

# Readiness Proposal

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**with Department of Environment, Ministry of Health & the Environment  
for Antigua and Barbuda**

8 July 2015 | NDA Strengthening and Country Programming



(Please submit completed form to [countries@gcfund.org](mailto:countries@gcfund.org))

Executive Summary <i>(in one page)</i>	
<b>Country (or region)</b>	Antigua and Barbuda
<b>Submission Date</b>	08/07/2015
<b>NDA or Focal Point</b>	Environment Division, Ministry of Health and the Environment
<b>Contact Point</b> (both NDA/FP and delivery partner)	<p>Name: Diann Black-Layne            Position: Chief Environment Officer            Email: dcbblack11@gmail.com            Tel: <b>1.268.464.6410, 1.268.462.4625, 1.268.562.2568</b>            Full Office address:            Environment Division            Ministry of Health and the Environment            Botanical Gardens            Factory Road, St. John's            Antigua</p>
<b>Readiness Area/s</b>	<p><input checked="" type="checkbox"/> 1. Establishing and strengthening National Designated Authorities (NDAs) or Focal Points</p> <p><input checked="" type="checkbox"/> 2. Strategic frameworks for engagement with the Fund, including the preparation of country programmes</p>
<b>Request Summary</b> (in 200 words)	<p>Readiness area 1: Establishment Strengthening the NDA            The NDA will hire consultants and procure services to build the capacity of the Environment Division and the Debt Management Unit that will be responsible for coordinating with other ministries on the Green Climate Fund (the Fund).</p> <p>Consultants and service providers will assist the NDA in the following tasks:</p> <ol style="list-style-type: none"> <li>1. Design and establish a Knowledge Management System to facilitate the proper organization, storage and communication of policy documents and instrument related to Climate Change Financing.</li> <li>2. Develop a Public Awareness Strategy and implementation of elements including development of a website page, news articles and short posts for social media.</li> <li>3. Development of operational guidelines for the functioning of the NDAs. Training of staff of the NDA's in the use of these guidelines.</li> <li>4. Development and conduct training on operational guidelines related to no objection procedure requirement of the GCF.</li> <li>5. Facilitate consultations with the National Coordination Mechanism and other multi stakeholder groups.</li> <li>6. The NDA may also add other activities in accordance with the Fund's defined scope of work in the Standardised Package for NDA or Focal Strengthening, available at:  <a href="http://www.gcfund.org/fileadmin/00_customer/documents/Accreditation/Scope_of_Work_Package_1_NDA_Strengthening.pdf">http://www.gcfund.org/fileadmin/00_customer/documents/Accreditation/Scope_of_Work_Package_1_NDA_Strengthening.pdf</a>.</li> </ol> <p>Activity 2: Strategic frameworks for engagement with the Fund, including the preparation of country programmes.</p> <p>The NDA will develop a country programme that includes:</p> <ol style="list-style-type: none"> <li>1. Antigua and Barbuda's development priorities with respect to the Green Climate Fund (the Fund) consistent with the country's National Environmental Management Strategy (NEMS), Intended Nationally Determined Contributions</li> </ol>

	<p>(INDCs), and the Fund's Initial results management framework;</p> <ol style="list-style-type: none"> <li>2. Hold consultations with public sector stakeholders to confirm priorities. Identify opportunities to engage the private sector enterprises in line with the NEMS.</li> <li>3. Identifying programmes and projects, including public-private partnerships, consistent with the Fund's Initial investment framework; and</li> <li>4. Identifying how the GCF can build on and upscale the ongoing work of other development partners in the country, and deliver its support in a manner complementary to the efforts of other partners.</li> <li>5. The NDA may add other elements to the country programme and will also undertake stakeholder consultations in a manner that is consistent with the Fund's defined scope of work in the Standardised Package for Country Strategic Frameworks, available at:  <a href="http://www.gcfund.org/fileadmin/00_customer/documents/Accreditation/Scope_of_Work_Package_2_Country_Programme.pdf">http://www.gcfund.org/fileadmin/00_customer/documents/Accreditation/Scope_of_Work_Package_2_Country_Programme.pdf</a>.</li> </ol>
<b>Anticipated Duration</b>	November 1 <sup>st</sup> 2015 to October 31 <sup>st</sup> 2017 (24 months)
<b>Estimated total cost</b>	US\$300,000

## SECTION A: RATIONALE FOR REQUEST

### A.1

### Background

Antigua and Barbuda is a developing country located in the eastern arch of the Caribbean. The country is recognized as being particularly vulnerable to the impacts of climate change and deserving of the support of the international community to address identified and potential climate change impacts. As a small island developing state (SIDS) in the Eastern Caribbean, Antigua and Barbuda (including Redonda) has significant resources that may be drawn upon to provide a solid base for development including those related to climate change issues. On the other hand, the country also experiences important challenges in managing a sustainable development process. The country's primary resources include a very agreeable climate, outstanding land and seascapes, extensive areas of high ecological value, an engaging history, democratic governance, a well-educated and healthy population, and significant natural resources (beaches, agricultural lands and fish stocks). While the country's natural resources were of primary economic importance throughout much of its history, the other resources listed, coupled with the ease of accessibility to North America and Europe, have led to a thriving tourism industry; which is now economically significant but also makes the country even more susceptible to economics shocks resulting from the impacts of climate change that have a high impact on the tourism industry. Antigua and Barbuda has worked to secure renewed political commitment not only to the issues of climate change but for sustainable development on a whole. Emphasis has been placed on assessing progress to date and the remaining gaps in implementation of the outcomes of the major summits on sustainable development, and addressing the new and emerging challenges including those brought about by climate change.

The country has conducted internal and regional assessments to determine how conferences such as the UNFCCC COPs, and the recently held Rio+20 and other processes have influenced the development agenda. The country has also sought to assess its progress against strategic documents that have been produced from these processes including the Rio Declaration on Environment and Development, Agenda 21, the Millennium Declaration, the Johannesburg Declaration on Sustainable Development and the Latin American and Caribbean Initiative for Sustainable Development, the Monterrey Consensus of the International Conference on Financing for Development and the Doha Declaration on Financing for Development, the Barbados Program of Action for the Sustainable Development of Small Island Developing States, the Mauritius Strategy and the World Charter for Nature.

The results of the assessments so far conclude that most of the countries in the Caribbean, including Antigua and Barbuda, are middle-income, and do not have sufficient access to concessional resources and technical assistance. In the last decade weather-related disasters have also put the countries of the Caribbean to the test, with serious implications for the economies of the region. Additionally, with specific reference to climate change, the small size of the country's economy is a further impediment to its ability to afford necessary mitigation and adaptation technologies on its own.

However, in an effort to show its commitment to change and the on-going international process towards the effective management of the issues which develop as a result of climate change and other environmental factors, since the last report to the UNFCCC, the government has completed and passed environmental legislation, the National Physical Development Plan, an Energy Policy and publicly made a commitment through the UNFCCC's Copenhagen Accord in 2010 to reduce the country's green house gas emissions by 25% of its 1990 levels by 2020 and an INDC is being prepare to complement this strategy. The preparation of the Third National Communications will be completed by end of 2015 and the emission reduction strategy needed to inform the Government on how to meet this target is being elaborated on in the chapter on mitigation.

The Ministry of Health and the Environment has designed a Sustainable Island Resource Framework Fund (SIRF Fund) that is the proposed strategy to will address the issues of Climate Change while funding Environmental Management. The premise behind the design of the SIRF Fund, is to create a dedicated and self-sustaining vehicle to resource Environmental Management including Climate Change mitigation and adaptation. The fund will use grants from international agencies to invest in the generation of electricity from renewable energy. The National utility company will enter into an agreement with the SIRF Fund to purchase the electricity generated. The funds generated from the sale of electricity will be invested in the in to the implementation of the Environmental Legislation of the Country in general and in particular small loans to consumers (to assist with adaptation to Climate Change) as well as coastal zone management to withstand

1M rise in sea-level. The proceeds will also be used to Fund protected areas, pollution management, risk reduction (adaptation), upgrade of the electricity grid, improve indoor air quality, reduce flooding, and for NGOs engaged in environment management. The fund will also be designed to be the vehicle to provide the co-financing for projects and programmes supported by the GEF and the Green Climate fund.

The target funds for the SIRF Fund to meeting the national funding requirement would be grant investments of 25M USD by 2018 to purchase the first 10MW of electricity.

<b>A.2</b>	<b>Justification for request</b>
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The Government of Antigua and Barbuda has identified the Environment Division as the NDA for the GCF. The agencies have not functioned as NDA before and although baseline capacity with respect to identifying climate-financing needs of Antigua and Barbuda exists within the agencies, assistance is required to help the NDA to engage stakeholders in a coordinated manner and provide information on the GCF accurately to a wide range of stakeholders. These stakeholders included Public and private sector, NGO's and Community Groups. The assistance is required to enable Antigua and Barbuda to submit the best possible projects that meet national priorities and GCF criteria.

Although the NDA is involved with the implementation of programs with other partners, these programs have not have been at the level of financing that the GCF will provide. The readiness support provided will assist the NDA in building the technical capacity needed to handle larger cross-sectoral projects involving multiple stakeholders and interest groups. The NDA will also be required to coordinate with agencies that have already established their 5-year implementation plans and programs. The development of a Country Program will assist in aligning the national GCF approach with existing National, Regional and International strategies and plans. Most importantly the Country work program will provide a solid and clear direction for policy makers and the private sector whose cooperation will be critical to successfully delivering on implementation of projects. The Country Program will create buy in and ownership among all the actors that need to collaborate in making these initiatives successful.

The readiness support will also assist in identifying and exploring synergies with ongoing initiatives and identifying these and upscale them to make significant impacts to the communities in Antigua and Barbuda.

## SECTION B: SCOPE OF WORK

<b>B.1</b>	<b>Description of activities</b> <i>(Please provide detailed logical framework as an annex. See Annex I for content to build from).</i>
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Readiness area 1: Establishment Strengthening the NDA

The NDA will hire consultants and procure services to build the capacity of the Environment Division and the Debt Management Unit that will be responsible for coordinating with other ministries on the Green Climate Fund (the Fund).

Consultants and service providers will assist the NDA in the following tasks:

1. Design and establish a Knowledge Management System to facilitate the proper organization, storage and communication of policy documents and instrument related to Climate Change Financing.
2. Develop a Public Awareness Strategy and implementation of elements including development of a website page, news articles and short posts for social media.
3. Development of operational guidelines for the functioning of the NDAs. Training of staff of the NDA's in the use of these guidelines.
4. Development and conduct training on operational guidelines related to no objection procedure requirement of the GCF.
5. Facilitate consultations with the National Coordination Mechanism and other multi stakeholder groups.
6. The NDA may also add other activities in accordance with the Fund's defined scope of work in the Standardised Package for NDA or Focal Strengthening, available at:

[http://www.gcfund.org/fileadmin/00\\_customer/documents/Accreditation/Scope\\_of\\_Work\\_Package\\_1\\_NDA\\_Str engthening.pdf](http://www.gcfund.org/fileadmin/00_customer/documents/Accreditation/Scope_of_Work_Package_1_NDA_Str engthening.pdf).

Activity 2: Strategic frameworks for engagement with the Fund, including the preparation of country

programmes.

The NDA will develop a country programme that includes:

1. Antigua and Barbuda's development priorities with respect to the Green Climate Fund (the Fund) consistent with the country's National Environmental Management Strategy, INDC's, and the Fund's Initial results management framework;
2. Hold consultations with public sector stakeholders to confirm priorities. Identify opportunities to engage the private sector enterprises in line with the NEMS.
3. Identifying programmes and projects, including public-private partnerships, consistent with the Fund's Initial investment framework; and
4. Identifying how the GCF can build on and upscale the ongoing work of other development partners in the country, and deliver its support in a manner complementary to the efforts of other partners.
5. The NDA may add other elements to the country programme and will also undertake stakeholder consultations in a manner that is consistent with the Fund's defined scope of work in the Standardised Package for Country Strategic Frameworks, available at:

[http://www.gcfund.org/fileadmin/00\\_customer/documents/Accreditation/Scope\\_of\\_Work\\_Package\\_2\\_Country\\_Programme.pdf](http://www.gcfund.org/fileadmin/00_customer/documents/Accreditation/Scope_of_Work_Package_2_Country_Programme.pdf)

See Annex 1 for detailed log frame

## B.2 Expected results

At the completion of this program the NDA will have improved its internal processes for consultation and participatory program identification, knowledge management communication and public awareness as well as processing and approving submission of projects. It will also provide an opportunity for NDA to identify projects that could be scaled up. At the end of the activity, the NDA would have, through a participatory process, developed a Country Program to guide the identification and endorsement national appropriate and project that meet the GCF investment framework. The readiness activity will improve visibility of the GCF in Antigua and Barbuda as well as the Eastern Caribbean and may also send a signal of political confidence that Antigua and Barbuda will take ambitious mitigation and adaptation actions.

## SECTION C: BUDGET *(include total cost and share of GCF funding)*

Category Cost	Direct in USD \$
Consultant fees	130,000
Travel & per diem of consultants	40,000
Workshops (venue, catering, travel, per diem, materials, etc.)	100,000
Other (incl. audit costs)	15,000
Contingency	15,000
Total	300,000

## SECTION D: IMPLEMENTATION PLAN

### D.1 Implementation arrangements

Overall project management for Readiness project is the responsibility of the Environment Division. The Chief Environment Officer will act as the Project Manager (PM), and will ensure that the projects is progressing as per the log frame, work plan and budget. The PM responsible for the project's financial management and related reporting, while specific responsibilities and activity delegation are described below.

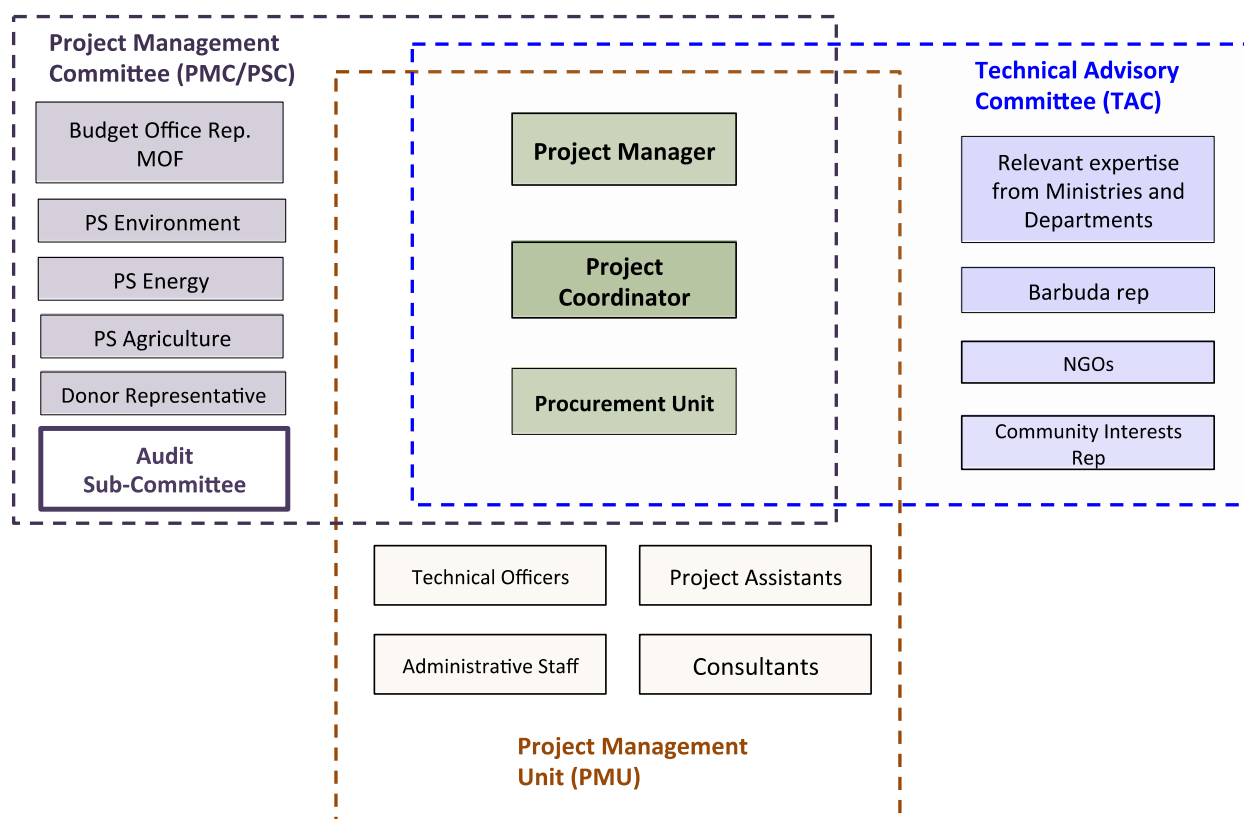
The PM will also be responsible for maintaining political buy-in and support at the highest levels of government. The PM has a coordination role across all committees and units. The Project Coordinator (PC) will have lead responsibility for execution of the project under the Project Management Unit (PMU), is responsible for daily implementation of project activities, and the completion of agreed work plans in a timely manner.

The project will have dedicated access to the technical capabilities of the staff within the Environment Division and the Debt Management Unit through the designation of staff to the Project Management Unit (PMU). The

composition of the PMU includes the Project Manager, Project Coordinator, administrative assistants and other technical staff – including short-term technical assistance procured through the project as well permanent staff of the Environment Division. The PMU will meet monthly to report to the Project Manager. Execution of the Project will be carried out on the basis of the work plan developed in the Inception period. The PMU is in charge of designing and implementing the activities in the annual work plans.

As part of the project management arrangements, the PM reports to the **Project Management Committee (PMC)**. The function of PMC is to provide oversight for procurement, Institutional arrangements and financial management of the project. The PMC will also be responsible for approving and circulating financial reports to the Ministry of Finance and other relevant agencies as well as the GCF. The project coordinator will become a member of the Division's Project Management Unit, (PMU) and therefore will be meeting monthly with the project coordinators for the projects being implemented and or executed by the Division.

The readiness program will also benefit from the Technical Advisory Committee (**TAC**). The **TAC** will act as an advisory body to the project providing high-level guidance, policy input and support, facilitating communication, cooperation and coordination among stakeholders and other project partners. The **PMC** will be charged to monitor implementation of the project activities according to the approved Work Programs and approve any essential deviations from it if necessary. The **PMC** will be composed of representatives from the Ministry of Agriculture, UNEP (for some projects) Permanent Secretary of The Environment, Permanent Secretary of Ministry of Agriculture, Permanent Secretary for the Prime Minister's Ministry, the Permanent Secretary of the Ministry of Energy and a representative from the Ministry of Finance.



Project Management Structure

The Financial Management Capacity Assessment questionnaire has been completed and reflects these arrangements.

**D.2**

**Disbursement and implementation schedule**



The funding will be transferred to the Environment Division in Antigua and Barbuda in three equal tranches:

- The first disbursement, which amounts US\$ 150,000 for Activity 1, will be transferred upon the submission of an inception report from the NDA to the Fund, in form and substance acceptable to the Fund, which includes detailed implementation plan, procurement plan and budget.
- The second tranche of US\$ 100,000 Activity 2 will be transferred upon submission of an interim progress report within 13 month after the start of implementation and audited financial report, in form and substance acceptable to the Fund, including an audited expenditure statement; and
- The final disbursement of \$50,000 will be made upon submission of a completion report and financial report, including an audited expenditure statement within 25months of the start of implementation..

### D.3

### Procurement plan

The Project Management Committee (PMC) is the institution responsible for oversight of financial management of Climate Change related projects in Antigua and Barbuda

The PMC will competitively procure services consistent with its procurement policies as elaborated in the FMCA:

- Consultants and Services will be procured in accordance with the procurement plan and the terms of reference of consultants will be developed further to include the tasks outlined in the request summary above. The NDA may also add other tasks to the ToRs of the consultants in accordance with the Fund's defined scope of work on NDA strengthening within the resource envelope in this proposal and any supplementary resources secured from other sources.
- For items such as venues, catering and travel for stakeholder workshops to be organized, a shopping method will be used to procure such services consistent with the PMC's procurement policies.
- Information on the process and the results of procurement to be undertaken will be included in the inception report where such information can be provided in advance, and in any case, in interim progress or completion reports when such procurement has been undertaken and completed.

## SECTION E: MONITORING & REPORTING PLAN

The Environment Division will be responsible for Monitoring and implementation. An inception report will be prepared in the first 2 months following the approval of the proposal. The report will contain details on the indicators, an operational work program and budget and procurement plan. The Environment Division will provide audited financial statements and a technical report at the end of the first year of implementation as well as a terminal report when the project has been completed.

## SECTION F: RISK & MITIGATION MEASURES

Identified Risks	Risk Assessment	Mitigation Measures
Delay in start-up of the project activities	Medium	Early and quick negotiation of the grant agreement with the GCF and quick disbursement of the funds. Management Systems already in place.
Low buy-in from the main stakeholders	Low, Many stakeholders are anxious to implement mitigation and adaptation measures.	A communication strategy will be developed at the initial stage of the project and organizations with a long-stand experience in public consultations will be involved.
Loss of political will to include vital areas in the Country strategy	Medium, - there is political distrust that the GCF will provide the funds in a timely manner and via direct access.	Climate change issues related to funding are high on the government agenda but the funds are not available. The country is undergoing a 9-month drought and the Government have no choice but to hope that the GCF provide funds in a timely manner.
Difficulties in procuring services from the local companies	the necessary tools may not be available on island and therefore have to be imported; as a result, this	A procurement plan prepared at an early stage of the project preparation should mitigate the risk related to delayed procurement of services and goods.



	can have an impact on project timelines	To avoid this the Division normally have direct procurement of services from overseas.
Human Resources (Consultants)	Lack of experience consultants is a high risk on an island.	Target Specialists for a short period, within local and or regional professional groups with the specific skills for preparing strategic action plans. This must be carefully budgeted since international consultants are very expensive..
Adverse Public opinion/media intervention	Medium	Engage media to assist with effective public education and awareness. -
Implementation time frame	Medium	Immediate recruitment of required national and international consultants
Administrative sustainability	Capacity and competence of administrative systems (Low)	Strong administrative systems are already functioning.
Natural catastrophe	Antigua and Barbuda is prone to Hurricanes . The hurricane season is from June – November each year.	There are mitigation procedures in place to ensure that the records of the projects are backed up and stored in a safe place during a storm. If there is a storm delays cannot be mitigated the budget for contingency is therefore important in this regard.
Poor project governance and accountability	Low	Established reporting and monitoring framework in place and fully functioning.

## Annex I. Logical Framework

Description		Indicators
Outcomes		
1	NDA capacity strengthened to undertake Fund-related responsibilities	1.1 Knowledge acquired on the country's climate- and development-related needs, priorities, strategies, plans, relevant institutions and stakeholders 1.2 Capacity developed to facilitate and coordinate a country coordination mechanism and multi-stakeholder engagement that results in identification of priorities and recommendations of (or no-objections on) funding proposals 1.3 Capacity and systems developed to monitor, evaluate and maintain an overview of activities of the Fund and other relevant funding mechanisms and institutions working in the country 1.4 Capacity to disseminate information, including in local languages, on the operational procedures of the Fund to country stakeholders
2	Strategic framework for engagement with the Fund developed	2.1 Country programme developed and endorsed by country coordination mechanism 2.2 NDA-led stakeholder engagement process undertaken
Outputs		
1	Presentations or other climate and development-related information materials	To be completed based on country-specific context
1	Summaries of meetings of country coordination mechanism and multi-stakeholder engagement, including list of participants	
1	Annual report on activities of the Fund and other relevant funding mechanisms and institutions in the country	
1	Information materials on the operational procedures of the Fund in local languages (where relevant) and distribution lists of recipients	
2	Country programme, including elements provided in the Fund's <i>Initial Guidelines for Country Programme</i>	
2	Summaries of meetings of multi-stakeholder engagement, including list of participants	
Activities		
To be completed based on country-specific context		

## Annex II. Inception Report

(Please submit completed form to [countries@gcfund.org](mailto:countries@gcfund.org))

Summary	
<b>Country</b>	Antigua and Barbuda
<b>Date of Submission</b>	31/01/2016
<b>NDA or Focal Point contact details</b>	<p>Ambassador Diann Black-Layne  Director  Department of the Environment  Ministry of Health and the Environment  Botanical Gardens, Factory Road  St. John's, Antigua  Office: +1.268.462.4625  +1.268.562.2568  Mobile: +1.268.464.6410  antiguaenvironmentdivision@gmail.com  dcblack11@gmail.com</p>
<b>Summary of proposed activities and timeline (please also include overall objective of the grant, requested grant amount and expected timeline for implementation) (maximum 350 words)</b>	<p>The objective of this grant is to enhance Antigua and Barbuda's capacity, country ownership and climate finance access to the Green Climate Fund. In particular, it aims to develop the capacity of the National Designated Authority (NDA) through operational enhancement, knowledge management and public awareness, and to support coordination and capacity building across stakeholders through Existing national coordinating mechanisms and other multi-stakeholder groups (Readiness Area 1). Furthermore, it will assist to develop a strategic country programme that includes an investment framework and the identification of priorities which will seek to build on existing policies and plans (National Environmental Management Strategy, INDC, national development strategy) and the Fund's results management framework, including developing pipeline projects (Readiness Area 2).</p> <p>At the completion of the readiness activities, the NDA will have improved its internal processes for project management and reporting particularly in the area of Financial management, consultation and participatory program identification, knowledge management, communication and public awareness, as well as processing and approving projects for submission. The readiness funds will also provide an opportunity for the NDA to identify projects that could be scaled up. At the end of the activities, the NDA would have, through a participatory process, developed a Country Program to guide the identification and endorsement of nationally appropriate projects that meet the GCF investment framework and promote climate relevant transformational development. The readiness activity will improve visibility of the GCF in Antigua and Barbuda, as well as the Eastern Caribbean, and is intended to send a signal of continued confidence that Antigua and Barbuda will take ambitious mitigation and adaptation actions and continue the momentum generated in Paris at COP21. The grants' activities planned start date is February 2016 and the planned end date is May, 2017 (16 months). The estimated budget is USD 300,000.</p>

### NOTES:

- (i) *The Secretariat may provide feedback aimed at strengthening the approach proposed in the inception document to ensure consistency and coherence with the decisions on readiness taken by the Board and the Governing Instrument of the Fund*

## A. PROJET BACKGROUND & CONTEXT

### A.1 Assessment of strengths and needs of the NDA

*Please provide brief analysis on state of readiness to engage with the Fund and other climate finance, and highlight strengths, assets, weaknesses, and need for support.*

The Department of Environment, as the government-appointed NDA for the GCF, has over the past few years succeeded in establishing an enabling environment in Antigua and Barbuda for climate investment and low-carbon, resilient development. Notable achievements include the passage of the Environmental Protection and Management Act of 2015, a comprehensive legislation that provides for implementation of multilateral environmental agreements. The legislation also established a financing mechanism, the Sustainable Island Resource Framework Fund (SIRF Fund), as the primary means for implementing Antigua and Barbuda's ambitious climate action targets. It is envisioned that, once operational, the SIRF Fund will catalyze internal and external funding sources to enable the country to meet its climate and sustainability goals in a coordinated, systematic, accelerated and cost-effective manner. The fund and legislation is being managed by the Department of the Environment (DOE) which is responsible fund raising for the implementation of environmental projects.

Over the past ten years, the DOE has raised funds from the GEF, and IRENA and is currently submitting project proposals to the Adaptation Fund and the GCF via UNEP. The DOE has also raised funding from regional and other bilateral sources and currently has just over 23 M USD in active project management from the GEF, IRENA (a 2 % loan) and the EU GCCA via the Organization of Eastern Caribbean States (OECS). The DOE has executed projects with UNDP, UNEP, Caribbean Climate Change Center, CARICOM, European Union and others.

With these significant and sequential achievements, capacity building for the DOE and its partner agencies are critical to keep pace with growing expectations, responsibilities and the urgent actions needed to meet the impacts of climate change. The Department has not functioned as NDA before, and, although baseline capacity for identifying climate-financing needs of Antigua and Barbuda exists within the agency, assistance is required to help the NDA engage using a wider range of instruments in particularly those being offered by the GCF, and to meet more rigorous levels of fiduciary standards, reporting, and auditing requirements.

The readiness support provided will assist the NDA in building the technical capacity needed to handle larger cross-sectoral projects involving multiple stakeholders and interest groups. The specific capacity building will focus on financial management, auditing and reporting. This approach is consistent with the current work of the Ministry of Finance in this area of fiscal management, Knowledge Management and Communication planning that targets all stakeholders in both islands that make up the twin island state.

### A.2 List of national climate change policies and initiatives

*Please highlight information on key national climate change response policies and initiatives (e.g. national policies, NAPs, NAMAs, INDCs, etc.) that are to be reflected / prioritised in the country programme. Highlight country and donor strategies and programmes that are of relevance, and institutions to be engaged in the process.*

The Country Programme will build on existing climate change policies, and will be aligned with complementary on-going initiatives. These include:

- The National Physical Development Plan of 2012 presents a forward-looking strategic, national spatial development framework that addresses current development issues, and provides a platform for feasible private and public sector development initiatives guided by principles of land-use planning and zoning, that reflect local cultural values and aspirations over the next twenty (20) years.
- The National Poverty Reduction Strategy 2011 – 2015 included goals of reducing the risk to Antigua and Barbuda to climatic and other related natural disasters, especially those most vulnerable; eliminating indigence and reducing poverty; promoting good governance; and increasing transparency and accountability in the public sector.
- A National Climate Change Policy and Dialogue is currently underway with support from the Global Climate Change Alliance (GCCA), with an anticipated completion date of April 2016.
- The National Energy Policy (NEP) committed the country, through the UNFCCC's Copenhagen Accord in 2010, to reduce the country's greenhouse gas emissions by 25% below 1990 levels by 2020. Building on this, Antigua and Barbuda's Intended Nationally Determined Contribution (INDC) was communicated to the UNFCCC in October 2015, and includes nine climate action targets to be achieved between 2020 and 2030, including targets for renewable energy, energy efficiency standards, carbon capture through carbon sinks, low-emissions transportation, and waste-to-energy technologies.

- The Third National Communication to the UNFCCC will be completed by mid-2016 and includes an emission reduction strategy in the Mitigation chapter to inform the Government on low-emission and resilient development aligned.
- Antigua and Barbuda received technical support from the International Renewable Energy Agency (IRENA) for the development of renewable readiness assessments (RRAs) and a grid stability study. The RRA presented a holistic assessment of conditions for renewable energy deployment in a country, and the actions necessary to further improve these conditions. The RRA serves as a rapid assessment of how a country can increase readiness and overcome the main barriers to the deployment of renewable energy technologies. Initial findings of the grid stability study indicate that Antigua and Barbuda's energy grid can, without any major adjustments, support over half of the country's energy demand through variable renewable energy. This lays the foundation for the country to transition to low-emissions development, departing from its current status of 100% dependency on oil importation.
- The GEF-supported Sustainable Pathways – Protected Areas and Renewable Energy (SPPARE) project is designed to enhance the financing and management of protected areas through innovations in renewable energy capacity and arrangements, *vis a vis* the SIRF Fund.

A.3

**Key stakeholders to be involved & Proposed process for multi-stakeholder engagement**

*Please provide overview of the key stakeholders in the country engaged in climate policy dialogue, project development, public awareness, etc. Multi-stakeholder engagement is central in activities supported by the Fund; please indicate the stakeholder engagement approach anticipated in the development of the country programme, including prospective implementing entities / intermediaries where possible.*

The Department of Environment's process for multi-stakeholder engagement has as its foundation a two-tiered system, which will be supplemented with tailored consultations and engagement.

**1) NDA existing engagement systems**

The two-tier system of engagement includes the Project Management Committee (PMC) and the Technical Advisory Committee (TAC).

Firstly, the PMC is a high level cross-sectorial committee comprising of lead policy makers and heads of departments. It comprises of the Permanent Secretary of the Ministry of Agriculture, Lands, Housing & the Environment (chairman), the Principle Assistant Secretary of this Ministry, the Focal Point of UNDP, representative of the Budget Office at the Ministry of Finance, the Director of Environment and a secretary. The primary focus and function of the PMC is on procurement, institutional arrangements and financial management for projects and programmes for the Government of Antigua and Barbuda. The PMC is also responsible for approving and circulating financial reports to the Public Sector Investment Programme (PSIP) and other relevant agencies. The PMC is charged with monitoring implementation of the project activities according to the approved Work Programs and approve any essential deviations from it if necessary. Meetings of the PMC are held monthly.

Secondly, the TAC acts as a technical advisory body to the PMC providing technical guidance, policy recommendations and support; facilitating communication, cooperation and coordination among relevant stakeholders and other project partners. Essentially the TAC coordinates and reports on the implementation of MEA related projects on the ground. Agencies and other stakeholders involved in the TAC include: AB Investment Authority, ADOMS, Agriculture Department, Analytical Services Division, APUA Water Business Unit, Barbuda Council, Bureau of Standards, Central Board of Health, Development Control Authority, Energy Department, Extension Division, Finance and Debt Unit, Fisheries Division, Foreign Affairs, Forestry Unit, Lands Division, Meteorological Office, National Parks Authority, NODS, NSWMA, Plant Protection, Statistics Division, Surveys and Mapping Division, Tourism Authority, and the Transport Board. The TAC also represents community interest groups including the Community Development Division, GEF Small Grants Programme, and the Environmental Awareness Group (EAG – non-governmental). In addition, the private sector A&B Coalition for Service Industries is represented on the TAC. This system of coordination allows for information sharing and discussions with the aim of maximizing the efficiency of project outputs and benefits as well as avoiding the duplication of efforts.

The TAC is also responsible to assist with technical assessment of procurement of goods and services.

**2) Additional engagement activities under the readiness grant include:**

- Identifying and mapping key stakeholders as an input for the multi-stakeholders workshops and for future multi-stakeholder consultations even beyond the readiness period
- Developing the strategic planning process, including liaising with other relevant government agencies not represented on the PMC and TAC, and providing information to stakeholders on an ongoing basis through appropriate channels

- Organizing stakeholder information/consultation workshops and training to facilitate a shared understanding of the Fund, how it can be accessed and existing opportunities for the different sectors
- Developing and circulating information about the GCF to stakeholders through our website, workshops, social media, print media, TV and radio
- Conducting an additional follow-up multi-stakeholder workshops about the results of the readiness phase and the strategy beyond the readiness project

## B. DETAILED PROJECT ACTIVITIES

### B.1 Detailed plan for strengthening the NDA

*If applicable, please provide detailed information on the implementation of the proposed activities including workshops, trainings, etc. All activities should be included in the Implementation schedule in annex.*

This activity will support Antigua and Barbuda's NDA to carry out its functions in an effective and efficient manner by clearly identify and improve financial management systems to ensure that they are consistent with the requirements of the GCF and the new Government rules and procedures, outlining and updating the procedures and processes within the NDA, boosting staff capacity through short-term training, raising awareness of the opportunities that the GCF presents for Antigua and Barbuda, and ensuring effective engagement and broad buy-in of relevant stakeholders.

Specific activities under this NDA strengthening component include:

- With the Assistance of the Ministry of Finance, streamline operational functions of the NDA, including conducting a baseline assessment of existing manuals, legislation and policies for the Government, the GEF, the Adaptation Fund and the GCF; assessing the best operational procedures to meet needs and requirements, and revising/updating three of the NDA's operational manuals to enhance GCF readiness
- Purchase equipment to ensure full functionality of the NDA and supporting entities
- Hire one Knowledge Management Consultant (local) to design and operationalize a Knowledge Management System to facilitate the proper organization, storage and communication of policy documents and instruments related to Climate Change Financing
- Develop a Public Awareness Strategy multi-stakeholder engagement process, including mapping key stakeholders, developing engagement material for TV and radio, social media, educational material for schools, and other material, building on existing platforms and programmes
- Moderate a series of approximately three trainings/consultations targeting priority stakeholders
- Update the Department's website to streamline climate financing application procedures and to establish a repository for all relevant information, including reference and communications material
- Preparation of annual reports, monitoring, reporting and evaluations
- Provide support for NGOs to build their capacity to access GCF funding

### B.2 Detailed plan for developing the country programme

*If applicable, please provide more information on the detailed activities, initial timelines and process for the elaboration of the country programme, including a specification of opportunities for input from the Secretariat. All activities should be included in the Implementation schedule in annex.*

This activity will support a strategic assessment of priorities for Antigua and Barbuda's engagement with the GCF, including defining institutional roles and responsibilities, and building on existing progress. Crucially, in order to ensure broad buy-in and support from a range of stakeholders, this activity will see that all relevant stakeholders are engaged in the process of developing Antigua and Barbuda's strategy. The key deliverable of this activity will be the GCF country programme for Antigua and Barbuda. The consultants will support the NDA in leading this process.

Specific activities under this country programme component include:

- Hire one advisor (international) on the strengthening of the Internal Audit function of the NDA as well as partner agencies such as Finance. This advisor will be hired for 12 months to provide guidance on the financial policies and resulting manuals that will be needed to guide the capacity building efforts of the NDA and its partner agencies. This process will include the collection of all background documents necessary to prepare the GCF country programme, conduct a comprehensive literature review of existing policies, documents, and strategies, and make the documents available to relevant stakeholders and the public through various communication channels; the consultant will also:
  - 1) Facilitate three country visits as well as three workshops to communicate the results and recommendations and to train the NDA and relevant agencies, working closely with local stakeholders throughout the process.



- Hire one Policy Specialist Consultant (local) to:
  - (a) Draft Antigua and Barbuda's country programme to guide GCF engagement according to national priorities that are developed using existing documentation and validated through extensive consultations
  - (b) Design and undertake a multi-stakeholder consultation process (public, private, and civil sectors) in the development of the country programme and opportunities for harnessing resources, including through draft briefing note(s) and other communications material
  - (c) In addition to workshop report(s), prepare a background document/report justifying the priorities identified in Antigua and Barbuda's country programme, including all relevant reference material
  - (d) Update the Department's website with relevant information on Antigua and Barbuda's country programme and the SIRF Fund
  - (e) Prepare for submission to Cabinet for approval of country programme
  - (f) Prepare approximately three project concepts for early submission to the GCF that are aligned with investment priorities as determined in Antigua and Barbuda's country programme
  - (g) Prepare short note on lessons learned from country programming, and good practices on stakeholder engagement

## C: LOGICAL FRAMEWORK

### C.1 Detailed log frame with implementation schedule

*Please provide detailed log frame including activity level. See Annex I. Only sections relevant to the project should be filled in.*

See detailed log frame in Annex 1.

## D: CONSULTANTS AND EXPERT SUPPORT

### D.1 Consultants

*Please provide brief description of roles of the consultants. Detailed TORs should be provided in annex.*

The project has provided for Three consultancy positions:

1. **Financial Expert of Internal Auditing** (international) – to support the National Designated Authority (NDA) and Strategic Framework under the Green Climate Fund (GCF) readiness programme in Antigua and Barbuda (Annex IV)
2. **Knowledge Management Expert** (local) – to improve the technical capabilities of the National Designated Authority (NDA) to manage GCF implementation, operational procedures, communications platforms including the website and information repositories (Annex V)
3. **Policy Specialist** (local) – to draft the GCF Country program for Antigua and Barbuda building on research conducted by the Financial Expert and prepare approximately three project concepts (Annex VI)

### D.2 Procurement plan

*Please describe the different procurement packages and method of procurement used for each, using the attached template in Annex III.*

The NDA will competitively procure services consistent with its procurement policies as elaborated in the FMCA:

- Consultants and Services will be procured in accordance with the procurement plan and the terms of reference of the consultant will be developed further to include the tasks outlined in the request summary above. The NDA may also add other tasks to the ToRs of the consultants in accordance with the Fund's defined scope of work on NDA strengthening within the resource envelope in this proposal and any secured from other sources.
- For items such as venues, catering and travel for stakeholder workshops to be organized, a shopping method will be used to procure such services consistent with the NDA's procurement policies.

Procurement Guidelines are presented in Annex III.

## E: BUDGET

### E.1 Budget



*Please provide detailed budget using the attached template. Please refer to Annex XVI of the Standardized packages document to check the eligible expenses under the grant.*

See attached excel file.

Annex I: Logical framework

	PROJECT SUMMARY	INDICATORS	BASELINES	TARGETS/EXPECTED RESULTS
<b>OUTCOMES</b>	<p>1. NDA capacity to undertake Fund-related responsibilities and engage national stakeholders strengthened</p>	<p>1.1 Capacity to coordinate across stakeholders and facilitate effective consultation and communication</p> <p>1.2 Knowledge on climate and finance priorities strengthened</p> <p>1.3 System for reviewing proposals and issuing recommendations (or no-objections) established</p> <p>1.4 Capacity and systems to monitor, evaluate and report on the activities of the Fund and other relevant finance mechanisms and institutions established</p> <p>1.5 Information, including in local languages, on procedures of the Fund to disseminated to country stakeholders</p>	<p>1.1 The Department has draft technical and operational guidelines for coordination however no training on the use of the manuals has been carried out.</p> <p>1.2 Minimal knowledge on the SIRF Fund for financing climate and environment; knowledge on GCF opportunities and preparation of GCF projects is needed</p> <p>1.3 There is no system in place for establishing no-objections for proposals</p> <p>1.4 The NDA has systems in place for monitoring, evaluating and reporting, however knowledge management and M&amp;E are not specifically tailored to climate finance and the Fund guidelines</p> <p>1.5 Dissemination procedures are in place through the NDA's website and social media, however content has not covered the Fund</p>	<p>1.1 The Environment Department and the Debt Management Unit capacities are enhanced through technical and operational manuals and training.</p> <p>1.2 Government agencies, NGOs and other stakeholders are familiar with the GCF, SIRF Fund, and national climate finance strategies</p> <p>1.3 A system is developed and accepted for no-objection procedures for project development</p> <p>1.4 The knowledge management system is revised and additional staffing respond to increasing needs in support of monitoring, evaluation and reporting on climate finance, including an online consultant registry to support procurement of services</p> <p>1.5 A communication and awareness raising plan addresses shortfalls</p>

	<p>2. Strategic framework for engagement with the Fund developed</p>	<p>2.1 Engagement of private sector, civil society, government and local government stakeholders on priorities for engagement with the fund</p> <p>2.2 Priorities for project and concepts to be developed for accessing the fund</p> <p>2.3 Country programming document developed and published in adherence with the initial guidance from the Fund</p>	<p>2.1 No specific GCF awareness program exists. The Environment Division is charged with the provision of capacity support for the NGOs and the private sector but resources are limited</p> <p>2.2 No projects or programs are ready for submission and project development priorities have not been established. Project drafts are available to facilitate this work.</p> <p>2.3 Antigua and Barbuda does not have a country programme. There are many national documents that can provide context to this exercise</p>	<p>2.1 Private sector, civil society, and government stakeholders understand how to engage with the Fund through awareness and training seminars</p> <p>2.2 Rationalized project and concept development priorities are developed and at least three project documents or one program is developed</p> <p>2.3 A GCF country programme is prepared with priority investment opportunities, taking into account existing national priorities</p>
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	PROJECT SUMMARY	INDICATORS	BASELINES	TARGETS/EXPECTED RESULTS
<b>OUTPUTS</b>	<p>1.1 A process for supporting coordination across stakeholders and facilitating engagement (including periodic meetings / workshops)</p> <p>1.2 Annual report on activities of the Fund and other relevant funding mechanisms and institutions in the country</p> <p>1.3 Information materials on the operational procedures of the Fund in local languages (where relevant) and distribution lists of recipients</p>	<p>1.1.1 Write up of the coordination process, and convening schedule</p> <p>1.1.2 Meeting minutes and participant lists documenting engagement of at least 15 groups</p> <p>1.2.1 Electronic copy of the annual report, and details of public dissemination channels</p> <p>1.3.1 Links to electronic copies of presentations, information materials, climate and development information disseminated to distribution lists where relevant.</p> <p>1.3.2 At least 5 information materials on the fund developed and disseminated to at least 1,000 people</p>	<p>1.1.1 nly draft manuals on coordination and convening are available</p> <p>1.1.2 The TAC and PMC meet regularly however not explicitly on GCF or SIRF Fund operations and engagement opportunities</p> <p>1.2.1 No annual report exists</p> <p>1.3.1 Informational material on climate change impacts have been shared through newspapers, radio, TV and online, however information has not targeted the Fund or climate finance specifically</p> <p>1.3.2 No locally-relevant and GCF-specific awareness materials exist</p>	<p>1.1.1 The NDA's Financial management capacity is strengthened with three (3) manuals prepared for the Environment Department and Finance workflows</p> <p>1.1.2 A Public Awareness Strategy is developed and up to six (6) multi-stakeholder training and/or consultation sessions are conducted for at least 15 groups</p> <p>1.2.1 Semi-annual and annual reports on readiness activities with the Fund and on the SIRF Fund are prepared and shared with the public</p> <p>1.3.1 A repository is established on the Department's website with electronic copies of all relevant material on the GCF, the SIRF Fund, and links are distributed</p> <p>1.3.2 Information is developed and distributed to reach at least 1,000 people and helps to foster a local community of practice around GCF and SIRF Fund operations</p>

	2.1 Country programme, including elements provided in the Fund's Initial Guidelines for Country Programmes	2.1.1	Copy of country programme, completed using the initial guidance on country programmes prepared by the GCF secretariat	2.1.1. Antigua and Barbuda does not have a country programme to guide GCF engagement	2.1.1. Cabinet-approved country programme aligned with national priorities and with GCF's initial guidance documentation
	2.2 Summaries of meetings of multi-stakeholder engagement, including list of participants	2.1.2	Background documentation on the programme, and links to public dissemination channels	2.1.2 The Department of Environment has background material on the fast-track NIE process and national policies, but not on the country programme	2.1.2 Report on the rationalization and justification for Antigua and Barbuda's country programme, including all relevant reference material
		2.2.1	Agendas and summaries from workshops convened as part of the country programme process	2.2.1 No workshops have been convened specifically relating to the GCF or country programming process	2.2.1 Eighteen (18) government agencies as well as the 50% of the registered NGO and community groups and at least ten (10) Private sector entities attend workshops on engaging with the Fund
		2.2.2	Short note on lessons learned from country programming, and good practices in stakeholder engagement	2.2.2 Baseline Knowledge, Attitudes and Practices (KAP) survey baseline data exists	2.2.2 Impacts of readiness activities on public awareness, including KAPs, is measured and shared in short notes, including lessons learned

*Note: Please fill in only sections relevant to the project*

## Annex II: Implementation schedule

IMPLEMENTATION SCHEDULE	OUTCOMES	OUTPUTS	INDICATORS	ACTIVITIES	YEAR 1				YEAR 2			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	NDA capacity to undertake Fund-related responsibilities and engage national stakeholders strengthened	1.1 A process for supporting coordination across stakeholders and facilitating engagement (including periodic meetings / workshops)	1.1.1 Write up of the coordination process, and convening schedule	1.1.1.1 Recruit consultants to support NDA and strategic framework activities	Start date End date							
				1.1.1.2 Design and lead a strategic planning & coordination process, including liaising with key stakeholders	Start date End date							
			1.1.2 Meeting minutes and participant lists documenting engagement of at least 18 groups	1.1.2.1 Identify and map key stakeholders and organise multi-stakeholder meetings on an as-needed basis	Start date End date							
				1.1.2.2 Organize and moderate stakeholders information/consultation workshops		Start date End date						
		1.2 Annual report on activities of the Fund and other relevant funding mechanisms and institutions in the country	1.2.1 Electronic copy of the annual report, and details of public dissemination channels	1.2.1.1 Preparation of annual reports on readiness activities with the Fund, and dissemination through various communication channels			Start date End date					

		1. 3 Information materials on the operational procedures of the Fund in local languages (where relevant) and distribution lists of recipients	1.3.1 Links to electronic copies of presentations, information materials, climate and development information disseminated to distribution lists where relevant.	1.3.1.1 Provide information on the GCF to stakeholders on an ongoing basis through appropriate channels, including electronic presentations, factsheets, and climate and development information for list distribution where relevant.	Start date		End date		e			
			1.3.2 At least 5 information materials on the fund developed and disseminated to at least 1,000 people	1.3.2.1 Develop a communications plan and dissemination strategy, and develop and distribute communications materials. This includes developing content for TV and radio, social media, educational material for schools, and other material, building on existing platforms and programmes	Start date	End date						
	Strategic framework for engagement with the Fund developed	2.1 Country programme, including elements provided in the Fund's Initial Guidelines for Country Programmes	2.1.1 Country programme completed using the initial guidance on country programmes prepared by the GCF secretariat	2.1.1.1 Recruit consultants to develop a GCF country programme outlining national priorities and GCF guidelines to mobilise finance and investment in low-emission climate resilient development in Antigua and Barbuda	Start date End date							



				2.1.1.2 Undertake a multi-stakeholder consultation and training process on the country programme		Start date End date							
				2.1.2 Background documentation on the programme, and links to public dissemination channels	2.1.2.1 Collect all background documents necessary to prepare the GCF country programme and make them available through various communication channels		Start date End date						
					2.1.2.2 Review existing interventions against national priorities and identify gaps and lessons learned		Start date End date						
		2.2 Summaries of meetings of multi-stakeholder engagement, including list of participants	2.2.1 Agendas and summaries from workshops convened as part of the country programme process	2.2.1.1 Conduct a three-day national consultation workshop to define national priorities for engagement with the GCF.		Start date End date							
				2.2.1.2 Develop a workshop report for the country programme three-day workshop, summarising main messages/ conclusions and next steps.		Start date End date							

			2.2.2 Short note on lessons learned from country programming, and good practices in stakeholder engagement	2.2.2.1 Prepare short note on lessons learned from country programming, and good practices on stakeholder engagement			Start date End date					
				2.2.2.2 Disseminate agendas, workshop summaries, and other relevant material			Start date End date					

Please indicate the activities that will be executed in order to generate the outputs and outcomes outlined above, which are derived from the standardised programmes of work. Indicative time frames for the completion of relevant activities should also be included. Please fill in only sections relevant to the project.

### Annex III: Procurement Plan

The procurement plan will cover the implementation period. The implementing entity shall update the procurement plan throughout the duration of the project at least annually by including contracts previously awarded. All procurement plans, their updates or modifications shall be published on the website of the implementing entity.

#### General Information

Project Name: Readiness and Preparatory Support Programme	
Country: Antigua and Barbuda	Executing Agency: Department of Environment
Grant Amount: USD300,000	Grant Agreement Number:
Date of First Procurement Plan	Date of updated Procurement Plan

#### A. Process Thresholds, Review – Month Procurement Plan

##### 1. Project Procurement Thresholds

- The following national process thresholds shall apply to procurement of goods and works

Procurement of Goods and Works	
Method	Threshold
Direct Sole Source Purchase	N/A. Used only for Purchases of a Cost Threshold where competition must be obtained but for urgency, standardization, etc., one source is identified. It is important to note that on a small island there are limited choices. If this method is used the market prices are evaluated based on international prices.
Invitation to Bid (ITB)	Over US\$20K
Request for Quotations (RFQ) (Goods)	Under US\$20K
Request for Proposals (RFP) (Works)	Over US\$20K
Shopping	Under US\$10K
Local Purchase Order (LPO)	<= USD\$1000

NOTE: The Procurement and Solicitation Method selected for each Purchase must consider a number of factors including:

- Estimated Cost Threshold of the Purchase
- Frequency of need of Purchase
- Compliance with Procurement policies
- Required delivery or degree of urgency
- Performance of the Purchase - degree of complexity/uniqueness
- Competitiveness of the supply market

Deviations from standard policies are duly and transparently documented and must have the approval of the Project Management Committee.

##### 2. National Prior or Post Review

- The following national prior or post review requirements apply to the various procurement and consultant recruitment methods used for the project.

Procurement Method	Prior or Post	Comments
Procurement of Goods and Works		
Direct Sole Source Purchase	Prior	

Procurement Method	Prior or Post	Comments
Invitation to Bid (ITB)	Prior	
Request for Quotations (RFQ) (Goods)	Prior	
Request for Proposals (RFP) (Works)	Prior	
Shopping	Prior	
Petty Cash payment	Prior	

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**Recruitment of Consulting Firms**

Request for Proposals (RFP) (QCBS), <sup>1</sup>	Prior	
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**Recruitment of Individual Consultants**

Request for Proposals (RFP)	Prior	
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<sup>1</sup> Quality- and Cost-Based Selection (QCBS), Quality-Based Selection (QBS), Fixed-Budget Selection (FBS), Least-Cost Selection (LCS)

### 3. Goods and Works Contracts Estimated (*insert amount*)

3. The following table lists goods and works contracts for which procurement activity is either ongoing or expected to commence within the next 12 months.

General Description	Contract Value	Procurement Method	Prequalification of Bidders (y/n)	Advertisement Date (quarter/year)	Comments
Design and Supervision of Drainage and Infrastructure Works in Cashew Hill Sub-watershed	US\$750,000	Invitation to Bid (ITB)	n	Q3 – Q4/2015	Bids being evaluated with support from OECS
Construction of Interpretation Center at the Mount Obama National Park	US\$600,000	ITB	y	Q3/2016	Funded by the GEF
Desalination plant (capacity 1.5 million gallons per day)	US\$5.5 million	ITB	y	Q4/2016	Funded by IRENA
4 MW Hurricane resistant wind turbines ranging from 200 Kwh – 600Kwh, fully installed.	US\$5 – 8M	RFP for a framework agreement	y	International	Funded by IRENA loan. This is envisaged to be a medium to long term relationship with the selected company. Equipment must withstand a Category 5 hurricane.
3MW of Solar Panels, Inverters and Batteries for Clinics and other health services sector	US\$3 – 4M	Request for proposal for a framework agreement	y	Local and International	Funded by IRENA loan. This is envisaged to be a medium to long term relationship with the selected company. Equipment must withstand a Category 5 hurricane.
Hydrological survey equipment	US\$75,000.00	Invitation to Bid (ITB)	n	Q2/2016	SCCF
Electric vehicle for project	US\$355,000	Request for Quotations (RFQ)	y	Q3/2016	GEF/ IRENA

### 4. Consulting Services Contracts Estimated (*insert amount*)

4. The following table lists consulting services contracts for which procurement activity is either ongoing or expected to commence within the next 12 months.

General Description	Contract Value	Recruitment Method <sup>1</sup>	Advertisement Date (quarter/year)	International or National Assignment	Comments
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Project Coordinator for a climate adaptation/mitigation project	US\$120,000	RFP	Q4/2015	National	Position successfully filled
Consultancy for RE feasibility and design	US\$200,000	RFP	Q2/2016	International	Funded by IRENA Loan.
Finance and Procurement Specialist	US\$40,000.00	RFP	Q1/2016	National	Funded by GEF
Dialogue and Development of Climate Change and Environmental Policy and Strategy	EU 18,750	RFP	Q1/2016	National/Regional	EU threshold used: Single Tender Procedure ( $\leq$ EU 20,000)
Development of Regulations for Sections V, VI and VII of Environmental Protection & Management Act of 2015	EU 13,750	RFP	Q1/2016	National/Regional	EU threshold used: Single Tender Procedure ( $\leq$ EU 20,000)
Development of a pilot Local Area Physical Development Plan	EU 13,750	RFP	Q1/2016	National/Regional	EU thresholds used: Single Tender Procedure ( $\leq$ EU 20,000)
Training on Technical equipment and Land Use Planning	EU 11,000	RFP	Q1/2016	National/Regional	EU thresholds used: Single Tender Procedure ( $\leq$ EU 20,000)

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<sup>1</sup> QCBS

#### Annex IV: TORs for Finance Expert (international)



### ANTIGUA AND BARBUDA Department of Environment

And the

### SUSTAINABLE ISLAND RESOURCE FRAMEWORK FUND (SIRF FUND)

### Expression of Interest (Draft for Approval)

<b>Title</b>	Terms of Reference <b>Financial Expert</b> of Internal Auditing systems for Government – to support the National Designated Authority (NDA) and Strategic Framework under the Green Climate Fund (GCF) readiness programme in Antigua and Barbuda
<b>Date of Issue</b>	Monday 29 February 2016

#### 1. Background and context

Antigua and Barbuda is a small island developing state (SIDS) located in the eastern arch of the Caribbean. The country is recognized as being particularly vulnerable to the impacts of climate change and deserving of the support of the international community to address identified and potential climate change impacts. As a SIDS in the Eastern Caribbean, Antigua and Barbuda (including Redonda) has very significant resources that may be drawn upon to provide a solid base for development including those related to climate change issues. On the other hand however, the country also experienced important challenges in managing a sustainable development process. The country's primary resources include a very agreeable climate, outstanding land and seascapes, extensive areas of high ecological value, an engaging history, democratic governance, a well-educated and healthy population, and significant natural resources (beaches, agricultural lands and fish stocks). While the country's natural resources



were of primary economic importance throughout much of its history, the other resources listed, coupled with the ease of accessibility to North America and Europe, have led to a thriving tourism industry; which now makes the country even more susceptible to the impacts of climate change. Antigua and Barbuda has worked to secure renewed political commitment not only to the issues of climate change but for sustainable development on a whole. Emphasis has been placed on assessing progress to date and the remaining gaps in implementation of the outcomes of the major summits on sustainable development, and addressing the new and emerging challenges including those brought about by climate change.

The country has conducted internal and regional assessments to determine how conferences such as the UN Framework Convention on Climate Change, and the recently held Rio+20 and other processes have influenced the development agenda. The country has also sought to assess its progress against strategic documents that have been produced from these processes including the Rio Declaration on Environment and Development, Agenda 21, the Millennium Declaration, the Johannesburg Declaration on Sustainable Development and the Latin American and Caribbean Initiative for Sustainable Development, the Monterrey Consensus of the International Conference on Financing for Development and the Doha Declaration on Financing for Development, the Barbados Program of Action for the Sustainable Development of Small Island Developing States, the Mauritius Strategy and the World Charter for Nature.

The results of the assessments so far conclude that most of the countries in the Caribbean, including Antigua and Barbuda, are middle-income, and do not have sufficient access to concessional resources and technical assistance. In the last decade weather-related disasters have also put the countries of the Caribbean to the test, with serious implications for the economies of the region. Additionally, with specific reference to climate change, the small size of the country's economy is a further impediment to its ability to afford necessary mitigation and adaptation technologies on its own.

However, in an effort to show its commitment to change and the on-going international process towards the effective management of the issues which develop as a result of climate change and other environmental factors, since the last report to the UNFCCC, the government has completed and passed environmental legislation, the National Physical Development Plan, an Energy Policy and publicly made a commitment through the UNFCCC's Copenhagen Accord in 2010 to reduce the country's green house gas emissions by 25% of its 1990 levels by 2020. The country's Intended Nationally Determined Contribution (INDC) complements this strategy through actionable adaptation and mitigation targets. The preparation of the Third National Communications will be completed in early 2016 and the emission reduction strategy to inform the Government on how to meet this target is being elaborated on in the chapter on mitigation.

The Department of Environment within the Ministry of Health and the Environment is the national focal point for climate change, and the Government of Antigua and Barbuda has designated the Department of Environment as the National Designated Authority (NDA) to the Green Climate Fund (GCF). The GCF was created and designated as an operating entity of the UNFCCC's financial mechanism.

The Government of Antigua and Barbuda has worked to create an enabling environment for the country to strategically access climate finance to support low-emissions climate resilient development for the country. To this end, the Department legislated and is in the process of operationalizing a Sustainable

Island Resource Framework Fund (SIRF Fund), a financing mechanism for adaptation, mitigation and environmental management.

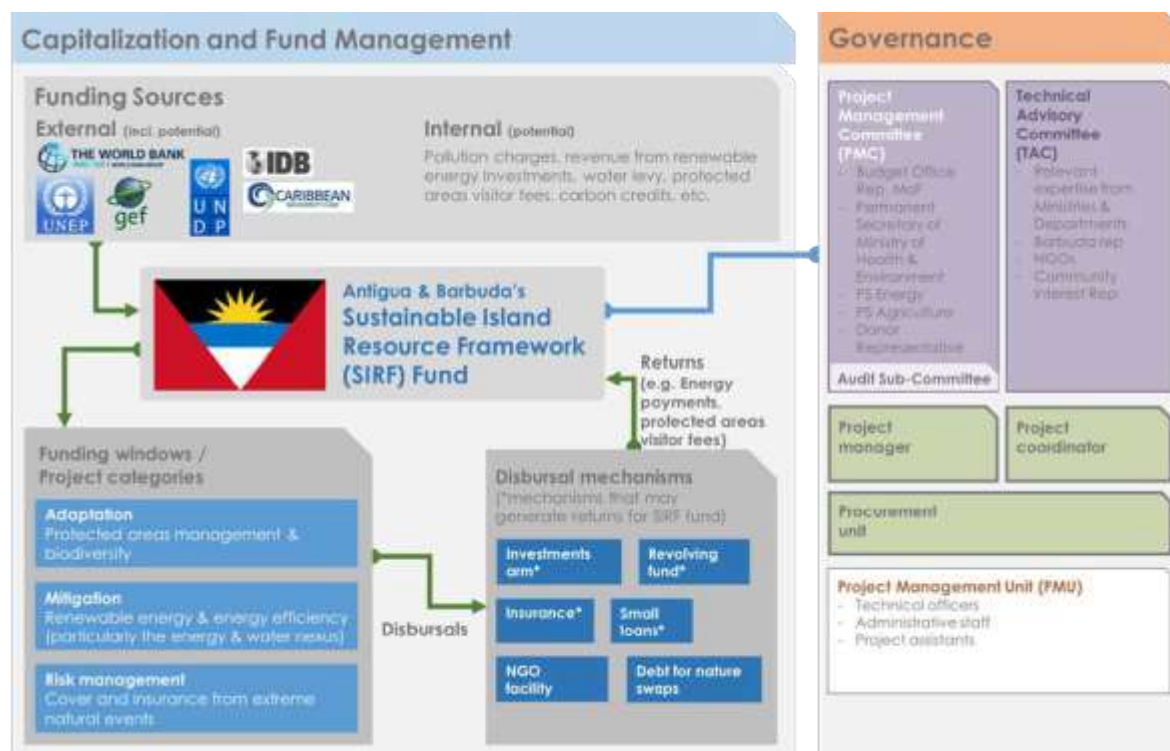


Figure 1. Proposed draft design of Antigua and Barbuda's SIRF Fund

In October 2015, Antigua and Barbuda was awarded a readiness grant by the GCF. The GCF readiness grant program will enhance country ownership and climate finance access during the early stages of the operationalisation of the Green Climate Fund. In Antigua and Barbuda, the grant aims to develop the capacity of the National Designated Authority (NDA) through operational enhancement, knowledge management and public awareness, and to support coordination across government, civil society, and private sector stakeholders (Readiness Area 1). Furthermore, the project will develop a strategic country programme that includes an investment framework and priorities building on existing policies and plans (including the National Environmental Management Strategy, INDC, national poverty reduction strategy) and the Fund's results management framework, as Antigua and Barbuda begins to develop pipeline GCF projects (Readiness Area 2).

## 2. Objective

The objective of this contract is to improve the financial management systems of the NDA and the Ministry of Finance to ensure consistency and coherence with GCF requirements, and a low ratio of programming to administrative costs through efficient streamlining of processes.

**a) Strengthening NDA capacity:** This activity will support Antigua and Barbuda's National Designated Authority to carry out its functions in an effective and timely manner by boosting staff capacity, raising awareness of the opportunities the GCF presents for the country, and ensuring effective engagement and broad buy-in of relevant stakeholders.

### 3. Recipient

The recipient is the Government of Antigua and Barbuda (GoAB) stakeholders broadly and specifically the NDA – the Department of Environment. The Fund Management Team of the SIRF Fund – the Government of Antigua and Barbuda’s national climate fund – will also be a beneficiary of the readiness grant.

### 4. Scope

Broadly, the consultant will need to broadly review literature and consult with a wide range of stakeholders, and engage meaningfully on the procedures and processes under the GCF in order to fulfil the needs of the recipient, and allows this initiative to proceed to implementation.

Key **specific detailed tasks** will include:

- i) NDA Strengthening Activities
  - a. With the Assistance of the Ministry of Finance, streamline operational functions of the NDA, including:
    - i. Conducting a baseline assessment of existing manuals, legislation and policies for the Government, the GEF, the Adaptation Fund and the GCF
    - ii. Assessing the best operational procedures to meet needs and requirements
    - iii. Revising/updating three of the NDA’s operational manuals to enhance GCF readiness
  - b. Purchase equipment to ensure full functionality of the NDA and supporting entities
- ii) Country programme activities
  - a. This process will include the collection of all background documents necessary to prepare the GCF country programme, conduct a comprehensive literature review of existing policies, documents, and strategies, and make the documents available to relevant stakeholders and the public through various communication channels; the consultant will also:
    - i. Facilitate three country visits as well as three workshops to communicate the results and recommendations and to train the NDA and relevant agencies, working closely with local stakeholders throughout the process

### 5. Deliverables

Within one week of contract, the consultant will present a detailed plan (maximum 5 pages) in a technical inception report outlining the proposed approach and draft work plan. The contract duration for the consultant is for 13 months. Responsibilities and tasks will be further elaborated in the technical inception report in agreement with the NDA team, including timelines for the following deliverables:

- Baseline assessment report justifying approach for targeted capacity building and streamlining of financial management
- Three NDA Operational Manuals, approved by the Ministry of Finance
- Report on trainings with stakeholders

The consultant will be expected to provide weekly notes on progress and monthly reports to the NDA and designated oversight committees or individuals, and quarterly reports to the Project Management Committee (PMC) and/or the Technical Advisory Committee (TAC). A brief mid-term report will be expected within six months to ensure consultant is on target, and a final report noting outputs and follow-up recommendations for further strengthening Antigua and Barbuda's financial management systems.

The NDA will provide the following documents to the consultant before starting the assignment:

- Project inception report
- GCF guiding documents as needed
- National strategic documentation, including documentation on existing knowledge systems, workflows and draft manuals
- Introduction to key stakeholders at the Ministry of Finance

## 6. Qualifications and Experience

- Advanced university degree in Finance/Business/Management with specialization or relevant experience in Multilateral Financing
- At least 10 years experience in developing relevant national priorities, strategies, and plans
- Ability to monitor and evaluate work and deliver on outputs
- A working knowledge of Antigua and Barbuda and/or the Caribbean's institutions, and good knowledge of the Green Climate Fund is an asset as well as International banking rules and procedures;
- Ability to build on existing strategies, informal systems, manuals and identify needs and fill gaps
- Experience in training and capacity building initiatives
- Experience working in or with the public sector, particularly in the Caribbean region, is an asset
- Fluency in written and spoken English and strong analytical and communication skills
- Experience in Monitoring and Evaluation and reporting

## 7. Evaluation Criteria

The evaluation criteria and weightings that will be applied to these terms of reference are as follows:

Category	Description	Weighting
1	Qualifications of consultant and availability of named individuals including national experts	30
2	Adherence to ToR's specifications and related requirements: Clear understanding of required deliverables	30
3	Experience with similar work (fund management)	20

4	Demonstrated track record of success, supported by references	20
	Total	100

#### Annex IV: TOR for Knowledge Management Expert (local)

### ANTIGUA AND BARBUDA Department of Environment

And

### SUSTAINABLE ISLAND RESOURCE FRAMEWORK FUND (SIRF FUND)

### Expression of Interest (Draft for Approval)

<b>Title</b>	Terms of Reference for <b>Knowledge Management Expert</b> – to improve the technical capabilities of the National Designated Authority (NDA) to manage Green Climate Fund (GCF) implementation
<b>Date of Issue</b>	Monday 29 February 2016

#### 1. Background and context

Antigua and Barbuda is a small island developing state (SIDS) located in the eastern arch of the Caribbean. The country is recognized as being particularly vulnerable to the impacts of climate change and deserving of the support of the international community to address identified and potential climate change impacts. As a SIDS in the Eastern Caribbean, Antigua and Barbuda (including Redonda) has very significant resources that may be drawn upon to provide a solid base for development including those related to climate change issues. On the other hand however, the country also experienced important challenges in managing a sustainable development process. The country's primary resources include a very agreeable climate, outstanding land and seascapes, extensive areas of high ecological value, an engaging history, democratic governance, a well-educated and healthy population, and significant natural resources (beaches, agricultural lands and fish stocks). While the country's natural resources were of primary economic importance throughout much of its history, the other resources listed, coupled with the ease of accessibility to North America and Europe, have led to a thriving tourism industry; which now makes the country even more susceptible to the impacts of climate change. Antigua and Barbuda has worked to secure renewed political commitment not only to the issues of climate change but for sustainable development on a whole. Emphasis has been placed on assessing progress to date and the remaining gaps in implementation of the outcomes of the major summits on

sustainable development, and addressing the new and emerging challenges including those brought about by climate change.

The country has conducted internal and regional assessments to determine how conferences such as the UN Framework Convention on Climate Change, and the recently held Rio+20 and other processes have influenced the development agenda. The country has also sought to assess its progress against strategic documents that have been produced from these processes including the Rio Declaration on Environment and Development, Agenda 21, the Millennium Declaration, the Johannesburg Declaration on Sustainable Development and the Latin American and Caribbean Initiative for Sustainable Development, the Monterrey Consensus of the International Conference on Financing for Development and the Doha Declaration on Financing for Development, the Barbados Program of Action for the Sustainable Development of Small Island Developing States, the Mauritius Strategy and the World Charter for Nature.

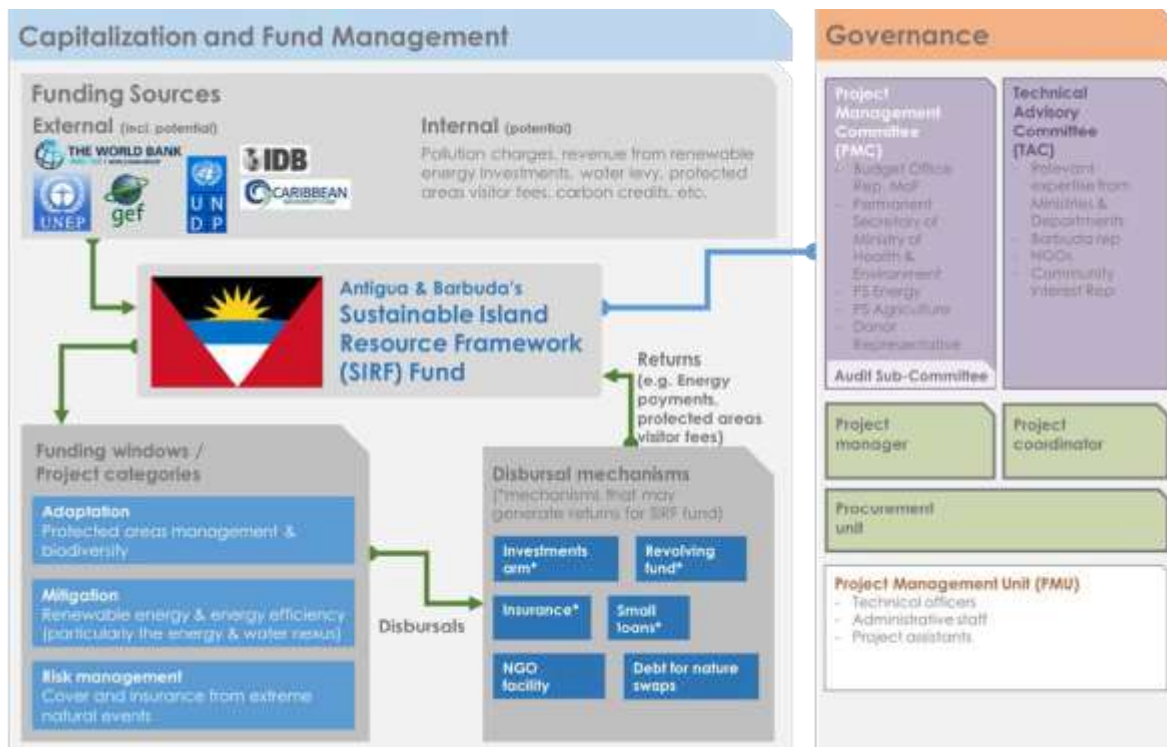
The results of the assessments so far conclude that most of the countries in the Caribbean, including Antigua and Barbuda, are middle-income, and do not have sufficient access to concessional resources and technical assistance. In the last decade weather-related disasters have also put the countries of the Caribbean to the test, with serious implications for the economies of the region. Additionally, with specific reference to climate change, the small size of the country's economy is a further impediment to its ability to afford necessary mitigation and adaptation technologies on its own.

However, in an effort to show its commitment to change and the on-going international process towards the effective management of the issues which develop as a result of climate change and other environmental factors, since the last report to the UNFCCC, the government has completed and passed environmental legislation, the National Physical Development Plan, an Energy Policy and publicly made a commitment through the UNFCCC's Copenhagen Accord in 2010 to reduce the country's green house gas emissions by 25% of its 1990 levels by 2020. The country's Intended Nationally Determined Contribution (INDC) complements this strategy through actionable adaptation and mitigation targets. The preparation of the Third National Communications will be completed in early 2016 and the emission reduction strategy to inform the Government on how to meet this target is being elaborated on in the chapter on mitigation.

The Department of Environment within the Ministry of Health and the Environment is the national focal point for climate change, and the Government of Antigua and Barbuda has designated the Department of Environment as the National Designated Authority (NDA) to the Green Climate Fund (GCF). The GCF was created and designated as an operating entity of the UNFCCC's financial mechanism.

The Government of Antigua and Barbuda has worked to create an enabling environment for the country to strategically access climate finance to support low-emissions climate resilient development for the country. To this end, the Department legislated and is in the process of operationalizing a Sustainable Island Resource Framework Fund (SIRF Fund), a financing mechanism for adaptation, mitigation and environmental management.





**Figure 1. Proposed draft design of Antigua and Barbuda's SIRD Fund**

In October 2015, Antigua and Barbuda was awarded a readiness grant by the GCF. The GCF readiness grant program will enhance country ownership and climate finance access during the early stages of the operationalisation of the Green Climate Fund. In Antigua and Barbuda, the grant aims to develop the capacity of the National Designated Authority (NDA) through operational enhancement, knowledge management and public awareness, and to support coordination across government, civil society, and private sector stakeholders (Readiness Area 1). Furthermore, the project will develop a strategic country programme that includes an investment framework and priorities building on existing policies and plans (including the National Environmental Management Strategy, INDC, national poverty reduction strategy) and the Fund's results management framework, as Antigua and Barbuda begins to develop pipeline GCF projects (Readiness Area 2).

## 2. Objective

The objectives of the contract are to undertake work to:

- Enhance capacity of relevant agencies, including the Department of Environment as the National Designated Authority (NDA) to the GCF, to facilitate strategic planning and stakeholder engagement.
- Develop strategic frameworks for engagement with the Fund (namely Knowledge Management System)



**a) Strengthening NDA capacity:** This activity will support Antigua and Barbuda's National Designated Authority to carry out its functions in an effective and timely manner by boosting staff capacity, raising awareness of the opportunities the GCF presents for the country, and ensuring effective engagement and broad buy-in of relevant stakeholders.

### 3. Recipient

The recipient is the Government of Antigua and Barbuda (GoAB) stakeholders broadly and specifically the NDA – the Department of Environment. The Fund Management Team of the SIRF Fund – the Government of Antigua and Barbuda's national climate fund – will also be a beneficiary of the readiness grant.

### 4. Scope

Broadly, the consultant will need to broadly review literature and consult with a wide range of stakeholders, and engage meaningfully on the procedures and processes under the GCF in order to fulfil the needs of the recipient, and allows this initiative to proceed to implementation.

Key **specific detailed tasks** will include:

- iii) Reviewing the methodology and work plan for meeting the requirements and expectations of these TORs and as per the readiness grant;
- iv) Reviewing the available documentation and consulting with a wide range of stakeholders. A standard package for the two areas of GCF readiness including NDA/focal point strengthening and the development of strategic frameworks for engagement with the Fund (including country programmes), with a common suite of resulting outputs and outcomes. The inception report will provide more details on activities, expected outcomes and outputs;
- v) The Consultant will be responsible for the following:
  - a. Leading the strategic planning process, including liaising with relevant government agencies and other stakeholders as needed, and providing information on GCF including board decisions and other GCF international engagements/commitments to stakeholders on an ongoing basis through appropriate channels
  - b. Organizing stakeholder information/consultation workshops to facilitate a shared understanding of the Fund, how it can be accessed and existing opportunities for the different sectors
  - c. Providing information to stakeholders on an ongoing basis through appropriate channels
  - d. Leading the development of content for awareness-raising and communications material, working in close coordination with the Communications Officer at the Department
  - e. Establish an online registry for consultants to assist with procurement of services (e.g. <http://www.oecs.org/our-work/procurement/bidders-registration-form>)
  - f. Engaging with implementing entities and executing entities on projects development
  - g. Other responsibilities as needed
- vi) Provide orientation, training and regular briefings to NDA staff, in order to transfer the necessary knowledge and expertise required by the NDA to effectively perform its functions, including post readiness workshop as a follow-up, continuous update and regular assessment of progress.

- vii) Develop content for awareness and communications material to create public awareness of the Fund GCF and its opportunities for Antigua and Barbuda. This will include developing content for TV and radio programmes, social media, educational material for schools, and other material, building on existing platforms and programmes.
- viii) Integrating lesson learned from other institutions that have been through similar accreditation processes.

## 5. Deliverables

Within one week of contract, the consultant will present a detailed plan (maximum 5 pages) in a technical inception report outlining the proposed approach and draft work plan. The contract duration for the consultant is for 13 months. Responsibilities and tasks will be further elaborated in the technical inception report in agreement with the NDA team, including timelines for the following deliverables:

- Design for Knowledge Management System (KMS) to facilitate the proper organization, storage and communication of policy documents and instruments related to Climate Change Financing, including online platforms where appropriate
- Operationalization of KMS through training and streamlining workflows, including integrating stakeholder feedback into the KMS in an adaptive management approach
- Update the Department's website to streamline climate financing application procedures and to establish a repository for all relevant information, including reference and communications material

The consultant will be expected to provide weekly notes on progress and monthly reports to the NDA and designated oversight committees or individuals, and quarterly reports to the Project Management Committee (PMC) and/or the Technical Advisory Committee (TAC). A brief mid-term report will be expected within six months to ensure consultant is on target, and a final report with noting outputs and follow-up recommendations for further strengthening Antigua and Barbuda's KMS.

The NDA will provide the following documents to the consultant before starting the assignment:

- Project inception report
- GCF guiding documents as needed
- National strategic documentation, including documentation on existing knowledge systems and workflows
- Documentation that the knowledge management system should take into account

## 6. Qualifications and Experience

- Advanced university degree in Information Management/IT;
- At least 5 years of experience in knowledge management, experience in website management and construction;

- Ability to build on existing knowledge platforms, conduct needs assessments and develop strategies to fill gaps
- Familiarity with relevant institutions and stakeholders
- Experience in developing workflows, moderating consultations and meetings, developing manuals and procedures, and reporting
- Ability to work with senior government officials, research institutes, non-governmental organizations (NGOs), and local communities
- Fluency in written and spoken English and strong analytical and communication skills
- Experience in Monitoring and Evaluation of similar programmes

## 7. Evaluation Criteria

The evaluation criteria and weightings that will be applied to these terms of reference are as follows:

Category	Description	Weighting
1	Qualifications of consultant and availability of named individuals including national experts	30
2	Adherence to ToR's specifications and related requirements: Clear understanding of required deliverables	30
3	Experience with similar work (including geographic focus of Antigua & Barbuda and climate specialization)	20
4	Demonstrated track record of success, supported by references	20
	Total	100

**Annex VI: TOR for Policy Specialist (local)**



**ANTIGUA AND BARBUDA  
Department of Environment**

**And**

**SUSTAINABLE ISLAND RESOURCE FRAMEWORK FUND (SIRF FUND)**

**Expression of Interest  
(Draft for Approval)**

<b>Title</b>	Terms of Reference <b>Policy Specialist</b> – to draft the Antigua and Barbuda’s country programme to guide national climate financing aligned with the Green Climate Fund (GCF) and building on national priorities and existing policies
<b>Date of Issue</b>	Monday 29 February 2016

**1. Background and context**

Antigua and Barbuda is a small island developing state (SIDS) located in the eastern arch of the Caribbean. The country is recognized as being particularly vulnerable to the impacts of climate change and deserving of the support of the international community to address identified and potential climate change impacts. As a SIDS in the Eastern Caribbean, Antigua and Barbuda (including Redonda) has very significant resources that may be drawn upon to provide a solid base for development including those related to climate change issues. On the other hand however, the country also experienced important challenges in managing a sustainable development process. The country’s primary resources include a very agreeable climate, outstanding land and seascapes, extensive areas of high ecological value, an engaging history, democratic governance, a well-educated and healthy population, and significant natural resources (beaches, agricultural lands and fish stocks). While the country’s natural resources were of primary economic importance throughout much of its history, the other resources listed, coupled with the ease of accessibility to North America and Europe, have led to a thriving tourism

industry; which now makes the country even more susceptible to the impacts of climate change. Antigua and Barbuda has worked to secure renewed political commitment not only to the issues of climate change but for sustainable development on a whole. Emphasis has been placed on assessing progress to date and the remaining gaps in implementation of the outcomes of the major summits on sustainable development, and addressing the new and emerging challenges including those brought about by climate change.

The country has conducted internal and regional assessments to determine how conferences such as the UN Framework Convention on Climate Change, and the recently held Rio+20 and other processes have influenced the development agenda. The country has also sought to assess its progress against strategic documents that have been produced from these processes including the Rio Declaration on Environment and Development, Agenda 21, the Millennium Declaration, the Johannesburg Declaration on Sustainable Development and the Latin American and Caribbean Initiative for Sustainable Development, the Monterrey Consensus of the International Conference on Financing for Development and the Doha Declaration on Financing for Development, the Barbados Program of Action for the Sustainable Development of Small Island Developing States, the Mauritius Strategy and the World Charter for Nature.

The results of the assessments so far conclude that most of the countries in the Caribbean, including Antigua and Barbuda, are middle-income, and do not have sufficient access to concessional resources and technical assistance. In the last decade weather-related disasters have also put the countries of the Caribbean to the test, with serious implications for the economies of the region. Additionally, with specific reference to climate change, the small size of the country's economy is a further impediment to its ability to afford necessary mitigation and adaptation technologies on its own.

However, in an effort to show its commitment to change and the on-going international process towards the effective management of the issues which develop as a result of climate change and other environmental factors, since the last report to the UNFCCC, the government has completed and passed environmental legislation, the National Physical Development Plan, an Energy Policy and publicly made a commitment through the UNFCCC's Copenhagen Accord in 2010 to reduce the country's green house gas emissions by 25% of its 1990 levels by 2020. The country's Intended Nationally Determined Contribution (INDC) complements this strategy through actionable adaptation and mitigation targets. The preparation of the Third National Communications will be completed in early 2016 and the emission reduction strategy to inform the Government on how to meet this target is being elaborated on in the chapter on mitigation.

The Department of Environment within the Ministry of Health and the Environment is the national focal point for climate change, and the Government of Antigua and Barbuda has designated the Department of Environment as the National Designated Authority (NDA) to the Green Climate Fund (GCF). The GCF was created and designated as an operating entity of the UNFCCC's financial mechanism.

The Government of Antigua and Barbuda has worked to create an enabling environment for the country to strategically access climate finance to support low-emissions climate resilient development for the country. To this end, the Department legislated and is in the process of operationalizing a Sustainable Island Resource Framework Fund (SIRF Fund), a financing mechanism for adaptation, mitigation and environmental management.

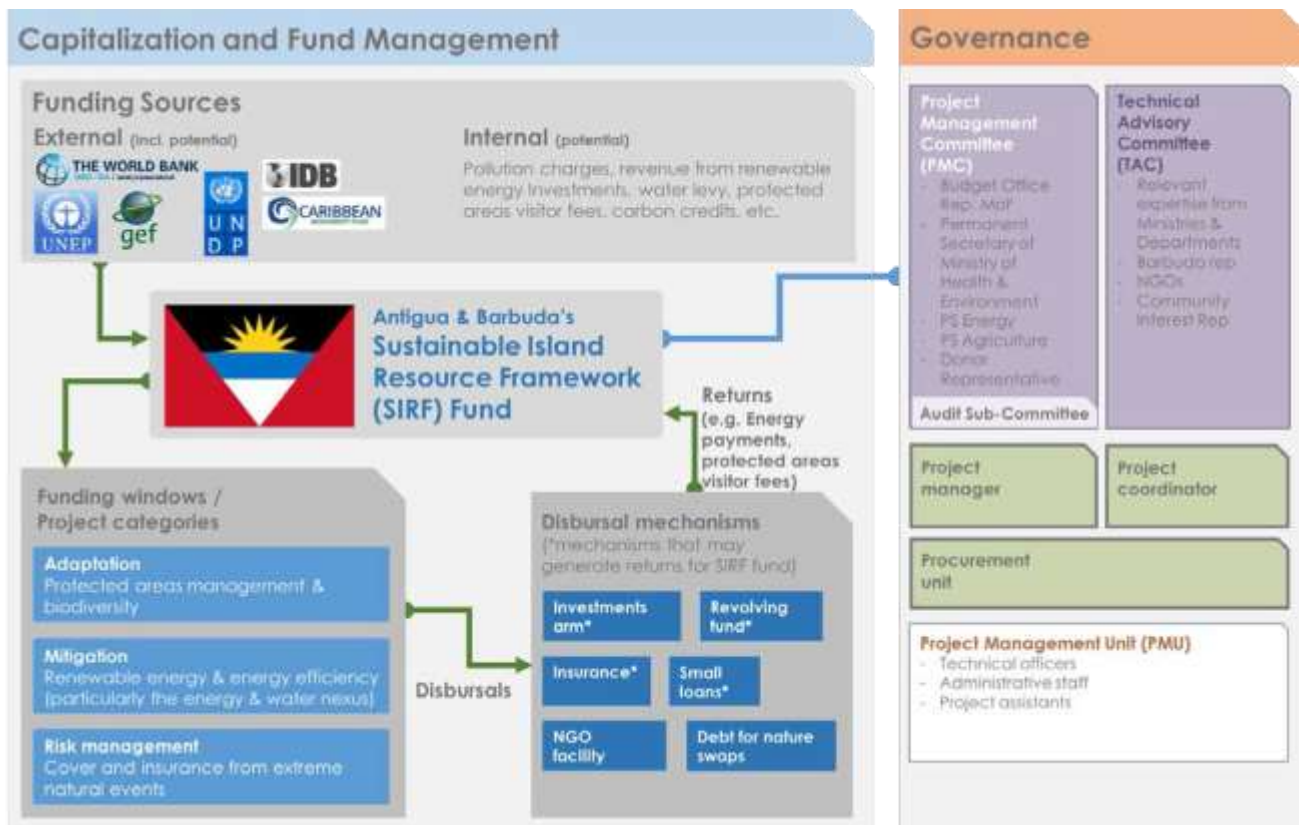


Figure 1. Proposed draft design of Antigua and Barbuda's SIRF Fund

In October 2015, Antigua and Barbuda was awarded a readiness grant by the GCF. The GCF readiness grant program will enhance country ownership and climate finance access during the early stages of the operationalisation of the Green Climate Fund. In Antigua and Barbuda, the grant aims to develop the capacity of the National Designated Authority (NDA) through operational enhancement, knowledge management and public awareness, and to support coordination across government, civil society, and private sector stakeholders (Readiness Area 1). Furthermore, the project will develop a strategic country programme that includes an investment framework and priorities building on existing policies and plans (including the National Environmental Management Strategy, INDC, national poverty reduction strategy) and the Fund's results management framework, as Antigua and Barbuda begins to develop pipeline GCF projects (Readiness Area 2).

## 2. Objective

As Policy Specialist, the objectives of this consultancy are to undertake work to:

**a) Develop Antigua and Barbuda's strategic framework/country programme:** The objective is to support a strategic assessment of priorities for engaging with GCF and define institutional and sectoral roles and responsibilities, building on Antigua and Barbuda's progress in laying out a broad framework for low-emissions and climate resilient development.

## 3. Recipient



The recipient is the Government of Antigua and Barbuda (GoAB) stakeholders broadly and specifically the NDA – the Department of Environment. The Fund Management Team of the SIRF Fund – the Government of Antigua and Barbuda’s national climate fund – will also be a beneficiary of the readiness grant.

#### 4. Scope

The consultant will need to broadly review literature and consult with a wide range of stakeholders, and engage meaningfully on the procedures and processes under the GCF in order to fulfil the needs of the recipient, and allows this initiative to proceed to implementation.

Key **specific detailed tasks** are namely to:

- Draft Antigua and Barbuda’s country programme to guide GCF engagement according to national priorities that are developed using existing documentation and validated through consultations
- Design and undertake a multi-stakeholder consultation process (public, private, and civil sectors) in the development of the country programme and opportunities for harnessing resources, including through draft briefing note(s) and other communications material
- In addition to workshop report(s), prepare a background document/report justifying the priorities identified in Antigua and Barbuda’s country programme, including all relevant reference material
- Update the Department’s website with relevant information on Antigua and Barbuda’s country programme and the SIRF Fund
- Prepare for submission to Cabinet for approval of country programme
- Prepare approximately three project concepts for early submission to the GCF that are aligned with investment priorities as determined in Antigua and Barbuda’s country programme
- Prepare short note on lessons learned from country programming, and good practices on stakeholder engagement

#### 5. Deliverables

Within one week of contract, the consultant will present a detailed plan (maximum 5 pages) in a technical inception report outlining the proposed approach and draft work plan including the proposed interview/consultation schedule. The contract duration for the consultant is for 13 months. Responsibilities and tasks will be clarified in the technical inception report in agreement with the NDA team, including timelines for delivering the following:

- Stakeholder engagement plan
- A draft and final version of Antigua and Barbuda’s country programme, including Cabinet submission note
- An explanatory document to accompany the country programme
- Three project concepts for GCF submission
- A short note on lessons learned from the country programming process and good stakeholder practices

The consultant will be expected to provide weekly notes on progress and monthly reports to the NDA and designated oversight committees or individuals, and quarterly reports to the Project Management Committee (PMC) and/or the Technical Advisory Committee (TAC).

The NDA will provide the following documents to the consultant before starting the assignment:

- Project inception report
- GCF guiding documents as needed
- National strategic documentation
- Documentation that the GCF country programme should take into account

## 6. Qualifications and Experience

- Advanced university degree in Development studies/Economics/Policy with specialization or relevant experience in Climate Change/Environment/Natural Resources
- At least 10 years experience in developing relevant national priorities, strategies, and plans
- Ability to monitor and evaluate funded programmes in accordance with relevant guidelines
- A working knowledge of the Antigua and Barbuda's National Environmental Management Strategy, and the Environmental Management and Protection Act 2015, and good knowledge of the United Nations Framework Convention on Climate Change and the Green Climate Fund an asset
- Ability to build on existing strategies, policies, climate change response efforts and identify needs assessments and fill gaps
- The candidate must demonstrate a familiarity with adaptation and mitigation priorities in Antigua and Barbuda, and local socio-economic circumstances
- Experience with engaging relevant institutions and stakeholders at multiple levels
- Experience in moderating consultations and meetings, and reporting on national stakeholder workshops
- Ability to work with senior government officials, research institutes, non-governmental organizations (NGOs), and local communities
- Fluency in written and spoken English and strong analytical and communication skills
- Experience in Monitoring and Evaluation and reporting

## 7. Evaluation Criteria

The evaluation criteria and weightings that will be applied to these terms of reference are as follows:

Category	Description	Weighting
1	Qualifications of consultant and availability of named individuals including national experts	30



2	Adherence to ToR's specifications and related requirements: Clear understanding of required deliverables	30
3	Experience with similar work (including geographic focus of Antigua & Barbuda and climate specialization)	20
4	Demonstrated track record of success, supported by references	20
	Total	100