



MINISTRY OF HEALTH, WELLNESS & THE ENVIRONMENT

DEPARTMENT OF ENVIRONMENT

**TERMS OF REFERENCE FOR INTERIM EVALUATION OF THE EASTERN CARIBBEAN
ENHANCED DIRECT ACCESS (EDA) PROJECT IN ANTIGUA AND BARBUDA, GRENADA
AND THE COMMONWEALTH OF DOMINICA**

**“Integrated physical adaptation and community resilience through an enhanced
direct access (EDA) pilot in the public, private, and civil society sectors of three
Eastern Caribbean small island developing states”**

FUNDED BY THE GREEN CLIMATE FUND

September 2021

Terms of Reference

Interim Evaluation of the Eastern Caribbean Enhanced Direct Access (EDA) Project in
Antigua & Barbuda, Grenada, and the Commonwealth of Dominica

Type of Contract:	Consultancy
Contracting Authority	Department of Environment, Ministry of Health and the Environment, Antigua and Barbuda
Position:	EDA Interim Evaluation Consultant(s)
Languages Required:	English
Duration:	85 days
Location:	Antigua and Barbuda, Grenada, Commonwealth of Dominica
Date of Issue:	September 27, 2021
Application Deadline:	October 22, 2021
Instructions to apply:	<p>Interested Consulting Firms or <i>Group</i> of Consultants are invited to apply for this opportunity.</p> <p>Please email the Procurement Officer at DOE@ab.gov.ag and copy to antiguaenvironmentdivision@gmail.com and craig.cole@ab.gov.ag the following:</p> <p>Submit a proposal including:</p> <ul style="list-style-type: none"> • Curriculum vitae of each member of the team, showing experience with similar projects • A technical proposal outlining how the objectives outlined are to be achieved • A work plan showing the timeline for expected deliverables • A COVID-19 Contingency Plan for the conduct of data collection and stakeholder consultations • A financial proposal • Writing sample (copy of a published report authored by the applicant) • Name and contact details for three references <p>Please use email subject line: “Application for the GCF EDA Interim Evaluation Consultancy”</p>

	<i>In the event that clarification questions are asked, the answers will be found at this site:</i> https://www.environment.gov.ag/procurement-opportunities#procurements/opportunities
Equal Employment Opportunity (EEO)	The Department of Environment (“DOE ATG”) provides equal opportunity and fair and equitable treatment in employment to all people without regard to race, color, religion, sex, national origin, age, disability, political affiliation, marital status, or sexual orientation. The DoE also strives to achieve equal employment opportunity in all personnel operations through continuing diversity enhancement programs.
LATE Bids	Late bids will not be accepted.
Version	1

I. INTRODUCTION

The Department of Environment (“DOE ATG”) as the Direct Access Entity (‘DAE’) accredited to the Green Climate Fund (“GCF”) in Antigua and Barbuda is seeking an external regional / international consulting firm to conduct an Interim Evaluation of its 4-year regional project titled **“Integrated physical adaptation and community resilience through an enhanced direct access (EDA) pilot in the public, private, and civil society sectors of three Eastern Caribbean small island developing states.”** The project is being implemented through the DOE ATG as the DAE, and the Ministry with responsibility for the Environment¹ (“MOE GRD”) in collaboration with the Department of Economic and Technical Corporation (“DETC”) in Grenada and the Ministry with responsibility for the Environment² (“MOE DOM”) in the Commonwealth of Dominica; as Executing Entities (“EEs”).

II. BACKGROUND AND PROJECT DESCRIPTION

The **“Integrated physical adaptation and community resilience through an enhanced direct access (“EDA”) pilot in the public, private, and civil society sectors of three Eastern Caribbean small island developing states”** project is funded by the GCF. The project became effective and commenced implementation in July 2019 and completed its second year of implementation in July 2021. The EDA is being implemented by the DAE and EEs in the respective pilot countries. The project proposal was designed in response to a GCF *Request for Proposals* (“RFP”) published in 2016, to pilot ‘Enhanced Direct Access’ with the objective of allowing the GCF to effectively operationalize its EDA modality at different levels and with different types of public and private entities. The aim of Enhanced Direct Access is

¹ MOE GRD: Ministry of Tourism, Civil Aviation, Climate Resilience and the Environment
² MOE DOM: Ministry of Environment, Rural Modernisation and Kalinago Upliftment

to devolve decision making to the sub-national, national, and regional levels in keeping with best practices for accountability, integrity, and independence, in order to build stronger knowledge and ownership that will lead to more ambitious action on climate change.

The paradigm shift objective of this EDA project is to promote country ownership of climate adaptation actions through devolved decision-making in the Government, private and NGO sectors that, through the direct access modalities in the Eastern Caribbean pilot countries, will set the foundation and framework to increase access to financing to increase resilience to climate variability of 20% of the population.

The impacts, outcomes, and outputs – and corresponding indicators of the EDA Project as outlined in the project logic framework are as follows:

A. IMPACTS

Impact A1.0: Increased resilience and enhanced livelihoods of the most vulnerable people, communities, and regions.

Indicator 1.1: *Number of males and females benefiting from the adoption of diversified, climate – resilient livelihood options*

Impact A3.0: Increased resilience of infrastructure and the built environment to climate change.

Indicator 3.1: *Value of physical assets made more resilient to climate variability and change, considering human benefits (reported where applicable)*

Impact A4.0: Improved resilience of ecosystems and ecosystem services.

Indicator 4.1: *Coverage/scale of ecosystems protected and strengthened in response to climate variability and change*

B. OUTCOMES

Outcome A5.0: Strengthened institutional and regulatory systems access climate finance from the GCF and other funds.

Indicator 5.2: *Number and level of effective coordination mechanisms³ strengthening of finance related by-laws, regulations, and operational procedures.*

Outcome A7.0: Strengthened adaptive capacity and reduced exposure to climate risks.

Indicator 7.1: *Use by vulnerable households, communities, businesses, and public-sector services of Fund supported tools, instruments, strategies, and activities to respond to climate change and variability (households: disaggregated by male-headed and female-headed).*

³ GCF Performance Measurement Framework: This indicator seeks to measure evidence of measures taken for promoting coordination and synergy at the regional and international levels, including between and among relevant agencies and with regard to other multilateral environmental agreements.

C. OUTPUTS

Output 1: Enhanced capacity for climate adaptation planning, implementation, and monitoring and evaluation via direct access.

Indicator: *Number of transparent sustainable financing mechanisms supporting adaptation in the OECS sub-region.*

Output 2: Governments implement concrete adaptation measures using ecosystem-based approaches where appropriate.

Indicator: *Number and value of physical assets made more resilient to climate variability and change, considering human benefits. Coverage/scale of ecosystems protected and strengthened in response to climate variability and change*

Output 3: Community resilience to climate impacts is enhanced through tangible adaptation benefits.

Indicator: *Number of direct beneficiaries (disaggregated by gender) of Fund-supported small grants for adaptation to respond to climate change and variability.*

Output 4: Privately owned physical assets of vulnerable populations are more resilient to climate variability and change through concessional microfinancing.

Indicator: *Number of vulnerable households and businesses that use Fund supported instruments to respond to climate change and variability (households: disaggregated by male-headed and female-headed).*

The EDA Project Logic Framework is attached in Annex A.

III. OBJECTIVES AND PURPOSE OF THE EVALUATION

The purpose of the envisaged interim evaluation is to assess and evaluate the progress of the Eastern Caribbean EDA Project since its inception, with an intention to apply formative evaluation principles to:

- i. Determine if the project is meeting the objectives of the GCF RFP
- ii. Enable learning from the implementation experience to date that can be used to further improve implementation planning and activities, which will ensure progress towards expected results as well as assess emerging opportunities for enhancing achievements
- iii. Assess the impact of COVID-19 on project implementation and make recommendations for potential project restructuring
- iv. Measure the progress made towards reaching the design objective of each project output, against the planned outcome, outputs, targets, and activities as outlined in the Funding Proposal and Funded Activity Agreement.

In assessing implementation of the EDA Project and its alignment with the DOE ATG's obligations to Accreditation Master Agreement ("AMA") and Funded Activity Agreement ("FAA"), the interim evaluation will take into consideration assessment of the project in line with the following:

- Evaluation criteria from the GCF Independent Evaluation Unit – [GCF IEU TOR \(GCF/B.06/06\)](#)
- Six (6) GCF [Investment Criteria](#);
- Eight (8) GCF [Strategic Results Areas](#);
- [EDA Guidelines](#); and
- Eastern Caribbean [EDA](#) Project Documents

IV. SCOPE AND FOCUS OF THE EVALUATION

In assessing the EDA Project and its alignment to the AMA and FAA, the interim evaluation will take into consideration the following criteria and questions which are intended to guide evaluators to deliver credible and trusted evaluations that provide assessment of progress and results achieved in relationship to the GCF investment. The evaluation should also identify learnings and areas where restructuring or changes through adaptive management in project implementation are needed; and make evidence-based clear and focused recommendations that may be required for enhancing project implementation to deliver expected results.

1. Relevance, effectiveness and efficiency of projects and programmes

- Are the planned project objectives and outcomes relevant and realistic to the situation on the ground?
- Do outputs link to intended outcomes which link to broader paradigm shift objectives of the project?
- Are the planned inputs and strategies identified realistic, appropriate, and adequate to achieve the results? Were they sequenced sufficiently to efficiently deliver the expected results?
- Are the outputs being achieved in a timely manner?
- What and how much progress has been made towards achieving the overall outputs and outcomes of the project (including contributing factors and constraints)?
- How did the project deal with issues and risks in implementation?
- To what extent did the project's M&E data and mechanism(s) contribute to achieving project results?
- What, if any, alternative strategies would have been more effective in achieving the project objectives?

2. Coherence in climate finance delivery with other multilateral entities

- Is there coherence and complementarity by the project with other actors for local other climate change interventions?

- To what extent has the project complimented other on-going local level initiatives (by stakeholders, donors, governments) on climate change adaptation or mitigation efforts?

3. Gender equity

- Are financial resources and project activities explicitly allocated to enable women to benefit from project interventions?
- Does the project account in activities and planning for local gender dynamics and how project interventions affect women as beneficiaries?
- Do women as beneficiaries know their rights and/or benefits from project activities/interventions?
- How do the results for women compare to those for men?
- Is the decision-making process transparent and inclusive of both women and men?
- To what extent are female stakeholders or beneficiaries satisfied with the project gender equality results?

4. Country ownership of projects and programmes

- To what extent is the project aligned with national development plans, national plans of action on climate change, or sub-national policy as well as projects and priorities of the national partners?
- How well is country ownership reflected in the project governance, coordination and consultation mechanisms or other consultations?
- Were the modes of deliveries of the outputs appropriate to build essential and/or necessary capacities, promote national ownership and ensure sustainability of the results achieved?

5. Innovativeness in results areas

- What role has the project played in the provision of "thought leadership," "innovation," or "unlocked additional climate finance" for climate change adaptation in the project and country context?

6. Replication and scalability

- What are project lessons learned, failures or lost opportunities to date?
- What factors of the project achievements are contingent on specific local context or enabling environment factors?
- Are the actions and results from project interventions likely to be sustained, ideally through ownership by the local partners and stakeholders?

7. Unexpected results (both positive and negative)

- What has been the project's ability to adapt and evolve based on continuous lessons learned and the changing development landscape?
- Can any unintended or unexpected positive or negative effects be observed as a consequence of the project's interventions?
- What factors have contributed to the unintended outcomes, outputs, activities, results?

V. METHODOLOGY

The interim evaluation should utilize a participatory approach involving key stakeholders. The Evaluators shall provide evidence-based information that is credible, reliable, and useful.

The Evaluators will review all relevant project documents to assess the performance of the project against the design objectives. This will include conducting systemic, institutional, and individual capacity assessments of the executing entities, the procedures and track record of the decision-making bodies, and the function of the oversight committees.

Working under the direct supervision of the EDA Project Support Team (“PST”) – led by the Project Coordinator and in close collaboration of the Project Management Unit (“PMU”), the Evaluators is/are expected to carry out the assessment using the following specific process:

- a) Convene an **inception meeting** with the DOE ATG’s PMU, EDA team and NDA to agree on the concept, tasks and the relevant logistical arrangements and timeframes.
- b) Conduct an extensive **desk review** of all reports and documents related to and generated thus far under FP061 implementation. These will include, but not limited to:
 - Review and familiarize themselves with GCF instruments outlined under Section III above.
 - Review and familiarize themselves with the AMA and FAA between GCF and DOE ATG and all attachments/annexures referenced FP061, especially the funding proposal and logical framework.
 - Review of Project Inception Report, the Stakeholders Engagement Strategy and Gender Action Plan and Environmental and Social Safeguards Report; reports on stakeholders’ engagement activities, Community Based Organisations (“CBO”) training reports, mandatory Annual Progress Reports (“APRs”), project updates on Smartsheet, Quarterly Financial Reports (“QFR”), monitoring reports, minutes of DOE’s project oversight structures (i.e. Project Management Committee (“PMC”), Technical Advisory Committee (“TAC”), Term Sheets, Sustainable Island Resources Framework (“SIRF”) Fund Reports and other relevant internal documents from the three (3) EDA host countries. The review should also assess the project webpage and Facebook content.
- c) Select a representative sample of current portfolio of projects from Outputs 2 – 4 and undertake a thorough assessment of these in light of the objectives, indicators and results areas envisaged in the FAA.
- d) Appraise community experiences with FP061 from proposal development through to current stage of project implementation using the project cycle approach.
- e) Conduct **site/field visits** and **key informant interviews** with ordinary community members, leaders, and beneficiaries. Conduct extensive but focused consultations

and/or interviews with the relevant key stakeholders. This will include, but not limited to:

- NDA, three host countries,
 - EDA PMUs in Grenada and Dominica,
 - OECS secretariat,
 - Project oversight structures (PMU, TAC and PMC).
 - Ministries of Finance (“MOF”), three host countries
 - Ministry of Public Works, (“MOW”), Antigua and Barbuda
 - Board and staff of the SIRF Fund, Antigua and Barbuda
 - Loan and grant beneficiaries,
- f) Undertake **data collection** as needed (government data/records, field observation visits; CDM verifications, public expenditure reporting, GIS data, etc.) to validate evidence of results and assessments (including but not limited to assessment of TOC, activities delivery, and results/changes occurred). Present preliminary findings to AE, NDA and key stakeholders in a validation workshop.
- g) Compile a comprehensive **assessment report** – detailing the following (not limited to) - in the format and of quality acceptable to DOE ATG, NDA and GCF:
- Assessment of progress with respect to project objectives.
 - Assessment of challenges, constraints and shortcomings.
 - Assessment of strengths and opportunities.
 - Assessment of the efficiency of the NDA, DOE ATG and Project Management Unit (“PMU”) towards delivering on the expected outputs and activities, in terms of quality, quantity, timelines and cost efficiency.

During the implementation of the contract, the Lead Evaluator will report to the EDA Regional Project Coordinator, who will provide guidance and ensure satisfactory completion of the interim evaluation deliverables.

There will be coordination with the project team who will assist in connecting the Evaluators with senior management, government, and development partners, beneficiaries, and other relevant key stakeholders.

VI. EXPECTED OUTPUTS AND DELIVERABLES

The expected deliverables of this assignment and the payment modalities shall be structured as follows:

	Deliverable	Schedule	Payment	Target Date
1	Inception Report outlining the proposed methodology and detailed work plan, and timeline for achieving the stated objectives	14 working days after signing of contract	25% of payment upon approval of the final MTE	December 15, 2021

	Deliverable	Schedule	Payment	Target Date
			Inception Report	
2	Update Report on field visits, consultations, informant interviews and data collection conducted in Antigua and Barbuda, Dominica and Grenada	30 working days after the submission of the Inception Report	25% payment upon approval of report	January 19, 2022
3	Draft Final Report. Submit a draft report with an executive summary and include: a detailed analysis of the review findings organised by review criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.	15 working days after the submission of the Update Report	25% upon submission of the draft MTE report	February 9, 2022
4	Final Report. Revise the draft in response to the DOE's comments and suggestions from relevant stakeholders along with guidance on areas of contradiction or issues requiring a response.	25 working days after receipt of comments from AE	25% upon finalization of the Interim Evaluation Report	April 8, 2022
	Total	85 days		

Note: The timeline for delivery of the Final Evaluation Report is non-negotiable, as the report must be submitted by the AE to the GCF no later than April 15th, 2022.

VII. SPECIFICATIONS AND QUALIFICATION OF THE CONSULTANCY

The Consulting firm has responsibility for ensuring that their team has an appropriate mix of key and non-key experts required to satisfy the full requirements of the TORs. Based on the competencies of experts a Lead Evaluator must be selected coordinate the evaluation process.

The Consulting firm will present detailed CVs for each member of the core team, and their corresponding level of effort. The consultants shall also indicate if they require additional specialists, their expected role, and the aggregated level of effort. The following indicative subject matter specialists are considered as a minimum requirement for the composition of the consultancy team:

- **Consultant Team Leader:** Advanced degree (MSc or PhD) in related discipline such as environment and natural resources management, climate change, biological and agricultural sciences, organizational development, risk management, environmental economics, finance, business, or other closely related discipline. At least 10 years of experience conducting evaluations for development or climate change related projects at the national, regional, and international levels.

- **Other Team Members:** Master's Degree in social sciences, development studies, gender studies, poverty reduction, international policy, sustainable development, or related fields with demonstrated experience in environmental and related studies. At least 5 years of experience in conducting monitoring and evaluation in the Caribbean. It would be an asset if the person is involved in design, implementation, monitoring and evaluation of projects nationally/ regionally or internationally and using a logical framework and Theory of Change approach. A knowledge and understanding of financing tools for adaptation to climate change and renewable energy. Proficiency in time management along with excellent writing skills in English; Experience in knowledge management and communication is also desirable for the evaluation consultant.

Other key competencies to be fulfilled include:

- Experience in climate change vulnerability, risk and inequality, or other related development issues is an asset.
- Experience in climate adaptation, resilience, and climate impacts on livelihoods, as well as micro-financing programmes
- Good knowledge on environmental governance, organizational management, grant management and climate change issues in the pilot countries
- Demonstrated understanding of issues related to gender – experience in gender sensitive evaluation and analysis.
- Experience with similar work, including a track record of success supported by three references
- Strong substantive experience in climate change and eco-based system approaches and technology
- Experience conducting evaluations for international institutions and government institutions is an asset
- Experience organizing and facilitating stakeholder consultations and/or events and conducting stakeholder interviews
- Ability to work independently and self-manage deadlines and deliverables
- Experience working in Antigua and Barbuda, Grenada, Dominica, other Caribbean islands or developing countries is an asset
- Experience conducting data collection

- Experience in developing and implementing participatory research approaches, and in quantitative and qualitative research methods; evidence of published work on areas related to gender and inclusion is an asset.
- Fluency in written and spoken English is required
- Demonstrable analytical skills.
- Ability to produce written outputs/reports clearly and concisely
- Good knowledge of GCF policies, procedures, governance instrument, and accreditation processes.
- Excellent knowledge of the English language (both spoken and written) and excellent communication skills.
- Knowledge and / or familiarity with the social dynamics in the pilot countries
- Ability to work well with government agencies
- Ability to work within deadline and high-pressure situations

VIII. REPORTING AND COORDINATION

The Consultants shall be responsible to the EDA Project Manager – DOE ATG for reporting and outputs. However, day-to-day technical supervision of the Consultants will be the responsibility of the Project Coordinator.

The payment for the Consultancy is a lump sum, including airfare tickets, local travel costs, accommodations. The Consultants will be responsible to make the necessary travel arrangements for the Interim Evaluation and cover all travel costs. The project team will be responsible for liaising with the Interim Evaluation Consultants to provide all relevant documents, coordinate stakeholder interviews, and arrange field visits. The Consultants will ensure that all evaluation criteria and questions are adequately covered.

IX. EVALUATION CRITERIA

Category	Description	Weighting
1	Qualifications of Consulting Team	15
2	Adherence to TOR specifications and related requirements, i.e. understanding of required objectives and deliverables	25
3	Experience conducting evaluations of adaptation projects in developing countries	30
4	Demonstrated track record of success	15
5	Budget cost being effective and reasonable	15
	Total	100

X. PROPOSAL SUBMISSION AND CONSULTANCY DURATION

The detailed schedule of the evaluation and length of the assignment will be discussed with the Consultant(s) prior to the assignment.

The total consultancy will be eighty-five (85) calendar days' worth of work stretched over a period of four (4) calendar months.

Proposal Submission Requirements

Technical proposal not exceeding 10 pages in length with the proposed approach and activities to be undertaken for the implementation and management of the assignment, including an operational work plan with timelines.

The technical proposal must outline the credentials, experience and expertise of the consultants, a writing sample and demonstrate how these meet the requirements outlined under Section V above.

A financial offer and budget including breakdown of costs should also be submitted.

Submission Guide

- a. Comprehensive CVs and proof of similar work must be provided in form copies of reports and other relevant samples with contact details of the clients indicated. DOE reserves the right to contact such clients.
- b. Bidders are required to include an activity-based budget breakdown that clearly separates professional fees and operation costs portions.