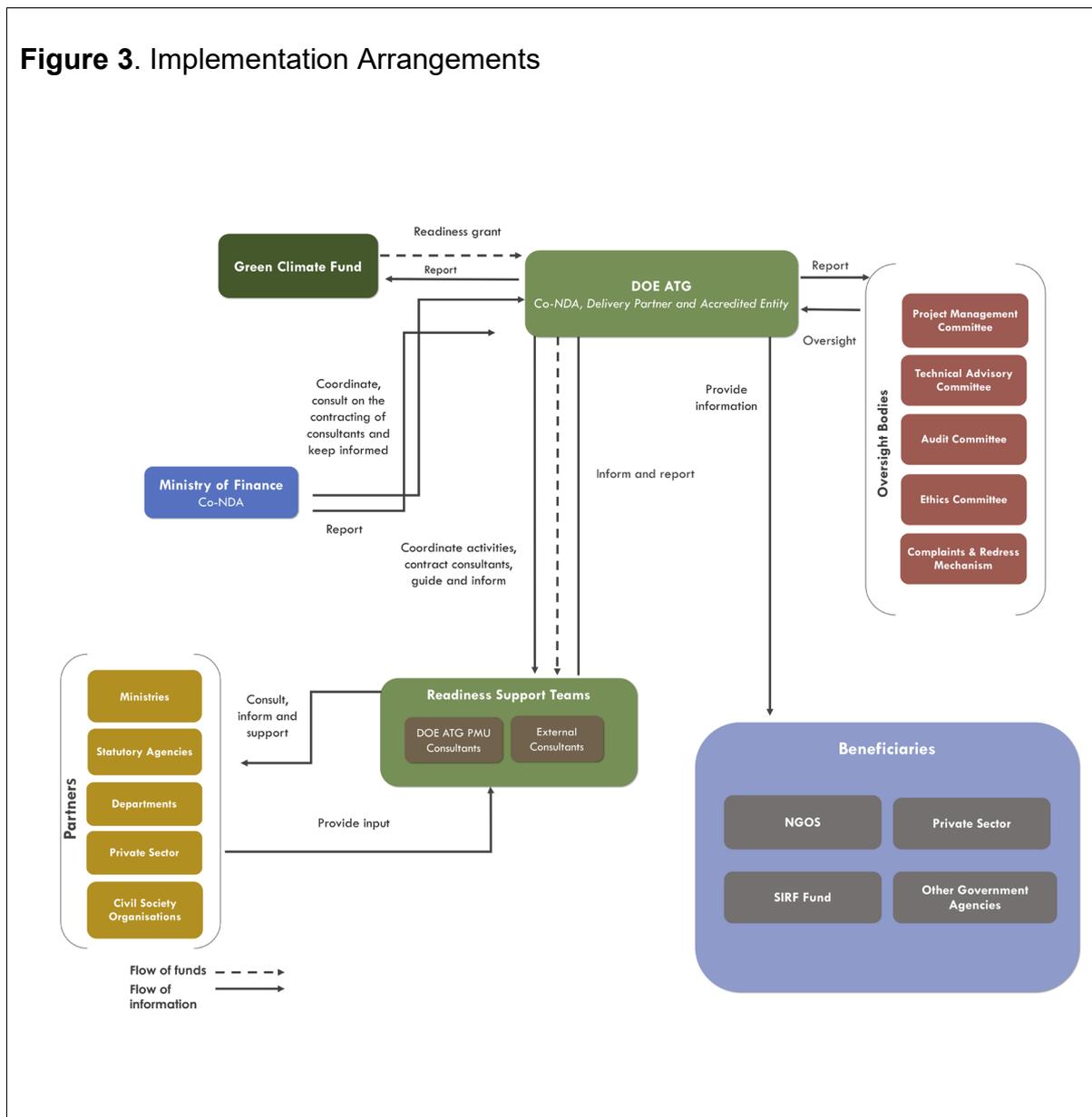
- v) ensuring that the use of Government technical officers as well as project staff is conducted within the labour laws of the country as well as any relevant policies or labour agreements. The Audit and Ethics Committees are subcommittees of the PMC that consider financial matters as well as matters related to complaints, and oversee the DOE ATG's Complaints Mechanism respectively

The Sustainable Island Resource Framework (SIRF) Fund is an entity that is part of the DOE ATG and was formed via the *Environmental Protection and Management Act, 2019* (EMPA 2019). The SIRF Fund is the designated national fund for climate change and is the mechanism through which international climate finance catalyses sustainable interventions and leverage national sources of financing to achieve transformational outcomes for the country. It is an important channel for environmental, climate mitigation and adaptation projects

As the on-granting and on-lending financial mechanism of the DOE ATG, the SIRF Fund plays a key role in vertically programming climate finance directly to NGOs, vulnerable communities and the local private sector. The SIRF Fund will be a beneficiary of the capacity building from the MYR support and will not be on-granting and on-lending from this Readiness Support.

The SIRF Fund Business Model includes the provision of grants to NGOS, private sector and government agencies and revolving loans to the private sector and government statutory bodies. The granting process varies for each sector (NGO, private sector, and government agencies). The EPMA, 2019 provides the framework for the financial mechanism to implement the Act . Under the EPMA, the DOE ATG is mandated, via the SIRF Fund to provide NGO funding, technical assistance for training, research, education and management pertaining to environment issues.

Figure 3. Implementation Arrangements



6.2 Implementation and execution roles and responsibilities

Please briefly describe how the activities will be implemented and outputs delivered by project staff and consultants.

The DOE ATG will be the Delivery Partner for the project. The DOE ATG’s PMU will be entity to implement project activities with assistance from the DOE’s Data Management Unit and Monitoring and Evaluation Unit. The project implementation will focus on the use of the project teams of ongoing GEF and AF projects in an effort to ensure that these are scaled up to the GCF projects in an effective and efficient manner. Execution and Implementation arrangements are also taking into consideration COVID-19 restrictions that are expected to be in place until December 2021 or if a vaccine is available sooner. These actions are further explained below.

The DOE ATG management of GCF Readiness Support is structured to have a Project Manager, a GCF Readiness Support Coordinator, GCF Readiness Support Deputy Coordinator and Technical Coordinators.

The PMU will coordinate national level activities between the Delivery Partner (i.e. DOE ATG) and various partners and support the implementation of the project's activities and reports, adaptive management of the project's targets, activities or timelines. The PMU will be providing technical assistance to the project via a formal TA proposal (TAP). The TAP will be reviewed by the PMC for approval and the final outputs are assessed by independent consultants. The activities normally provided by the PMU are baseline data collection, policy consistency assessment and outreach related to NGO, private sector and government partners participation. The PMU does not provide TA for technical and financial studies related to project development.

The PMU will be used during this project especially with the COVID-19 pandemic when there are travel restrictions and consultants cannot conduct their work in country. The DOE ATG is aware of this and will build the capacity of the PMU to provide this support to consultants. The PMU is also being used to assist all projects with the anticipated reduction in outputs and impacts of the project team as they continue to have to stay at home with children that are conducting their schooling online. The project budget and workplan will be designed to take this into consideration.

With the approval of this Readiness Support, the DOE ATG will hire additional staff to work on GCF Readiness Support activities. The project team will consist of a Project Manager, GCF Readiness Support Coordinator and Deputy Coordinator, and technical consultants in renewable energy, project development, and economics and finance. An additional full time ESS and Gender consultant will be hired to support with the team throughout the entire project implementation with additional consultants in the area of just transition of the work force, and social and inclusive investments.

Specialist national consultants will be procured to support/conduct the following activities:

- Debt, Tax and Finance Policy Experts for Output 1
- Policy Specialists for Strategic Impact Assessment of actions identified in Output 1
- Energy and Sustainable Business Specialists for activities under Output 2
- Economist for overall GCF Country Programme and Portfolio
- Project Development Specialists
- Gender and Social Assessment Specialist
- Social and Inclusive Investment Specialists
- Market Consultant
- Legal Consultants for Outputs 1, 2 and 4
- Energy Transition Consultants to advise the Government and the private sector
- Just Transition Consultants
- Consultant/Advisor for the private sector and NGOs

Professional firms will also be procured to conduct the following activities:

- International consultancy firm (including mitigation and adaptation programming specialists, engineers and experts in energy, labour, policy, finance/tax, and ESS and Gender specialists) to develop funding proposals under Output 2

- Development of technical and financial feasibility studies for the energy transition and resilient energy programme
- Financial specialist for the development of investment plans for bottom of the pyramid for uptake in the financial sector
- Development of tools and communication products for each of the FP developed under this Readiness Support

Table 6: Skills and Experience for Technical Staff and Consultants

Category of Consultant	Position	Activity	Duties, Skills and Experience
Local Consultant	<i>Technical Assistance – NDA</i> Personnel for Ministry of Finance to support its Role	1.1.1	<p>Personnel need to have demonstrated experience in:</p> <ul style="list-style-type: none"> • Project management • Exposure in sustainable procurement • Climate finance capacity building • Monitoring and evaluation • Oversight functions
International Consultant	<i>Technical Assistance – NDA: Policy Specialist</i> Specialist for Climate Finance Tracking and Strategic Impact Assessments	1.1.2	<p>Development of MRV Processes. Work includes:</p> <ul style="list-style-type: none"> • Experience in developing financing strategies, frameworks, and policies • Experience conducting strategic impact assessments • Demonstrated knowledge, expertise, and experience in conducting tax assessments • Knowledge and experience of climate finance from both public and private sources • Proven understanding of the global and national climate finance landscape and procedures • Demonstrated experience working with a wide cross section of stakeholder groups
Local Consultant	Technical Assistance - Project Development Specialist	1.2.1	<ul style="list-style-type: none"> • Experience in designing training plans, and materials • Experience in delivering and facilitating training sessions with government entities • Experience in developing and submitting projects and programmes to GCF
Local Consultant	TA Personnel - Climate Finance Tracking	1.22	<p>Development of MRV processes fit-for-purpose for pipeline and operationalization of MRV system. Personnel should be skilled in:</p> <ul style="list-style-type: none"> • Collecting and arranging data • Providing baseline data to develop projects and programmes • Providing evidence for climate action • Engaging with data providers • Conducting data analysis and calculations • Tracking climate finance flows • Providing inputs into Ministry of Finance's enhanced MRV System
International Consultant	<i>Technical Assistance – NDA: Debt, Tax and Climate Finance Expert</i>	1.2.3 & 1.2.4	<ul style="list-style-type: none"> • Demonstrated experience in supporting AEs in the accreditation process • Supported in the upgrade of accreditation • Experience in providing guidance in the conduct of accreditation preparatory activities

Local Consultants	Technical Assistance - Project Development Specialist	1.2.5.	<p>Coordinate project development and management services, including:</p> <ul style="list-style-type: none"> Assisting with the preparation and delivery of technical documents Assisting with the development of project concepts for climate change actions in line with Antigua and Barbuda's national priorities and the GCF Country Programme Preparing concept notes through a consultative process to update the pipeline of projects Advance existing and new project concepts into funding and readiness proposals Providing guidance on donor policies and processes
Local Consultants	Technical Assistance – <i>Legal/Policy Expert</i>	1.3.1 a to k	<ul style="list-style-type: none"> Experience in supporting private sector and NGO personnel in enhancing their Readiness to engage with GCF Proven policy and legal expertise Provided advice on improvement of legislation, policies and strategies Developed and implemented training programmes
Local Consultants	Technical Assistance – <i>Legal/Policy Expert</i>	1.3.1. l.	<ul style="list-style-type: none"> Develop draft revisions of legislation for NGOs and private sector interest groups and incorporate Environmental, Social and Corporate Governance ('ESG') considerations/requirements Demonstrated knowledge, expertise, and experience in conducting policy assessments
Local Consultants	Technical Assistance - <i>Legal/Policy Expert</i>	1.3.2	<ul style="list-style-type: none"> Provided support to private sector and NGOs with project development to facilitate access to grants Working knowledge of documenting barriers faced by NGOs and private sector stakeholders Experience in establishing MOUs with NGOs and private sector interest groups Experience in designing training and materials; and delivering and facilitating training Knowledge of the network of NGOs and private sector interest groups in Antigua and Barbuda
Local Consultant	Communications Specialist	1.3.2	<ul style="list-style-type: none"> Conducted stakeholder mapping for project pipeline, risk tables and budgets Developed consultation strategies for project pipeline Knowledge of the in Escazu Agreement on Access to Information, Public Participation and Justice in Environmental Matters
International Consultant	Energy and Sustainable Business Specialists-RE	2.2.1	<ul style="list-style-type: none"> Experience in conducting institutional review of existing policies and legislation Experience in conducting a market and technological barrier assessment for RE IPPs and household photovoltaic systems

			<ul style="list-style-type: none"> • Experience in conducting capacity assessment of the electricity sector workforce • Experience in delivering training
International Consultant	Debt Swap Expert	2.2.2 a & b	<ul style="list-style-type: none"> • Previous experience in conducting institutional review of existing policies and legislation • Experience in developing recommendations and guidelines through the SIRF Fund • Experience in developing policy briefs • High-level knowledge of debt-for-climate swap
International Consultant	Adaptation and Mitigation Programming Specialist to support Debt Swap	2.2.2 c	<ul style="list-style-type: none"> • Experience in developing adaptation interventions for programming • Experience working with similar national funds
International Consultant	Debt Swap Expert	2.2.2 d, e, f, & g	<ul style="list-style-type: none"> • Has develop contractual agreements related to a Debt-For-Climate Swap • Working knowledge of Develop and validate draft policy and legislation for Debt-for-Climate Swap • Experience in conducting stakeholder engagements to inform policy and legislation • Design and deliver training • Prepare reports
International Consultant	Energy and Sustainable Business Specialists	2.2.3 a & d	<ul style="list-style-type: none"> • Conducted institutional review of policies and legislation • Experience in identifying gaps in policies • Develop and validate draft policy and/or legislation necessary for electric vehicle transition • Experience in working in the energy sector • Working knowledge and experience of the sector in other countries would be an asset • Experience in developing business and investment plans in collaboration with sector representatives
International Consultant	Energy and Sustainable Business Specialists	2.2.3 b	<ul style="list-style-type: none"> • Experience in conducting market and technological barrier assessment for electric vehicles • Prepared assessments on repurposing, decommissioning, and disposing stranded assets from any technological transitions
International Consultant	Energy and Sustainable Business Specialists -EV	2.2.3 c	<ul style="list-style-type: none"> • Conducted capacity assessment • Demonstrated expertise and knowledge of the road transportation sector in Antigua and Barbuda
International Consultant	Energy Policy Specialist- Sector Coupling	2.2.4	<ul style="list-style-type: none"> • Demonstrated knowledge, expertise, and experience in conducting policy assessments • Experience in coordinating a policy update process • Experience in designing, executing and/or implementing sector coupling projects • Experience in conducting stakeholder consultations

International Consultant	Just Transition Consultant	2.2.5	<ul style="list-style-type: none"> • Experience in conducting stakeholder engagements with workers and other sectoral stakeholders • Experience in preparing reports • Experience in developing a Just Transition Roadmap and Action Plan
Professional Services – Companies/Firm	Energy Specialists to support climate technology identification and prioritisation	2.2.6	<ul style="list-style-type: none"> • Identify and prioritize appropriate climate technology solutions for climate actions • Assess the suitability of selected technologies for climate actions
Professional Services – Companies/Firm	Mitigation Programming Specialists	2.2.7	<ul style="list-style-type: none"> • Develop technical and financial feasibility assessments based on the energy transition and resilient energy programme to inform CNs
International Consultant	Mitigation Programming Specialist	2.4.1 a & b	<ul style="list-style-type: none"> • Assess potential financial incentives for uptake of rooftop photovoltaic, including the impact on tax revenues • Prepare Assessment Report of different financial incentives for uptake of rooftop • Assess potential financial incentives for uptake of electric vehicles, including the impact on tax revenues • Prepare Assessment Report for uptake of EV
International Consultant	Financial specialist for the development of investment plans for bottom of the pyramid for uptake in the financial sector	2.4.1. c	<ul style="list-style-type: none"> • Support community-based groups and micro businesses in developing their business start-ups. • Provide coaching services and technical assistance packages • Conduct training sessions with 5-10 businesses
Local Consultant	Mitigation Programming Specialist	4.2.1.	<ul style="list-style-type: none"> • Assess GEF-7 SLIM E-Mobility Project to inform the development of tools, methods and templates to scale up in the proposed GCF sector coupling transportation and electricity projects
Local Consultant	Monitoring and Evaluation Officer	4.2.2.	<ul style="list-style-type: none"> • Develop performance metrics and associated indicators to assess and monitor the impacts of proposed project pipeline
Professional Services – Companies/Firm	Adaptation and Mitigation Programming Specialists	4.2.3	<ul style="list-style-type: none"> • Advance the development of five (5) CNs • Develop tools and communication products for each of the FP developed under this Readiness Support
Local Consultant	Adaptation and Mitigation Programming Specialist	5.1.1	<ul style="list-style-type: none"> • Conduct knowledge sharing activity • Produce knowledge products on the debt swap, just transition within RE, transport and adaptation projects; and on the just transition of the workforce and social inclusion and accessible investment
Local Consultant	Interns from OECS countries	5.1.2	<ul style="list-style-type: none"> • Participate in internship and apprenticeship programme and seminars • Contribute to the implementation of the PMU's Climate Change Programme and associated projects • Produce deliverables in line with assigned project areas

			<ul style="list-style-type: none"> Produce reports to account for work done in the programme
Local Consultant	Apprentices from OECS countries	5.1.2	<ul style="list-style-type: none"> Participate in apprenticeship programme Produce project related outputs Prepare reports to account for work done in the programme
Local Consultant	GCF Readiness Coordinator (PMC)		<ul style="list-style-type: none"> Manage and coordinate the MYR programme Execute project in keeping with legal agreement Execute project work plan Monitor project expenditures Prepare and update project work plans and budgets Contribute to the development of frameworks, studies, reports, CNs and FPs Engage with experts, consultants, and stakeholders to advance project activities Ensure project deliverables are in alignment with GCF requirements Update DOE oversight committees on project progress Prepare progress reports and financial statements Track project progress via Smartsheet project management software Coordinate evaluation process for project
Local Consultant	Project Assistant (PMC)		<ul style="list-style-type: none"> Provide support to Coordinator Assist in the preparation of reports
Local Consultant	Procurement Support Officer (PMC)		<ul style="list-style-type: none"> Provide guidance on procurement policies and procedures as it relates to the project Support the preparation of bid documents
Local Consultant	Finance and Admin Officer (PMC)		<ul style="list-style-type: none"> Provide administrative assistance to assigned projects Meet accounting standards as reflected in the DoE's Accounting Manual in keeping the accounts of the assigned project Review the necessary vouchers and cheques after procurement procedures are followed as reflected in the DoE's Procurement Procedures Review quarterly reports to the donor agencies Review monthly reports Assist officers within the Administrative and Accounts Units
International Consultant	Evaluation Consultant		<ul style="list-style-type: none"> Proven experience in conducting Terminal Evaluation Knowledge of evaluation principles and their application

6.3 Risks and mitigation measures

Please include a set of identified risks and mitigation actions for each. Please utilize the risk table below that identifies the probability of a given risk occurring and the entity that will manage the risk. Please refer to Part III Section 6.3 of the Readiness Guidebook for further information on how to complete this section.

Risk category	Specific risk(s) / Risk(s) description	Probability of occurrence (low, medium, high)	Impact level (low, medium, high)	Mitigation action(s)	Entity(ies) responsible to manage the risk(s)
Procurement	Availability of adequate and affordable consultancy and non-consulting service providers can result in low quality of technical outputs (secondary impacts include contract termination and mediation), delays due to long procurement processes, or budget overruns.	Low	High	<p>Building local capacity through international-local “mentoring” contract arrangements, and entering into MOUs with technical partners</p> <p>The DOE also uses Framework Agreement with consultancy companies to a reduce procurement risks. The DOE will also work with partners such as IRENA, OECS Commission and the NDC partnership to assist with the procurement of good consultants.</p>	DOE/PMC
Governance	Without high level political buy-in, the project may become delayed or derailed	Low	High	<p>Project has been developed in close consultation with government stakeholders, and in alignment with key government priorities. The project will also focus on managing bipartisan consultations in the event that the</p>	DOE

Risk category	Specific risk(s) / Risk(s) description	Probability of occurrence (low, medium, high)	Impact level (low, medium, high)	Mitigation action(s)	Entity(ies) responsible to manage the risk(s)
				<p>Government political party changes.</p> <p>During transition there are political risks. These are being mitigated by including the Just transition of the workforce as well as support existing and new business development to avoid businesses as well as people becoming stranded assets and job losses is a minimum.</p>	
Staffing	As a small island developing state (SIDS), technical capacity, staff turnover and institutional memory loss/brain drain is a risk successful project implementation over the extended duration of the MYR.	medium	Low	<p>The structure and operations of the PMU is a risk mitigation measure to institutional memory loss/brain drain, which has been built using a programmatic approach from experience implementing projects in the SIDS context.</p> <p>The DOE ATG will be using the PMU to undertake project task such as baseline data collection and support</p>	DOE/PMC and the Ministry of legal Affairs

Risk category	Specific risk(s) / Risk(s) description	Probability of occurrence (low, medium, high)	Impact level (low, medium, high)	Mitigation action(s)	Entity(ies) responsible to manage the risk(s)
				consultants that cannot travel to the island.	
External	COVID-19 related restrictions interfere with planned travel and consultations	Medium	Low	<p>The DOE has incorporated contingency plans for virtual meetings, consultations if required.</p> <p>The DOE have also budget into consultants working from home an allowance. Those staff and consultants working with Children and where Children are being homes schooled via online classes the work load of the consultant has to be adjust to facilitate this approach. These risk mitigation measures will have budgetary impacts which will be clearly identified.</p>	DOE

Risk category	Specific risk(s) / Risk(s) description	Probability of occurrence (low, medium, high)	Impact level (low, medium, high)	Mitigation action(s)	Entity(ies) responsible to manage the risk(s)
Money laundering	A breach of AML provisions	Low	High	<p>The DOE has introduced policies, procedures and processes to mitigate against this risk. DOE ATG hired a Compliance Officer certified in this area and is expected to hire a second certified compliance officer. These officers will ensure that</p> <p>As a government entity, it is bound to adhere to all national laws.</p>	<p>DOE ATG</p> <p>Financial Services Regulatory Commission</p> <p>Ministry of Finance</p> <p>Banking institutions</p>
Terrorist financing	Failure to comply with the standards set by the GCF's AML/CFT Policy and its FAA	Low	High	<p>Adherence to national laws and banking requirements</p> <p>CTF provisions are also within the DOE regulations and</p>	<p>DOE ATG</p> <p>Financial Services Regulatory Commission</p> <p>Ministry of Finance</p> <p>Banking institutions</p>

6.4 Monitoring

Monitoring of the MYR Programme will be in line with DOE ATG's policies and the terms of its Accreditation Master Agreement. The M&E Plan for the MYR Programme includes the monitoring of the DOE ATG's compliance with GCF standards and requirements to demonstrate the principles of transparency and accountability. The grant agreement and other legal data sources will be used to measure change.

The Monitoring, Evaluation and Data Management Unit (DMU) within the DOE ATG has primary responsibility for monitoring the Multi-Year Readiness Programme (MYR Programme) and reviewing progress made in achieving targets detailed in the logical framework. The DMU will conduct routine monitoring, provide support for data collection, analysis of data and preparation of key reports. The MYR Program has need for diverse experts, including experts in labour and climate finance tracking. Experts specialising in these areas will be sourced to measure progress made in tracking domestic and external financial resources mobilized to support climate change actions.

Monitoring activities will include and not be limited to the conduct of document reviews including of government data and records, and key informant interviews. Reporting on the M&E of the MYR project interventions will be conducted by the Project Manager, and respective M&E Officer(s).

Biannual and/or annual surveys will be conducted to track changes in the DOE's capacity to develop and implement proposals that can support the transformational paradigm shift. Capacity scorecards will be used as a data collection tool to assess changes in the capacity of project development staff and note changes before and after exposure to any interventions. These assessment tools will be tested and reviewed with the support of members of the Technical Advisory Committee and other key stakeholders. The scorecards will also be provided to the DOE ATG's oversight body, the PMC, for approval. The data collected will be used to inform evaluations. The salaries of relevant staff who will perform M&E activities will cover the work required for the necessary assessments, and stakeholder interviews required to inform project evaluations.

During the implementation phase, specific means of verification will be used to assess the: i) progress of project interventions towards achieving GCF Fund-level impacts, Fund-level outcomes; and ii) performance of interventions against performance indicators. The DOE will provide to the GCF or the designated fund agent progress reports, audited financial reports on the grant funds and a completion report at the end of the program in keeping with agreed schedules, work plans, budget. These reports will also report on achievement towards meeting expected targets.

In regard to ESS and Gender, a Monitoring Officer(s) and Gender Officer(s) employed by the DOE will ensure that gender targets are met. These officers will be responsible for overseeing and monitoring the application of gender-disaggregated indicators.

DoE will be responsible for managing the Independent Interim Evaluation and the Final Evaluation Report of the project and will oversee the process of contracting these positions. An independent consultant will be contracted by DoE to conduct the Final Evaluation Report at the end of project implementation. DoE will be responsible for overseeing the Final Evaluation Report, which is a summative evaluation. This evaluation will include an independent assessment of overall performance against standard evaluation criteria (e.g.

strategic relevance, effectiveness, efficiency, likelihood of impact and sustainability); the logical framework will be an instructive tool for these evaluations.

6.5 Other Relevant Information

The MYR Programme is designed to:

- align with national priorities
- contribute to the strengthening of regulatory systems and promote the inclusion of climate resilience into public policies
- integrate monitoring of interventions and capturing of lessons learned to inform planning and decision-making
- strengthen institutional and technical capacities of the NDA
- support the country's goal for a just transition of the workforce
- support scale up and regional sustainability

The adaptation and mitigation interventions under the MYR Programme will serve to fulfil Antigua and Barbuda's transformative climate agenda. Antigua and Barbuda is also not currently subject to any sanctions that would prohibit it from implementation of its adaptation and mitigation priorities. Projects in its Country Programme are designed to align with national priorities and Antigua and Barbuda's commitments to international climate agreements. Considering this, respective project interventions are designed for the benefit of key sectors, vulnerable communities, and groups, as well as households and businesses. Each project was developed through engagement and consultation with relevant stakeholders thus promoting ownership of project activities. The participation of stakeholders in project design supports the sustainability of project interventions over the long-term.

To avoid any possible conflicts of interest deriving from the delivery partner's (DOE ATG) role as an Accredited Entity, the prioritization of investments and projects in the context of this readiness grant, will be made through a broad consultation process with relevant stakeholders, including other potential implementing entities. The final validation of these priorities will be carried out through the country's own relevant coordination mechanism and institutional arrangements, with the participation of other government agencies, as well as representatives from civil society and private sector as the NDA deems relevant, to ensure chosen priorities are fully aligned with national plans and strategies and adequately includes inputs from consulted stakeholders.

Projects will contribute to the strengthening of regulatory systems and promote the inclusion of climate resilience into public policies. The use of new standards will be mainstreamed

into national policies and regulations to facilitate a shift towards climate-resilient development across relevant sectors, to allow for the development of more sustainable systems, enhancement of critical public services and infrastructure. Furthermore, a supportive, enabling environment is encouraged for the private sector to support the development of these policies and plans for mitigation and adaptation to climate change.

There will be environmental monitoring along with project/programme monitoring of interventions undertaken by DOE ATG's Monitoring, Evaluation and Data Management Unit (DMU) and when relevant participatory monitoring will be applied to keep track of progress on a quarterly, biannual, and on an annual basis. Capture of lessons learned will in fact be systematic to enable the sharing of data and information to inform decision-making and future planning. Projects/programmes will be evaluated independently by external consultants.

To complement information sharing, there will be strengthening of institutional and technical capacities. The projects within the Programme are supported by partnerships established with the DOE ATG and other government entities, NGOs, and local community-based organisations. To ensure institutional sustainability, systems with and within existing institutions are utilized and further strengthened for implementation and maintenance of activities. There is also awareness raising of the benefits of sustainable public procurement.

Additionally, the NDA has built into each project design just transition elements that will require significant investment in education, training, and certification systems as well as developing standards for businesses. Focus is placed on encouraging households, communities, and the private sector to adopt new practices, invest in technologies and techniques to drive long-term change. There will be opportunities to engage financial institutions to make funding available to the private sector to make investments in climate resilient infrastructure and technologies. Also, opportunities will be provided for households to benefit from revolving loans and communities to benefit from grants to enhance their resilience to climate change.

Within the programme, capacity building initiatives, apprenticeships, sector-based workforce training and certified training opportunities related to climate-resilient adaptation solutions are offered to support the acquiring of knowledge, and new competencies, particularly relevant for the building, electricity and transport sectors. Training is executed in collaboration with local and regional training institutions to facilitate the country in implementing its climate targets and reducing in the long-run possible negative impacts of the transition. The availability of these training and skills development opportunities will enable the creation of new jobs in the labour force, improve workers' employability and ensure their access to meaningful and decent work.

At the regional level, each project seeks to create avenues for scale up and replication of interventions nationally and regionally. Furthermore, as a DAE, the DOE assists countries in the OECS to effectively engage with the GCF. Knowledge products produced under the programme will be shared for the benefit of policymakers and other relevant stakeholders within the sub-region.

Online Project Management Platform

The Readiness Programme will be supported by Smartsheet, a project management platform. This platform is the core of the co-NDA's operations and focuses, *inter alia*, on

tracking the implementation of project activities (including GCF Readiness) and NDA functions (including No Objection Procedures) as well as streamlining the co-NDAs reporting towards funding sources such as GCF. The 30% annual subscription fee is covered by DOE ATG and it will continue to cover the additional 70% following the end of the grant implementation.

Complaints Mechanism

The DOE ATG as an Accredited Entity has a grievance mechanism that enables it to efficiently deal with complaints made by persons affected by donor funded projects and programmes. This policy covers internal and external complaints about the work and operations of the DOE, in addition to complaints concerning the projects and programs implemented or supervised by the DOE. Complaints may come from the public or private sector, internal staff or DOE consultants, members of the public, executing entities of DOE projects and programmes and other stakeholders such as civil society organizations or members of affected communities. Complaints must first be submitted through the appropriate channels (online DOE website, by telephone call, written submission by email to the Complaints Officer, walk-in meeting with Complaints Officer). The complaint is then scanned for relevance through an eligibility review and then referred to the appropriate entity or officer of the DOE.

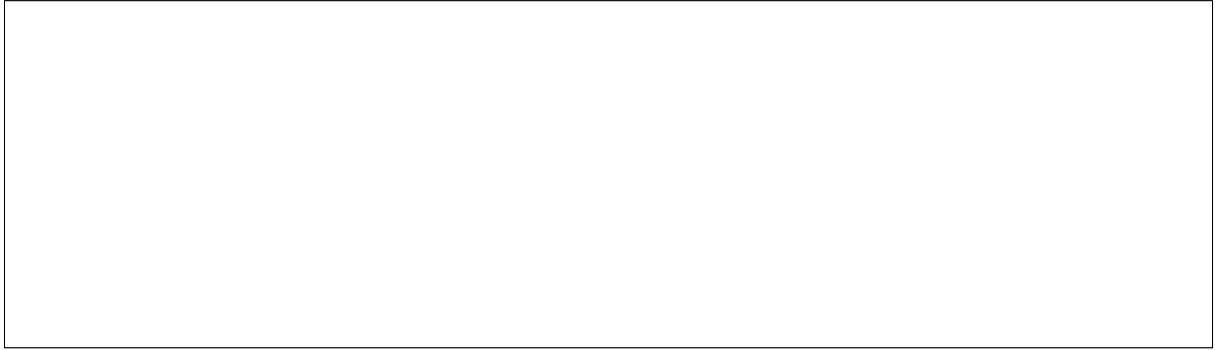
Whistleblower

The DOE recognizes the essential role of whistleblowers in exposing acts of wrongdoing to enable the DOE to effectively prevent, detect, and mitigate such acts and to safeguard the resources entrusted to its care. The DOE seeks to protect them and in turn, safeguard its own financial, operational, and reputational integrity in its efforts to execute its duties under the laws of Antigua and Barbuda. Any person may submit a report of suspected wrongdoing anonymously. In adherence to DOE's policies and procedures, the Complaints Mechanism will protect the identities of and confidential information provided by Whistleblowers and witnesses from unauthorized disclosure before, during, and after an investigation as far as possible using all available means, including physical, electronic, and procedural controls.

The Complaints Mechanism will, during an investigation, take appropriate measures to protect the confidentiality of any non-public information associated with an investigation, and will take appropriate measures to prevent the unauthorised disclosure of investigative findings.

Adherence to Anti-Money Laundering/Counter-Terrorism Financing Policy

Notably, ATG is not currently subject to any United Nations Security Council (UNSC) financial sanctions. The DOE ATG will take steps to inform the Fund of any credible and material risks or other indications of money laundering and/or financing of terrorism in relation to a Funded Activity and promptly take steps recommended by the Fund. The risk, however, is considered low. As indicated in the DOE ATG's accreditation application, the national legislation and banking requirements reduce risks significantly. AML CTF provisions are also within the DOE regulations and monitored via Compliance Officer(s).



READINESS & PREPARATORY SUPPORT

BUDGET, PROCUREMENT & IMPLEMENTATION PLAN



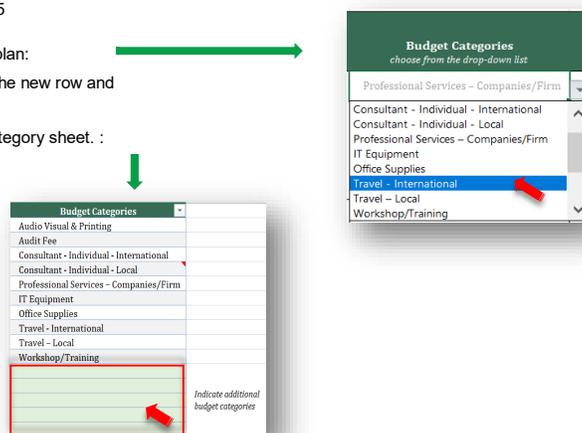
Readiness Grant Budget Preparation Guidelines

This file contains three specific planning tools to complete the supplementary information required when submitting a proposal for Readiness Programme support (including for NAP/adaptation planning):

- Budget plan and accompany Budget notes
- Procurement plan
- Implementation plan

The following considerations are important when completing the budget:

1. Before preparing the Readiness and budget, procurement, and implementation plans, please read the full guidance contained in the Readiness Programme Guidebook, specifically Part III Section 5
2. You can select the appropriate budget categories from the dropdown list in the budget plan:
3. To insert additional rows, right click on the row number below where you wish to insert the new row and choose INSERT.
4. Additional budget categories may be added by manually typing them on the Budget Category sheet. :
5. The Budget Notes sheet should be used to record explanations, further details or cost breakdowns for individual lines



Project Management Cost:

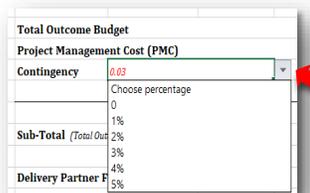
Project management costs (PMC) are the direct administrative costs incurred to execute a project. They should cover only incremental costs incurred due to the GCF contribution. In most cases, these costs are directly related to the support of a dedicated project management unit which manages the day to day execution related activities of the project.

General Principles for PMC costs:

1. The percentage of PMC financed by GCF should not be more than the percentage share of the overall budget financed by GCF
2. PMC budget thresholds: Up to 7.5 per cent of total activity budget.
 - > PMC exceeding 7.5 per cent for the readiness (including NAPs) proposals, and PPF proposals, up to \$ 3 million will require detailed documentation and justification supporting the entire PMC budget.
 - > The PMC should be shown as a separate component in the project budget. A detailed breakdown of PMC should be provided by budget category.
 - > Indicative list of eligible project management costs:
 - > **Project staffing and consultants:** Project manager, Project Assistant, Procurement personnel, Finance personnel & Support/admin. Personnel
 - > **Other direct costs:** Office equipment, Mission related travel cost of the PMU, Project management systems and information technology, Office supplies, Audit cost

Contingency :

1. Select the appropriate % of Contingency Budget from the dropdown list :
2. Contingency budget for unforeseen costs arising during the project implementation should not be included in the outcome budget separately.
3. Contingency budget must be used for any unforeseen programme (output level) cost that is unrelated to implementation/service fee.
4. Any use of contingency must be reported to and agreed by the GCF Secretariat in writing in advance provided with justifications that are acceptable to the GCF
5. If by the end of the grant implementation period, you have not spent Contingency, you may not increase the scope of the project or make any other expenditures using the Contingency.



5.1 Budget Plan

Please add rows for Outcomes, Outputs and Cost Categories as required. Additional budget categories may be added by manually typing them on the Budget Category sheet.

Outcomes / Outputs	Budget Categories <small>choose from the drop-down list</small>	Detailed Budget (in US\$)					Total Budget <small>(per sub-outcome)</small>	Total Budget <small>(per outcome)</small>	Expenditure Plan						Budget notes	
		Unit	# of Unit	Unit Cost	Total Budget <small>(per budget category)</small>	6m			12m	18m	24m	30m	36m			
1.1. Country NDAs or focal points and the network/ systems that enable them to fulfill their roles, responsibilities and policy requirements are operational and effective	1.1.1. NDA institutional capacity and support for appropriate oversight of GCF activities (i.e. project portfolio) at a national level strengthened	Consultant - Individual - Local	Months	36	2,700.00	97,200.00	175,320.00	277,420.00	16,200.00	16,200.00	16,200.00	16,200.00	16,200.00	16,200.00	1	
		Workshop/Training	workshop	6	1,070.00	6,420.00			2,140.00		2,140.00		2,140.00		2	
		IT Equipment	unit	1	2,500.00	2,500.00			2,500.00						3	
		IT Equipment	lump sum	3	15,000.00	45,000.00			15,000.00		15,000.00		15,000.00		4	
		Office Supplies	unit	6	700.00	4,200.00			4,200.00						5	
		Travel - International	trip	2	10,000.00	20,000.00					10,000.00		10,000.00		6	
	1.1.2. Coordination and management of climate finance in the government budget process	Consultant - Individual - Local	Months	36	2,700.00	97,200.00	102,100.00		16,200.00	16,200.00	16,200.00	16,200.00	16,200.00	16,200.00	7	
		IT Equipment	unit	1	2,500.00	2,500.00			2,500.00						8	
		Audio Visual & Printing	lump sum	3	800.00	2,400.00					1,200.00		1,200.00		9	
		Consultant - Individual - Local	Months	34	2,700.00	91,800.00			16,200.00	16,200.00	16,200.00	16,200.00	16,200.00	10,800.00	10	
1.2. Direct access applicants and accredited entities (DAEs) have established capacity to meet and maintain the GCF's accreditation standards; and accredited DAEs have the capacity to develop a pipeline of projects and effectively implement GCF-funded activities	1.2.1. DOE ATG's capacity strengthened to develop and effectively implement GCF-funded activities at a national level	IT Equipment	unit	1	2,500.00	2,500.00	107,400.00	2,500.00						11		
		Workshop/Training	workshop	3	2,700.00	8,100.00		2,700.00		2,700.00		2,700.00		12		
		Travel - International	trip	1	5,000.00	5,000.00				5,000.00				13		
		Consultant - Individual - Local	Months	30	2,700.00	81,000.00		16,200.00	16,200.00	16,200.00	16,200.00	16,200.00		14		
	1.2.2. Enhance DOE ATG's MRV system for climate finance based on existing work conducted by UNFCCC NBF Project and GCF Readiness	IT Equipment	unit	1	2,500.00	2,500.00	83,500.00	2,500.00						15		
		Consultant - Individual - International	lump sum	1	80,000.00	80,000.00		88,100.00	20,000.00	20,000.00	20,000.00	20,000.00		16		
	1.2.3. Re-accreditation preparatory activities implemented for the DOE ATG, including an institutional capacity assessment	Workshop/Training	workshop	3	2,700.00	8,100.00				2,700.00		2,700.00		2,700.00	17	
		Travel - International	trip	1	20,000.00	20,000.00	20,000.00		20,000.00					18		
	1.2.5. Undertake technical assistance to coordinate project development management coaching services to ensure that inputs from various consultants are streamlined and adequately consolidated into the CNs for submission to the GCF	Consultant - Individual - Local	Months	35	2,700.00	94,500.00	94,500.00	264,500.00	16,200.00	16,200.00	16,200.00	16,200.00	16,200.00	13,500.00	19	
		IT Equipment	unit	1	2,500.00	2,500.00	2,500.00		2,500.00						20	
1.3. Relevant country stakeholders (which may include executing entities, civil society organizations and private sector) have established adequate capacity, systems and networks to support the planning, programming and implementation of GCF-funded activities	1.3.1. Mainstream climate rationale, GCF established policies and procedures for environmental and social safeguards (ESS) and Gender, sustainable procurement, and monitoring and evaluation into the operational culture of NGOs and private sector interest groups	Consultant - Individual - Local	Months	34	2,700.00	91,800.00	146,300.00	264,500.00	15,300.00	15,300.00	15,300.00	15,300.00	15,300.00	15,300.00	21	
		Consultant - Individual - Local	Days	200	250.00	50,000.00							50,000.00		22	
		Workshop/Training	Lump sum	2	1,000.00	2,000.00			1,000.00		1,000.00				23	
		IT Equipment	unit	1	2,500.00	2,500.00			2,500.00						24	
	1.3.2. Partnerships established with relevant national and regional institutional stakeholders to support GCF Country Programme implementation	Consultant - Individual - Local	Month	36	2,700.00	97,200.00	118,200.00		32,400.00		32,400.00			32,400.00		25
		Workshop/Training	Lump sum	7	3,000.00	21,000.00					7,000.00		7,000.00		7,000.00	26

2.2. GCF recipient countries have developed or enhanced strategic frameworks to address policy gaps, improve sectoral expertise, and enhance enabling environments for GCF programming in low-emission investment	2.2.1. Renewable Energy - Policy and institutional framework strengthened or updated for enabling RE transition in the energy sector using a sector coupling approach for all relevant sectors	Consultant - Individual - International	Days	65	600.00	39,000.00	117,000.00	890,000.00	19,500.00	19,500.00							27							
		Consultant - Individual - International	Days	50	600.00	30,000.00				15,000.00	15,000.00									28				
		Consultant - Individual - International	Days	50	600.00	30,000.00						30,000.00									29			
		Travel - International	Trip	3	5,000.00	15,000.00					15,000.00										30			
		Workshop/Training	Workshop	1	3,000.00	3,000.00						3,000.00										31		
	2.2.2. Debt-for-Climate Swap - Institutional development of relevant GOAB and financial institutions, including the SIRF Fund, to advance debt-for-climate swap	Consultant - Individual - International	Days	65	600.00	39,000.00	193,000.00			39,000.00										32				
		Consultant - Individual - International	Days	50	600.00	30,000.00				30,000.00											33			
		Consultant - Individual - International	Days	50	600.00	30,000.00							10,000.00	10,000.00	10,000.00						34			
		Workshop/Training	Workshop	2	2,000.00	4,000.00					4,000.00											35		
		Travel - International	trip	3	25,000.00	75,000.00						25,000.00			25,000.00		25,000.00					36		
		Travel - International	Trip	3	5,000.00	15,000.00					10,000.00				5,000.00							37		
	2.2.3. Electric Vehicles - Policy and capacity gaps identified for the development of policy/legislation to enable EV transition	Consultant - Individual - International	Days	65	600	39,000.00	114,000.00			19,500.00	19,500.00										38			
		Consultant - Individual - International	Days	50	600	30,000.00				15,000.00	15,000.00											39		
		Consultant - Individual - International	Days	50	600	30,000.00						30,000.00										40		
		Travel - International	Trip	3	5000	15,000.00				15,000.00												41		
	2.2.4. Sector Coupling - Policy and institutional framework developed to enable sector coupling approach for relevant sectors	Consultant - Individual - International	Days	60	600	36,000.00	36,000.00					36,000.00									42			
	2.2.5. Just Transition - Pathway for Just Transition of the workforce established	Consultant - Individual - International	lump sum	1	30,000.00	30,000.00	30,000.00						15,000.00			15,000.00					43			
	2.2.6. Climate Technology identification and Prioritization - Climate technology identified and prioritised for low emission investment	Professional Services – Companies/Firm	lump sum	1	400,000.00	400,000.00	400,000.00			20,000.00	20,000.00	80,000.00	100,000.00	180,000.00							44			
	2.4. Strategies for transforming and attracting private sector investment for low emissions and resilience developed and	2.4.1. Creating an enabling environment to attract private sector investment for low emissions development and resilience	Consultant - Individual - International	Days	80	600.00	48,000.00		94,000.00	94,000.00	24,000.00	24,000.00										46		
			Consultant - Individual - International	Days	60	600.00	36,000.00							36,000.00										47
			Travel - International	trip	2	5,000.00	10,000.00					5,000.00		5,000.00										48
	4.2. An increase in the number of quality funding proposals developed and submitted from accredited Direct Access Entities	4.2.1. Identified policy gaps and market, technology, and regulatory barriers for EV transition	Consultant - Individual - International	Days	50	600.00	30,000.00		30,000.00	234,700.00	15,000.00	15,000.00										49		
		4.2.2. Monitoring and Evaluation Framework enhanced to track the performance of the project pipeline	Consultant - Individual - Local	Months	36	2,700.00	97,200.00		99,700.00		16,200.00	16,200.00	16,200.00	16,200.00	16,200.00	16,200.00	16,200.00	16,200.00	16,200.00	16,200.00	16,200.00	16,200.00	50	
			IT Equipment	unit	1	2,500.00	2,500.00				2,500.00												51	
		4.2.3. CNs developed and submitted to GCF	Professional Services – Companies/Firm	Lump sum	5	15,000.00	75,000.00		75,000.00				14,000.00		30,500.00			30,500.00				52		
		4.2.4. Preliminary CN work - Preliminary studies, modelling efforts and environmental and social risk screening for low emission investment	Professional Services – Companies/Firm	lump sum	1	30,000.00	30,000.00		30,000.00			5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	45	
			Consultant - Individual - Local	lump sum	9	5,000.00	45,000.00				15,000.00			15,000.00			15,000.00				53			

5.1. Best practices with respect to institutional capacity building and coordination, direct access, and pipeline development are developed and disseminated to strengthen engagement by NDAs, DAEs, and delivery partners with the GCF	5.1.1. Framework established for knowledge sharing of lessons from DOE ATG's pipeline of projects	Workshop/Training	Month	36	200.00	7,200.00	84,800.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	54
		Travel - International	Trip	18	1,200.00	21,600.00		7,200.00	7,200.00	7,200.00	7,200.00	55		
		Workshop/Training	Workshop	3	2,000.00	6,000.00		2,000.00	2,000.00	2,000.00	56			
		Audio Visual & Printing	lump sum	1	5,000.00	5,000.00		5,000.00	57					
	5.1.2. Experiential learning opportunities at the DOE ATG	Consultant - Individual - Local	3-month	30	1,200.00	36,000.00	129,000.00	12,000.00	12,000.00	12,000.00	58			
		Consultant - Individual - Local	6-month	13	6,000.00	78,000.00		19,200.00	19,200.00	19,800.00	59			
		Travel - International	Trip	30	500.00	15,000.00		5,000.00	5,000.00	5,000.00	60			
Total Outcome Budget					2,370,420.00	2,370,420.00	2,370,420.00	455,640.00	383,600.00	449,340.00	394,300.00	441,940.00	245,600.00	
Project Management Cost (PMC) Up to 7.5% of Total Activity Budget	Consultant - Individual - Local	Months	36	2,550.00	91,800.00	Actual amount and % of PMC requested: do not change the formula	Maximum PMC that can be requested: do not change the formula	15,300.00	15,300.00	15,300.00	15,300.00	15,300.00	15,300.00	61
	Consultant - Individual - Local	Months	36	500.00	18,000.00			3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	62	
	Consultant - Individual - Local	Months	30	500.00	15,000.00			3,000.00	3,000.00	3,000.00	3,000.00	63		
	Consultant - Individual - Local	Months	36	500.00	18,000.00			3,000.00	3,000.00	3,000.00	3,000.00	64		
	Audit Fee	Audit	3	4,000.00	12,000.00			4,000.00	4,000.00	4,000.00	65			
	Office Supplies	Lump sum	3	2,000.00	6,000.00			2,000.00	2,000.00	2,000.00	66			
	Consultant - Individual - International	Lump sum	1	3,000.00	3,000.00			3,000.00	3,000.00	3,000.00	67			
Workshop/Training	Workshop	9	1,000.00	9,000.00	3,000.00	3,000.00	3,000.00	68						
					172,800.00	7.29%	177,781.50	7.50%	29,300.00	28,300.00	29,300.00	28,300.00	28,300.00	
					2,543,220.00			484,940.00	411,900.00	478,640.00	422,600.00	471,240.00	273,900.00	

FOR GREEN CLIMATE FUND SECRETARIAT'S USE ONLY

Breakdown (per budget category)	Total (per budget category)
Audio Visual & Printing	7,400.00
Audit Fee	12,000.00
Consultant - Individual - International	560,000.00
Consultant - Individual - Local	1,099,700.00
Professional Services – Companies/Firm	505,000.00
IT Equipment	62,500.00
Office Supplies	10,200.00
Travel - International	211,600.00
Travel – Local	-
Workshop/Training	74,820.00
Translation	-
0	-
0	-
0	-
0	-
Total Outcome Budget + PMC	2,543,220.00

FOR GREEN CLIMATE FUND SECRETARIAT'S USE ONLY

Total Outcome Budget	2,370,420.00
Project Management Cost (PMC)	172,800.00
Contingency	71,112.60
<hr/>	
Sub-Total (Total Outcome Budget + Contingency + PMC)	2,614,332.60
Delivery Partner Fee (DP) - Up to 8.5% of the Sub-Total	222,218.27
<hr/>	
Total Project Budget (Total Activity Budget + Contingency + PMC + DP)	\$ 2,836,551.00

Budget Note	Detailed Description
1	1 local consultant to provide technical assistance for activity 1.1.1 (NDA Personnel for Ministry of Finance to support its Role)
2	to facilitate in person and online training for capacity strengthening 1.1.1c
3	1 laptop to support the consultant for activity 1.1.1
4	70% of annual subscription of online project management platform due to increase in size of project portfolio
5	office furniture consultants to support the full time consultants required for all activities
6	Travel for two NDA staff in year 2 and 3 for capacity strengthening
7	1 Policy Specialist for Climate Finance Tracking and Strategic Impact Assessments
8	1 laptop to support the consultant for activity 1.1.2
9	Report publishing
10	1 local consultant for activity 1.2.1 and Project Development
11	1 laptop to support the consultant for activity 1.2.1
12	3 training workshops for 1.2.1c
13	Travel to support institutional capacity building including flights and DSA for 7 days
14	Local consultant for Activity 1.2.2, Climate Finance Tracking
15	1 laptop to support the consultant for activity 1.2.2
16	1 international consultant for activity 1.2.3 Technical Assistance – Accreditation
17	3 workshops in year 1 and 2
18	International travel including flights and DSA for 4 people for a 7 day trip @ \$20,000
19	1 local consultant for activity 1.2.5 Technical Assistance - Project Development Specialist
20	1 laptop to support the consultant for activity 1.2.5
21	1 local consultant for 1.3.1 a to k
22	1 local consultant for 1.3.1 l
23	IT costs for virtual conference - expanded bandwidth, online conference platform subscription, equipment rental etc to facilitate virtual training for 1.3.1 a and b
24	1 laptop to support the consultant for activity 1.3.1. a, b and c
25	1 Communications Specialist
26	5 private sector groups, 2 NGOs, 1000 per year
27	1 international consultant for activity 2.2.1 a and b
28	1 international consultant for activity 2.2.1 c
29	1 international consultant for activity 2.2.1 d and e
30	Travel to country for international consultants conducting activity 2.2.1
31	Workshop for training of sector representatives
32	1 international consultant for activity 2.2.2 a and b Debt Swap Expert
33	1 international consultant for activity 2.2.2 c Adaptation and Mitigation Programming Specialist to support Debt Swap
34	1 international consultant for activity 2.2.2 d to g Debt Swap Expert
35	training to be conducted under 2.2.2. f
36	travel for 5 people (2 AE, 2 NDA, 1 MOFA), including flights and DSA for 7 days. 3 trips, \$5000 per person
37	Travel to country for international consultants conducting activity 2.2.2
38	1 international consultant for activity 2.2.3 a and d, Energy and Sustainable Business Specialists
39	1 international consultant for activity 2.2.3 b, Energy and Sustainable Business Specialists
40	1 international consultant for activity 2.2.3 c, Energy and Sustainable Business Specialists -EV
41	Travel to country for international consultants conducting activity 2.2.3
42	1 international consultant for activity 2.2.4 Energy Policy Specialist- Sector Coupling
43	1 international consultant for activity 2.2.5 Just Transition Consultant
44	1 firm to complete activity 2.2.6, Energy Specialists to support climate technology identification and prioritisation
45	1 firm to complete activity 4.2.4, Mitigation Programming Specialists

46	1 international consultant for activity 2.4.1 a and b, Mitigation Programming Specialist
47	1 international consultant for activity 2.4.1 c, Financial specialist for the development of investment plans
48	Travel to country for international consultants conducting activity 2.4.1
49	1 local consultant for activity 4.2.1, Mitigation Programming Specialist
50	1 local consultant for activity 4.2.2 Monitoring and Evaluation Officer
51	1 laptop to support the consultant for activity 4.2.2
52	1 firm for activity 4.2.3
53	1 local consultant for activity 5.1.1, Adaptation and Mitigation Programming Specialist
54	to support virtual conferencing expanded bandwidth, online conference platform subscription, equipment rental etc
55	Travel for representatives from St Vincent and St Lucia to attend workshops, 6 people per year
56	Annual regional knowledge sharing workshops
57	Development of knowledge products for activities 5.1.1 b, c & d
58	\$1200 per internship (\$400 per month) for 10 interns per year
59	\$6000 per internship (\$1000 per month) a total of 13 apprentices in years year 2 and 3
60	Regional international travel to ATG for interns - flights only
61	Project Coordinator for 36 months
62	Project Assistant for 36 months
63	Procurement Support Officer (part-time) for 30 months
64	Finance and Admin Officer (part-time) for 36 months
65	1 Audit per year for 3 years
66	Office supplies and IT Equipment
67	Terminal Evaluation
68	3 PMC meetings per year @ \$1500 per meeting

5.1 Budget Plan

Please add rows for Outcomes, Outputs and Cost Categories as required. Additional budget categories may be added by manually typing them on the Budget Category sheet.

Outcomes / Outputs	Detailed Project Total Budget (in US\$)						Expenditure Plan Year 1				
	Budget Categories <small>choose from the drop-down list</small>	Unit	# of Unit	Unit Cost	Total Budget <small>(per budget category)</small>	Total Budget <small>(per sub-outcome)</small>	Total Budget <small>(per outcome)</small>	6m	12m	Budget notes	
1.1. Country NDAs or focal points and the network/ systems that enable them to fulfil their roles, responsibilities and policy requirements are operational and effective	Consultant - Individual - Local	Months	36	2,700.00	97,200.00	175,320.00	277,420.00	16,200.00	16,200.00	1	
	Workshop/Training	workshop	6	1,070.00	6,420.00			2,140.00	-	2	
	IT Equipment	unit	1	2,500.00	2,500.00			2,500.00	-	3	
	IT Equipment	lump sum	3	15,000.00	45,000.00			15,000.00	-	4	
	Office Supplies	unit	6	700.00	4,200.00			4,200.00	-	5	
	Travel - International	trip	2	10,000.00	20,000.00			-	-	6	
	1.1.2. Coordination and management of climate finance in the government budget process	Consultant - Individual - Local	Months	36	2,700.00	97,200.00	102,100.00	16,200.00	16,200.00	7	
		IT Equipment	unit	1	2,500.00	2,500.00		2,500.00	-	8	
		Audio Visual & Printing	lump sum	3	800.00	2,400.00		-	-	9	
	1.2. Direct access applicants and accredited entities (DAEs) have established capacity to meet and maintain the GCF's accreditation standards; and accredited DAEs have the capacity to develop a pipeline of projects and effectively implement GCF-funded activities	Consultant - Individual - Local	Months	34	2,700.00	91,800.00	107,400.00	396,000.00	16,200.00	16,200.00	10
IT Equipment		unit	1	2,500.00	2,500.00	2,500.00			-	11	
Workshop/Training		workshop	3	2,700.00	8,100.00	2,700.00			-	12	
Travel - International		trip	1	5,000.00	5,000.00	-			-	13	
1.2.2.Enhanceme DOE ATG's MRV system for climate finance based on existing work conducted by UNFCCC NBF Project and GCF Readiness		Consultant - Individual - Local	Months	30	2,700.00	81,000.00	83,500.00		16,200.00	16,200.00	14
		IT Equipment	unit	1	2,500.00	2,500.00			2,500.00	-	15
1.2.3.Re-accreditation preparatory activities implemented for the DOE ATG, including an institutional capacity assessment		Consultant - Individual - International	lump sum	1	80,000.00	80,000.00	88,100.00		20,000.00	20,000.00	16
		Workshop/Training	workshop	3	2,700.00	8,100.00			-	2,700.00	17
1.2.4. Accreditation upgrade preparatory activities conducted for the DOE ATG		Travel - International	trip	1	20,000.00	20,000.00	20,000.00		-	20,000.00	18
1.2.5 Undertake technical assistance to coordinate project development management coaching services to ensure that inputs from various consultants are streamlined and adequately consolidated into the CNs for submission to the GCF		Consultant - Individual - Local	Months	35	2,700.00	94,500.00	94,500.00		16,200.00	16,200.00	19
	IT Equipment	unit	1	2,500.00	2,500.00	2,500.00	2,500.00	-	20		
1.3. Relevant country stakeholders (which may include executing entities, civil society organizations and private sector) have established adequate capacity, systems and networks to support the planning, programming and implementation of GCF-funded activities	Consultant - Individual - Local	Months	34	2,700.00	91,800.00	146,300.00	264,500.00	15,300.00	15,300.00	21	
	Consultant - Individual - Local	Days	200	250.00	50,000.00			-	-	22	
	Workshop/Training	Lump sum	2	1,000.00	2,000.00			1,000.00	-	23	
	IT Equipment	unit	1	2,500.00	2,500.00			2,500.00	-	24	
	1.3.2. Partnerships established with relevant national and regional institutional stakeholders to support GCF Country Programme implementation	Consultant - Individual - Local	Month	36	2,700.00	97,200.00		118,200.00	32,400.00	-	25
		Workshop/Training	Lump sum	7	3,000.00	21,000.00			-	7,000.00	26

2.2. GCF recipient countries have developed or enhanced strategic frameworks to address policy gaps, improve sectoral expertise, and enhance enabling environments for GCF programming in low-emission investment	2.2.1. Renewable Energy - Policy and institutional framework strengthened or updated for enabling RE transition in the energy sector using a sector coupling approach for all relevant sectors	Consultant - Individual - International	Days	65	600.00	39,000.00	117,000.00	890,000.00	19,500.00	19,500.00	27
		Consultant - Individual - International	Days	50	600.00	30,000.00			15,000.00	15,000.00	28
		Consultant - Individual - International	Days	50	600.00	30,000.00			-	-	29
		Travel - International	Trip	3	5,000.00	15,000.00			15,000.00	-	30
		Workshop/Training	Workshop	1	3,000.00	3,000.00			-	3,000.00	31
	2.2.2. Debt-for-Climate Swap - Institutional development of relevant GOAB and financial institutions, including the SIRF Fund, to advance debt-for-climate swap	Consultant - Individual - International	Days	65	600.00	39,000.00	193,000.00		39,000.00	-	32
		Consultant - Individual - International	Days	50	600.00	30,000.00			30,000.00	-	33
		Consultant - Individual - International	Days	50	600.00	30,000.00			-	-	34
		Workshop/Training	Workshop	2	2,000.00	4,000.00			-	4,000.00	35
		Travel - International	trip	3	25,000.00	75,000.00			-	25,000.00	36
		Travel - International	Trip	3	5,000.00	15,000.00			10,000.00	-	37
	2.2.3. Electric Vehicles - Policy and capacity gaps identified for the development of policy/legislation to enable EV transition	Consultant - Individual - International	Days	65	600	39,000.00	114,000.00		19,500.00	19,500.00	38
		Consultant - Individual - International	Days	50	600	30,000.00			15,000.00	15,000.00	39
		Consultant - Individual - International	Days	50	600	30,000.00			-	-	40
		Travel - International	Trip	3	5000	15,000.00			15,000.00	-	41
	2.2.4. Sector Coupling - Policy and institutional framework developed to enable sector coupling approach for relevant sectors	Consultant - Individual - International	Days	60	600	36,000.00	36,000.00		-	-	42
	2.2.5. Just Transition - Pathway for Just Transition of the workforce established	Consultant - Individual - International	lump sum	1	30,000.00	30,000.00	30,000.00		-	-	43
	2.2.6. Climate Technology identificaton and Prioritization - Climate technology identified and prioritised for low emission investment	Professional Services – Companies/Firm	lump sum	1	400,000.00	400,000.00	400,000.00		20,000.00	20,000.00	44
									-	-	
2.4.Strategies for transforming and attracting private sector investment for low emissions and resilience developed and being used	2.4.1.Creating an enabling environment to attract private sector investment for low emissions development and resilience	Consultant - Individual - International	Days	80	600.00	48,000.00	94,000.00	94,000.00	24,000.00	24,000.00	46
		Consultant - Individual - International	Days	60	600.00	36,000.00			-	-	47
		Travel - International	trip	2	5,000.00	10,000.00			5,000.00	-	48
4.2. An increase in the number of quality funding proposals developed and submitted from accredited Direct Access Entities	4.2.1. Identified policy gaps and market, technology, and regulatory barriers for EV transition	Consultant - Individual - International	Days	50	600.00	30,000.00	30,000.00	15,000.00	15,000.00	49	
	4.2.2 Monitoring and Evaluation Framework enhanced to track the performance of the project pipeline	Consultant - Individual - Local	Months	36	2,700.00	97,200.00	99,700.00	16,200.00	16,200.00	50	
		IT Equipment	unit	1	2,500.00	2,500.00		2,500.00	-	51	
	4.2.3.CNs developed and submitted to GCF	Professional Services – Companies/Firm	Lump sum	5	15,000.00	75,000.00	75,000.00	-	14,000.00	52	
	4.2.4. Preliminary CN work - Preliminary studies, modelling efforts and environmental and social risk screening for low emission investment	Professional Services – Companies/Firm	lump sum	1	30,000.00	30,000.00	30,000.00	5,000.00	5,000.00	45	

5.1. Best practices with respect to institutional capacity building and coordination, direct access, and pipeline development are developed and disseminated to strengthen engagement by NDAs, DAEs, and delivery partners with the GCF	5.1.1. Framework established for knowledge sharing of lessons from DOE ATG's pipeline of projects	Consultant - Individual - Local	lump sum	9	5,000.00	45,000.00	84,800.00	213,800.00	-	15,000.00	53	
		IT Equipment	Month	36	200.00	7,200.00			1,200.00	1,200.00	54	
		Travel - International	Trip	18	1,200.00	21,600.00			-	7,200.00	55	
		Workshop/Training	Workshop	3	2,000.00	6,000.00			-	2,000.00	56	
		Audio Visual & Printing	lump sum	1	5,000.00	5,000.00			-	-	57	
	5.1.2. Experiential learning opportunities at the DOE ATG	Consultant - Individual - Local	3-month	30	1,200.00	36,000.00	129,000.00	-	12,000.00	58		
		Consultant - Individual - Local	6-month	13	6,000.00	78,000.00		-	-	59		
		Travel - International	Trip	30	500.00	15,000.00		-	5,000.00	60		
	Total Outcome Budget						2,370,420.00	2,370,420.00	2,340,420.00	455,640.00	383,600.00	
	Project Management Cost (PMC) Up to 7.5% of Total Activity Budget	Consultant - Individual - Local	Months	36	2,550.00	91,800.00	Actual amount and % of PMC requested: do not change the formula	Maximum PMC that can be requested: do not change the formula	15,300.00	15,300.00	61	
Consultant - Individual - Local		Months	36	500.00	18,000.00	3,000.00			3,000.00	62		
Consultant - Individual - Local		Months	30	500.00	15,000.00	3,000.00			3,000.00	63		
Consultant - Individual - Local		Months	36	500.00	18,000.00	3,000.00			3,000.00	64		
Audit Fee		Audit	3	4,000.00	12,000.00				4,000.00	65		
Office Supplies		Lump sum	3	2,000.00	6,000.00	172,800.00			175,531.50	2,000.00	66	
Consultant - Individual - International		Lump sum	1	3,000.00	3,000.00						67	
Workshop/Training		Workshop	9	1,000.00	9,000.00	7.38%			7.50%	3,000.00	68	
						172,800.00		29,300.00	28,300.00			
						2,543,220.00		484,940.00	411,900.00			

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Total Outcome Budget Yr 1	839,240.00
Project Management Cost (PMC)	57,600.00
Contingency	23,704.20
<hr/>	
Sub-Total (Total Outcome Budget + Contingency + PMC)	920,544.20
Delivery Partner Fee (DP) - Up to 8.5% of the Sub-Total	74,072.76
<hr/>	
Total Year 1 Budget (Total Activity Budget + Contingency + PMC + DP)	\$ 994,617.00

5.1 Budget Plan

Please add rows for Outcomes, Outputs and Cost Categories as required. Additional budget categories may be added by manually typing them on the Budget Category sheet.

Outcomes / Outputs		Detailed Project Total Budget (in US\$)					Expenditure Plan Year 2					
		Budget Categories <small>choose from the drop-down list</small>	Unit	# of Unit	Unit Cost	Total Budget <small>(per budget category)</small>	Total Budget <small>(per sub-outcome)</small>	Total Budget <small>(per outcome)</small>	18m	24m	Budget notes	
1.1. Country NDAs or focal points and the network/ systems that enable them to fulfil their roles, responsibilities and policy requirements are operational and effective	1.1.1. NDA institutional capacity and support for appropriate oversight of GCF activities (i.e. project portfolio) at a national level strengthened	Consultant - Individual - Local	Months	36	2,700.00	97,200.00	175,320.00	277,420.00	16,200.00	16,200.00	1	
		Workshop/Training	workshop	6	1,070.00	6,420.00			2,140.00	-	2	
		IT Equipment	unit	1	2,500.00	2,500.00			-	-	3	
		IT Equipment	lump sum	3	15,000.00	45,000.00			15,000.00	-	4	
		Office Supplies	unit	6	700.00	4,200.00			-	-	5	
		Travel - International	trip	2	10,000.00	20,000.00			10,000.00	-	6	
	1.1.2. Coordination and management of climate finance in the government budget process	Consultant - Individual - Local	Months	36	2,700.00	97,200.00	102,100.00		16,200.00	16,200.00	7	
		IT Equipment	unit	1	2,500.00	2,500.00			-	-	8	
		Audio Visual & Printing	lump sum	3	800.00	2,400.00			1,200.00	-	9	
	1.2. Direct access applicants and accredited entities (DAEs) have established capacity to meet and maintain the GCF's accreditation standards; and accredited DAEs have the capacity to develop a pipeline of projects and effectively implement GCF-funded activities	1.2.1. DOE ATG's capacity strengthened to develop and effectively implement GCF-funded activities at a national level	Consultant - Individual - Local	Months	34	2,700.00	91,800.00	107,400.00	396,000.00	16,200.00	16,200.00	10
IT Equipment			unit	1	2,500.00	2,500.00	-			-	11	
Workshop/Training			workshop	3	2,700.00	8,100.00	2,700.00			-	12	
Travel - International			trip	1	5,000.00	5,000.00	5,000.00			-	13	
1.2.2. Enhance DOE ATG's MRV system for climate finance based on existing work conducted by UNFCCC NBF Project and GCF Readiness		Consultant - Individual - Local	Months	30	2,700.00	81,000.00	83,500.00			16,200.00	16,200.00	14
		IT Equipment	unit	1	2,500.00	2,500.00				-	-	15
1.2.3. Re-accreditation preparatory activities implemented for the DOE ATG, including an institutional capacity assessment		Consultant - Individual - International	lump sum	1	80,000.00	80,000.00	88,100.00			20,000.00	20,000.00	16
		Workshop/Training	workshop	3	2,700.00	8,100.00				-	2,700.00	17
1.2.4. Accreditation upgrade preparatory activities conducted for the DOE ATG		Travel - International	trip	1	20,000.00	20,000.00	20,000.00	-		-	18	
1.2.5. Undertake technical assistance to coordinate project development management coaching services to		Consultant - Individual - Local	Months	35	2,700.00	94,500.00	94,500.00	16,200.00		16,200.00	19	
	IT Equipment	unit	1	2,500.00	2,500.00	2,500.00	-	-	20			
1.3. Relevant country stakeholders (which may include executing entities, civil society organizations and private sector) have established adequate capacity, systems and networks to support the planning, programming and implementation of GCF-funded activities	1.3.1. Mainstream climate rationale, GCF established policies and procedures for environmental and social safeguards (ESS) and Gender, sustainable procurement, and monitoring and evaluation into the operational culture of NGOs and private sector interest groups	Consultant - Individual - Local	Months	34	2,700.00	91,800.00	146,300.00	264,500.00	15,300.00	15,300.00	21	
		Consultant - Individual - Local	Days	200	250.00	50,000.00			-	-	22	
		Workshop/Training	Lump sum	2	1,000.00	2,000.00			1,000.00	-	23	
		IT Equipment	unit	1	2,500.00	2,500.00			-	-	24	
	1.3.2. Partnerships established with relevant national and regional institutional stakeholders to support GCF Country Programme implementation	Consultant - Individual - Local	Month	36	2,700.00	97,200.00	118,200.00			32,400.00	-	25
		Workshop/Training	Lump sum	7	3,000.00	21,000.00				-	7,000.00	26
2.2.1. Renewable Energy - Policy and institutional framework	Consultant - Individual - International	Days	65	600.00	39,000.00			-	-	27		
	Consultant - Individual - International	Days	50	600.00	30,000.00			-	-	28		

2.2. GCF recipient countries have developed or enhanced strategic frameworks to address policy gaps, improve sectoral expertise, and enhance enabling environments for GCF programming in low-emission investment	strengthened or updated for enabling RE transition in the energy sector using a sector coupling approach for all relevant sectors	Consultant - Individual - International	Days	50	600.00	30,000.00	117,000.00	30,000.00	-	29	
		Travel - International	Trip	3	5,000.00	15,000.00		-	-	30	
		Workshop/Training	Workshop	1	3,000.00	3,000.00		-	-	31	
	2.2.2. Debt-for-Climate Swap - Institutional development of relevant GOAB and financial institutions, including the SIRF Fund, to advance debt-for-climate swap	Consultant - Individual - International	Days	65	600.00	39,000.00	193,000.00	-	-	32	
		Consultant - Individual - International	Days	50	600.00	30,000.00		-	-	33	
		Consultant - Individual - International	Days	50	600.00	30,000.00		-	10,000.00	34	
		Workshop/Training	Workshop	2	2,000.00	4,000.00		-	-	35	
		Travel - International	trip	3	25,000.00	75,000.00		-	25,000.00	36	
		Travel - International	Trip	3	5,000.00	15,000.00		-	5,000.00	37	
	2.2.3. Electric Vehicles - Policy and capacity gaps identified for the development of policy/legislation to enable EV transition	Consultant - Individual - International	Days	65	600	39,000.00	114,000.00	-	-	38	
Consultant - Individual - International		Days	50	600	30,000.00	-		-	39		
Consultant - Individual - International		Days	50	600	30,000.00	30,000.00		-	40		
Travel - International		Trip	3	5000	15,000.00	-		-	41		
2.2.4. Sector Coupling - Policy and institutional framework developed to enable sector coupling approach for relevant sectors	Consultant - Individual - International	Days	60	600	36,000.00	36,000.00	36,000.00	-	42		
2.2.5. Just Transition - Pathway for Just Transition of the workforce established	Consultant - Individual - International	lump sum	1	30,000.00	30,000.00	30,000.00	-	15,000.00	43		
2.2.6. Climate Technology identification and Prioritization - Climate technology identified and prioritised for low emission investment	Professional Services – Companies/Firm	lump sum	1	400,000.00	400,000.00	400,000.00	80,000.00	100,000.00	44		
2.4.Strategies for transforming and attracting private sector investment for low emissions and resilience developed and	2.4.1.Creating an enabling environment to attract private sector investment for low emissions development and resilience	Consultant - Individual - International	Days	80	600.00	48,000.00	94,000.00	-	-	46	
		Consultant - Individual - International	Days	60	600.00	36,000.00		94,000.00	36,000.00	-	47
		Travel - International	trip	2	5,000.00	10,000.00		5,000.00	-	48	
4.2. An increase in the number of quality funding proposals developed and submitted from accredited Direct Access Entities	4.2.1.identified policy gaps and market, technology, and regulatory barriers for EV transition	Consultant - Individual - International	Days	50	600.00	30,000.00	30,000.00	-	-	49	
		Consultant - Individual - Local	Months	36	2,700.00	97,200.00	99,700.00	16,200.00	16,200.00	50	
	IT Equipment	unit	1	2,500.00	2,500.00	-		-	51		
	4.2.3.CNs developed and submitted to GCF	Professional Services – Companies/Firm	Lump sum	5	15,000.00	75,000.00	75,000.00	-	30,500.00	52	
4.2.4. Preliminary CN work - Preliminary studies, modelling efforts and environmental and social risk screening for low emission investment	Professional Services – Companies/Firm	lump sum	1	30,000.00	30,000.00	30,000.00	5,000.00	5,000.00	45		
5.1.Best practices with respect to institutional capacity building	5.1.1.Framework established for knowledge sharing of lessons from DOE ATG's pipeline of projects	Consultant - Individual - Local	lump sum	9	5,000.00	45,000.00	84,800.00	-	15,000.00	53	
		IT Equipment	Month	36	200.00	7,200.00		1,200.00	1,200.00	54	
		Travel - International	Trip	18	1,200.00	21,600.00		-	7,200.00	55	
		Workshop/Training	Workshop	3	2,000.00	6,000.00		-	2,000.00	56	

and coordination, direct access, and pipeline development are developed and disseminated to strengthen engagement by NDAs, DAEs, and delivery partners with the GCF	5.1.2. Experiential learning opportunities at the DOE ATG	Audio Visual & Printing	lump sum	1	5,000.00	5,000.00	213,800.00	5,000.00	-	57	
		Consultant - Individual - Local	3-month	30	1,200.00	36,000.00		-	12,000.00	58	
		Consultant - Individual - Local	6-month	13	6,000.00	78,000.00		129,000.00	19,200.00	19,200.00	59
		Travel - International	Trip	30	500.00	15,000.00		-	5,000.00	60	
Total Outcome Budget					2,370,420.00	2,370,420.00	2,340,420.00	449,340.00	394,300.00		
Project Management Cost (PMC) Up to 7.5% of Total Activity Budget	Consultant - Individual - Local	Months	36	2,550.00	91,800.00	Actual amount and % of PMC requested: do not change the formula	Maximum PMC that can be requested: do not change the formula	15,300.00	15,300.00	61	
	Consultant - Individual - Local	Months	36	500.00	18,000.00			3,000.00	3,000.00	62	
	Consultant - Individual - Local	Months	30	500.00	15,000.00			3,000.00	3,000.00	63	
	Consultant - Individual - Local	Months	36	500.00	18,000.00			3,000.00	3,000.00	64	
	Audit Fee	Audit	3	4,000.00	12,000.00				4,000.00	65	
	Office Supplies	Lump sum	3	2,000.00	6,000.00			✓ 172,800.00	2,000.00		66
	Consultant - Individual - International	Lump sum	1	3,000.00	3,000.00						67
	Workshop/Training	Workshop	9	1,000.00	9,000.00			✓ 7.38%	3,000.00		68
					172,800.00		175,531.50	29,300.00	28,300.00		
					2,543,220.00			478,640.00	422,600.00		

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Total Outcome Budget Yr 2	843,640.00
Project Management Cost (PMC)	57,600.00 7.4% requested
Contingency	23,704.20 3% requested
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Sub-Total (Total Outcome Budget + Contingency + PMC)	924,944.20
Delivery Partner Fee (DP) - Up to 8.5% of the Sub-Total	74,072.76
<hr/>	
Total Year 2 Budget (Total Activity Budget + Contingency + PMC + DP)	\$ 999,017.00

5.1 Budget Plan

Please add rows for Outcomes, Outputs and Cost Categories as required. Additional budget categories may be added by manually typing them on the Budget Category sheet.

Outcomes / Outputs	Detailed Project Total Budget (in US\$)						Expenditure Plan Year 3					
	Budget Categories <small>choose from the drop-down list</small>	Unit	# of Unit	Unit Cost	Total Budget <small>(per budget category)</small>	Total Budget <small>(per sub-outcome)</small>	Total Budget <small>(per outcome)</small>	30m	36m	Budget notes		
1.1. Country NDAs or focal points and the network/ systems that enable them to fulfil their roles, responsibilities and policy requirements are operational and effective	Consultant - Individual - Local	Months	36	2,700.00	97,200.00	175,320.00	277,420.00	16,200.00	16,200.00	1		
	Workshop/Training	workshop	6	1,070.00	6,420.00			2,140.00	-	2		
	IT Equipment	unit	1	2,500.00	2,500.00			-	-	3		
	IT Equipment	lump sum	3	15,000.00	45,000.00			15,000.00	-	4		
	Office Supplies	unit	6	700.00	4,200.00			-	-	5		
	Travel - International	trip	2	10,000.00	20,000.00			10,000.00	-	6		
	1.1.2. Coordination and management of climate finance in the government budget process	Consultant - Individual - Local	Months	36	2,700.00	97,200.00	102,100.00		16,200.00	16,200.00	7	
		IT Equipment	unit	1	2,500.00	2,500.00			-	-	8	
		Audio Visual & Printing	lump sum	3	800.00	2,400.00			1,200.00	-	9	
	1.2. Direct access applicants and accredited entities (DAEs) have established capacity to meet and maintain the GCF's accreditation standards; and accredited DAEs have the capacity to develop a pipeline of projects and effectively implement GCF-funded activities	Consultant - Individual - Local	Months	34	2,700.00	91,800.00	107,400.00	396,000.00	16,200.00	10,800.00	10	
IT Equipment		unit	1	2,500.00	2,500.00	-			-	11		
Workshop/Training		workshop	3	2,700.00	8,100.00	2,700.00			-	12		
Travel - International		trip	1	5,000.00	5,000.00	-			-	13		
1.2.2 Enhanceme DOE ATG's MRV system for climate finance based on existing work conducted by UNFCCC NBF Project and GCF Readiness		Consultant - Individual - Local	Months	30	2,700.00	81,000.00	83,500.00			16,200.00	-	14
		IT Equipment	unit	1	2,500.00	2,500.00				-	-	15
1.2.3 Re-accreditation preparatory activities implemented for the DOE ATG, including an institutional capacity assessment		Consultant - Individual - International	lump sum	1	80,000.00	80,000.00	88,100.00			-	-	16
		Workshop/Training	workshop	3	2,700.00	8,100.00				-	2,700.00	17
1.2.4. Accreditation upgrade preparatory activities conducted for the DOE ATG		Travel - International	trip	1	20,000.00	20,000.00	20,000.00		-	-	18	
1.2.5 Undertake technical assistance to coordinate project development management coaching services to		Consultant - Individual - Local	Months	35	2,700.00	94,500.00	94,500.00		16,200.00	13,500.00	19	
	IT Equipment	unit	1	2,500.00	2,500.00	2,500.00	-	-	20			
1.3. Relevant country stakeholders (which may include executing entities, civil society organizations and private sector) have established adequate capacity, systems and networks to support the planning, programming and implementation of GCF-funded activities	Consultant - Individual - Local	Months	34	2,700.00	91,800.00	146,300.00	264,500.00	15,300.00	15,300.00	21		
	Consultant - Individual - Local	Days	200	250.00	50,000.00			50,000.00	-	22		
	Workshop/Training	Lump sum	2	1,000.00	2,000.00			-	-	23		
	IT Equipment	unit	1	2,500.00	2,500.00			-	-	24		
	1.3.2. Partnerships established with relevant national and regional institutional stakeholders to support GCF Country Programme implementation	Consultant - Individual - Local	Month	36	2,700.00	97,200.00		118,200.00	32,400.00	-	25	
		Workshop/Training	Lump sum	7	3,000.00	21,000.00			-	7,000.00	26	
2.2.1. Renewable Energy - Policy and institutional framework	Consultant - Individual - International	Days	65	600.00	39,000.00			-	-	27		
	Consultant - Individual - International	Days	50	600.00	30,000.00			-	-	28		

2.2. GCF recipient countries have developed or enhanced strategic frameworks to address policy gaps, improve sectoral expertise, and enhance enabling environments for GCF programming in low-emission investment	and institutional framework strengthened or updated for enabling RE transition in the energy sector using a sector coupling approach for all relevant sectors	Consultant - Individual - International	Days	50	600.00	30,000.00	117,000.00	890,000.00	-	-	29
		Travel - International	Trip	3	5,000.00	15,000.00			-	-	30
		Workshop/Training	Workshop	1	3,000.00	3,000.00			-	-	31
	2.2.2. Debt-for-Climate Swap - Institutional development of relevant GOAB and financial institutions, including the SIRF Fund, to advance debt-for-climate swap	Consultant - Individual - International	Days	65	600.00	39,000.00	193,000.00		-	-	32
		Consultant - Individual - International	Days	50	600.00	30,000.00			-	-	33
		Consultant - Individual - International	Days	50	600.00	30,000.00			10,000.00	10,000.00	34
		Workshop/Training	Workshop	2	2,000.00	4,000.00			-	-	35
		Travel - International	trip	3	25,000.00	75,000.00			-	25,000.00	36
		Travel - International	Trip	3	5,000.00	15,000.00			-	-	37
	2.2.3. Electric Vehicles - Policy and capacity gaps identified for the development of policy/legislation to enable EV transition	Consultant - Individual - International	Days	65	600	39,000.00	114,000.00		-	-	38
		Consultant - Individual - International	Days	50	600	30,000.00			-	-	39
		Consultant - Individual - International	Days	50	600	30,000.00			-	-	40
		Travel - International	Trip	3	5000	15,000.00			-	-	41
	2.2.4. Sector Coupling - Policy and institutional framework developed to enable sector coupling approach for relevant sectors	Consultant - Individual - International	Days	60	600	36,000.00	36,000.00		-	-	42
2.2.5. Just Transition - Pathway for Just Transition of the workforce established	Consultant - Individual - International	lump sum	1	30,000.00	30,000.00	30,000.00	-	15,000.00	43		
2.2.6. Climate Technology Identification and Prioritization - Climate technology identified and prioritised for low emission investment	Professional Services – Companies/Firm	lump sum	1	400,000.00	400,000.00	400,000.00	180,000.00	-	44		
2.4. Strategies for transforming and attracting private sector investment for low emissions and resilience developed and being used	2.4.1. Creating an enabling environment to attract private sector investment for low emissions development and resilience	Consultant - Individual - International	Days	80	600.00	48,000.00	94,000.00	94,000.00	-	-	46
Consultant - Individual - International		Days	60	600.00	36,000.00	-			-	47	
Travel - International		trip	2	5,000.00	10,000.00	-			-	48	
4.2. An increase in the number of quality funding proposals developed and submitted from accredited Direct Access Entities	4.2.1. Identified policy gaps and market, technology, and regulatory barriers for EV transition	Consultant - Individual - International	Days	50	600.00	30,000.00	30,000.00	204,700.00	-	-	49
	4.2.2. Monitoring and Evaluation Framework enhanced to track the performance of the project pipeline	Consultant - Individual - Local	Months	36	2,700.00	97,200.00	99,700.00		16,200.00	16,200.00	50
		IT Equipment	unit	1	2,500.00	2,500.00			-	-	51
	4.2.3. CNs developed and submitted to GCF	Professional Services – Companies/Firm	Lump sum	5	15,000.00	75,000.00	75,000.00		-	30,500.00	52
4.2.4. Preliminary CN work - Preliminary studies, modelling efforts and environmental and social risk screening for low emission investment	Professional Services – Companies/Firm	lump sum	1	30,000.00	30,000.00	30,000.00	5,000.00	5,000.00	45		
5.1.1. Framework established for knowledge sharing of lessons from DOE ATG's pipeline of projects	Consultant - Individual - Local	lump sum	9	5,000.00	45,000.00	84,800.00	-	15,000.00	53		
	IT Equipment	Month	36	200.00	7,200.00		1,200.00	1,200.00	54		

5.1. Best practices with respect to institutional capacity building and coordination, direct access, and pipeline development are developed and disseminated to strengthen engagement by NDAs, DAEs, and delivery partners with the GCF		Travel - International	Trip	18	1,200.00	21,600.00			-	7,200.00	55
		Workshop/Training	Workshop	3	2,000.00	6,000.00			-	2,000.00	56
		Audio Visual & Printing	lump sum	1	5,000.00	5,000.00			-	-	57
	5.1.2. Experiential learning opportunities at the DOE ATG	Consultant - Individual - Local	3-month	30	1,200.00	36,000.00	129,000.00	213,800.00	-	12,000.00	58
Consultant - Individual - Local		6-month	13	6,000.00	78,000.00	19,800.00		19,800.00	59		
Travel - International		Trip	30	500.00	15,000.00	-		5,000.00	60		
Total Outcome Budget					2,370,420.00	2,370,420.00	2,340,420.00	441,940.00	245,600.00		
Project Management Cost (PMC) Up to 7.5% of Total Activity Budget	Consultant - Individual - Local	Months	36	2,550.00	91,800.00	Actual amount and % of PMC requested: do not change the formula	Maximum PMC that can be requested: do not change the formula	15,300.00	15,300.00	61	
	Consultant - Individual - Local	Months	36	500.00	18,000.00			3,000.00	3,000.00	62	
	Consultant - Individual - Local	Months	30	500.00	15,000.00			3,000.00	3,000.00	63	
	Consultant - Individual - Local	Months	36	500.00	18,000.00			3,000.00	3,000.00	64	
	Audit Fee	Audit	3	4,000.00	12,000.00				4,000.00	65	
	Office Supplies	Lump sum	3	2,000.00	6,000.00			172,800.00	175,531.50	2,000.00	66
	Consultant - Individual - International	Lump sum	1	3,000.00	3,000.00						67
	Workshop/Training	Workshop	9	1,000.00	9,000.00			7.38%	7.50%	3,000.00	68
					172,800.00					29,300.00	28,300.00
				2,543,220.00			471,240.00	273,900.00			

FOR GREEN CLIMATE FUND SECRETARIAT'S USE ONLY

Total Outcome Budget Yr 3	687,540.00
Project Management Cost (PMC)	57,600.00
Contingency	23,704.20
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Sub-Total (Total Outcome Budget + Contingency + PMC)	768,844.20
Delivery Partner Fee (DP) - Up to 8.5% of the Sub-Total	74,072.76
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Total Year 3 Budget (Total Activity Budget + Contingency + PMC + DP)	\$ 842,917.00

5.2 Procurement Plan

For goods, services, and consultancies to be procured, please list the items, descriptions in relation to the activities in Section 3, estimated cost, procurement method, relevant threshold, and the estimated dates. Please include the procurement plan for at least the first tranche of disbursement requested below and provide a full procurement plan for the entire duration of the implementation period if available at this stage.

Item	Item Description	Estimated Cost (US\$)	Procurement Method	Thresholds (Min-Max monetary value for which indicated procurement method must be used)	Estimated Start Date	Projected Contracting Date
Goods and Non-Consulting Services						
Audit Fee	PMC Audits	12,000.00	Competitive – RFQ - 3 Quotations☐	less than \$20,000☐	Year 1	Year 1
Travel	International and regional travel	211,600.00	Price Verification - Non-competitive☐	less than \$10,000☐	Year 1	Year 1
IT Equipment	Computer software/equipment for virtual conferences and project management	45,000.00	Price Verification - Non-competitive☐	less than \$10,000☐	Year 1	Year 1
IT Equipment	Computer Hardware for consultants	17,500.00	Price Verification - Non-competitive☐	less than \$10,000☐	Year 1	Year 1
Office supplies	PMC Office supplies	6,000.00	Price Verification - Non-competitive☐	less than \$10,000☐	Year 1	Year 1
Office supplies	PMU Office furniture	4,200.00	Price Verification - Non-competitive☐	less than \$10,000☐	Year 1	Year 1
Workshop/Training	Stakeholder, training and validation engagement workshops	65,820.00	Price Verification - Non-competitive☐	less than \$10,000☐	Year 1	Year 1
Audio Visual & Printing	Report publishing	7,400.00	Price Verification - Non-competitive☐	less than \$10,000☐	Year 1	Year 1
Workshop/Training	PMC Meetings	9,000.00	Competitive – RFQ - 3 Quotations☐	less than \$20,000☐	Year 1	Year 1
Sub-Total (US\$)		\$ 378,520.00				
Consultancy Services						
Local Consultant	Technical Assistance - NDA	97,200.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
Local Consultant	Technical Assistance - NDA	97,200.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
Local Consultant	Technical Assistance - DAE Project Development Specialist	91,800.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
Local Consultant	Technical Assistance - DAE Climate Finance Tracking	81,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
International Consultant	Technical Assistance – NDA: Debt, Tax and Climate Finance Expert	80,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
Local Consultant	Technical Assistance - Project Development Specialist	94,500.00	Competitive - RFP	\$20,000 - \$500,001	Year 1	Year 1
Local Consultant	Technical Assistance - Private Sector/NGOs	91,800.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
Local Consultant	Technical Assistance - Private Sector/NGOs Policy expert	50,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
Local Consultant	Communications specialist	97,200.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
International Consultant	Energy and Sustainable Business Specialists	39,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
International Consultant	Energy and Sustainable Business Specialists	30,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
International Consultant	Energy and Sustainable Business Specialists	30,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
International Consultant	Debt Swap Expert	39,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
International Consultant	Adaptation and Mitigation Programming Spec	30,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
International Consultant	Debt Swap Expert	30,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
International Consultant	Energy and Sustainable Business Specialists	39,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
International Consultant	Energy and Sustainable Business Specialists	30,000.00	Competitive - RFP	less than \$20,000☐	Year 1	Year 1
International Consultant	Energy and Sustainable Business Specialists	30,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
International Consultant	Energy Policy Specialist- Sector Coupling	36,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
International Consultant	Just Transition Consultant	30,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
Professional Services – Companies/Firm	Energy Specialists to support climate technology identification and prioritisation	400,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
Professional Services – Companies/Firm	Mitigation Programming Specialists	30,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1

International Consultant	Mitigation Programming Specialist	48,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
International Consultant	Financial specialist for the development of investment plans	36,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
Local Consultant	Technical Assistance - DAE Mitigation Programming Specialist	30,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
International Consultant	M&E Expert	97,200.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
Professional Services – Companies/Firm	Concept note development	75,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
Local Consultant	Adaptation and Mitigation Programming Specialist	45,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
Local Consultant	Interns	36,000.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
Local Consultant	Apprentices	78,000.00	Competitive - RFP	\$20,000 - \$500,001	Year 2	Year 1
Local Consultant	GCF Readiness Coordinator (PMU)	91,800.00	Competitive - RFP	\$20,000 - \$500,000	Year 1	Year 1
Local Consultant	Project assistant (PMU)	18,000.00	Competitive – RFP - 3 Bids/Proposals	less than \$20,000□	Year 1	Year 1
Local Consultant	Procurement support officer (PMU)	15,000.00	Competitive – RFP - 3 Bids/Proposals	less than \$20,000□	Year 1	Year 1
Local Consultant	Finance and admin officer (PMU)	18,000.00	Competitive – RFP - 3 Bids/Proposals	less than \$20,000□	Year 1	Year 1
International Consultant	Terminal Evaluation	3,000.00	Competitive – RFP - 3 Bids/Proposals	less than \$20,000□	Year 1	Year 1
Sub-Total (US\$)		\$ 2,164,700.00				

2,543,220.00

Budget Categories
Audio Visual & Printing
Audit Fee
Consultant - Individual - International
Consultant - Individual - Local
Professional Services – Companies/Firm
IT Equipment
Office Supplies
Travel - International
Travel – Local
Workshop/Training
Translation

Indicate additional budget categories