



ANTIGUA AND BARBUDA

Department of Environment Sustainable Island Resources Framework Fund (SIRF Fund)

Terms of Reference

Provision of Consultancy Services for the Evaluation of the Department of Environment's (DOE)
SIRF Fund Revolving Loan Programme

Job Title	Evaluator for the Revolving Loan Program
Contracting Authority	Department of Environment, Ministry of Health, Wellness and the Environment, Antigua and Barbuda
Date of Re-Issue	July 8, 2022
Deadline	July 29, 2022
Duration	Four months
To Apply	<p>Firms are invited to apply for this opportunity. Please email the Procurement Officer at doe@ab.gov.ag , and copy the DOE/SIRF Fund Revolving Loan Programme at doesirffund@ab.gov.ag . Applicants are to provide the following documentation:</p> <ol style="list-style-type: none">1. Cover letter2. Curriculum Vitae3. Contact information for three (3) references4. Business Information5. Technical Proposal: Outline of Methodology6. Financial Proposal <p>Please use email subject line: “SIRF Fund Lessons Learned and Best Practices Consultant”. In the event, that clarification questions are asked the answers will be found at this site: https://www.environment.gov.ag/procurement-opportunities#procurements/opportunities</p>
Equal Employment Opportunity (EEO)	The Department of Environment (DoE) 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.

Request for Proposals

Terms of Reference

Provision of Consultancy Services for the Evaluation of a Pilot Revolving Loan Programme for the Department of Environment's Sustainable Island Resources Framework Fund

I. About the Department of Environment

The Department of Environment (DOE) is a public agency within the Ministry of Health, Wellness, and the Environment for the Government of Antigua and Barbuda. The overall mission of the DOE is to provide technical advice on the environment and to design and implement projects on behalf of the Government and the people of Antigua and Barbuda. These interventions are designed to protect and enhance the country's environment, as well as seek common solutions to national, regional, and global environmental challenges.

The Department accomplishes its mission inter alia through:

- An integrated environmental planning and management system,
- Public consultation and interagency collaboration,
- Efficient implementation of appropriate programmes, projects, and technical services,
- Appropriate counsel on environmental management for the Government,
- Effective and consistent enforcement of environmental laws and regulations, and
- Providing a source of information and technical assistance on environmental issues.

The DOE manages projects within four main programmes, which are aligned with national legislation and international environmental agreements. These are:

1. Climate Change Programme (Adaptation, Mitigation, and Capacity Building)
2. Biodiversity Programme
3. Pollution Programme
4. Monitoring, Evaluation and Data Management Programme

As part of the implementation of the programmes, the DOE has established the Sustainable Island Resources Framework Fund (SIRFF) to channel much needed funding directly to beneficiaries. In the past five years the fund has received over 8M USD in grants for its Revolving Loan Programme. The current projections show that the Fund would have programmed most of these resources by June 2022. The proposed consultancy will evaluate the Revolving Loan programme being piloted by the SIRFF.

II. About the Sustainable Island Resource Framework Fund (SIRFF)

The SIRFF is a national environmental funding facility initially set up as a Special Fund through the Finance Administration Act of 2006, Section 42 (1)(a) to support environmental management and climate adaptation and mitigation. It currently serves as a primary source to channel 4 environmental, climate mitigation and adaptation funding from international and domestic sources. The SIRFF provides adequate and sustainable financing for the implementation of the Environmental Protection and Management Act (EPMA) of 2019 and Regulations (2020) as well as Multilateral Environmental Agreements. The SIRFF Fund receives income from domestic and international sources. Domestic sources include visitation fees, pollution charges, carbon credits, taxes, levies, and

other fees as may be prescribed by regulation. For international funding, the SIRF Fund acts as an implementing entity and sustainable financing mechanism for bilateral and multilateral funding sources such as the Green Climate Fund (GCF), Adaptation Fund (AF), and the Global Environmental Facility (GEF). The purpose of the SIRF Fund is to provide financing to implement the Environmental Protection and Management Act (2019) in a coordinated, systematic, and cost-effective manner. The SIRF Fund is mandated to provide access to funding to the public sector, the private sector, and to nongovernmental and community organizations in Antigua and Barbuda.

The Department of the Environment (DOE) is currently supporting the operations of the SIRF Fund. The SIRFF is a pioneering initiative of the Government to support green growth and climate resilience at the individual, community and at the national level. The SIRFF represents an opportunity for the Government and people of Antigua and Barbuda to attract substantial financing to support green growth, the Nationally Determined Contributions (NDCs) targets and an overall sustainable development agenda for the country. The sustainable development goals (SDGs) will be achieved by ensuring that financial flows are enabled to address financing gaps in the critical areas of environmental sustainability and climate resilience across the socio-economic sectors that influence national growth. The pilot period for the Revolving Loan Programme (RLP) has received initial capital from several sources and has worked with several ongoing projects in Antigua and Barbuda. These projects include:

- **Adaptation Fund** (McKinnon's Watershed Area): The DOE was awarded funding from the Adaptation Fund for this project, which seeks to promote the implementation of cost-effective adaptation measures in the McKinnon's watershed by implementing adaptation in the environment and in the community, building both natural and social adaptive capacity at the same time.

Under Component 2: Revolving Loans for Adaptation, revolving loans are being offered to vulnerable households and businesses within the McKinnon's watershed to make their homes and businesses more climate resilient to meet the building code, which has been revised to meet extreme climate vulnerability.

- **Green Climate Fund - EDA Component** (Cashew Hill Watershed Area): The Enhancing Direct Access (EDA) project aims to build integrated resilience of individuals and their businesses, communities and governance systems through responsive grant and loan award mechanisms that are transparently managed through devolved decision-making by those affected by climate change in Antigua and Barbuda, Grenada, and Dominica. Component 4 of the EDA project is providing revolving concessional loans to vulnerable 5 homes and small businesses to implement adaptation measures to ensure buildings more climate resilient.
- **Global Environmental Facility - SCCF Component:** The Department of the Environment (DOE) has received funding from the Special Climate Change Fund (SCCF) to establish the adaptation window of the SIRF Fund and demonstrate resilience funding through provision of innovating financing mechanisms such as grants and loans to assist with climate change adaptation in existing community buildings and waterways that promote resilience to droughts, floods and hurricanes. The information produced and gathered from the existing revolving loans programmes currently being administered by the SIRF Fund will form the basis for generating systemized lessons learned and best practices to support the DOE's reporting requirements for the aforementioned projects. These lessons learned and best practices will also be incorporated into knowledge products that will be disseminated at the local, regional, and international levels on the SIRF Fund Revolving Loans programmes.

III. Purpose of the Consultancy

The DOE is seeking qualified and experienced firms or a team for the provision of consultancy services to review the SIRF Fund Revolving Loans Programme as well as conduct an analysis and packaging of lessons and best practices for further dissemination across the region. The purpose of the evaluation is to examine the results, achievements, and constraints in the implementation of the Revolving Loans Programme (RLP) of the SIRF Fund. The RLP started in August 2019 as a pilot that was expected to end in July 2022. The findings and recommendations of the evaluation and lessons learned from its implementation will serve as support in the design of the next cycle of the programme. The evaluation is intended to identify weaknesses and strengths of the RLP design and implementation, and evaluate the adequacy, efficiency, and effectiveness of implementation, as well as assess the achievement of programme outputs and outcomes.

IV. Scope of Works

The evaluation will take into consideration the evaluation policies, standards, and criteria of the respective donor agencies¹ and follow the guiding questions in order to deliver a credible and trusted evaluation that can provide an assessment of progress and achievement.

1. Relevance of the SIRF Fund's Revolving Loan Programme

- How relevant is the planning, design, implementation of the programme and its alignment to national strategies, policies, and plans?
- How relevant are the indicators and targets for monitoring and measuring results?
- How is the programme contributing to the monitoring reporting and verification of climate finance?
- Are the planned objectives of the RLP and its expected outcomes relevant and realistic to the situation on the ground?

2. Efficiency

- How efficient has programme management been, including the delivery of outputs and activities?
- Has the programme been implemented in a cost-efficient manner?
- How has the programme inputs been used to produce outputs?
- Are the outputs being achieved in a timely manner?
- Has the programme's implementation strategy been efficient to deliver the expected results?
- How efficiently have the programme's budgetary processes been implemented to meet budgetary outcomes?

3. Effectiveness

- Are there weaknesses in programme design, implementation, and monitoring and evaluation tools and processes?
- Are the planned inputs and strategies for financing locally led adaptation efforts realistic, appropriate, and adequate to achieve desired results?
- Do outputs contribute to the achievement of SIRF Fund outcomes and the respective outcomes of contributing projects?

¹ This includes the Green Climate Fund's new evaluation standards released May 2022

- Do outputs and outcomes link to broader paradigm shift objectives?
- What, if any, alternative strategies would have been more effective in achieving programme goals?
- What and how much progress has been made towards achieving the overall outputs and outcomes of the pilot initiative (including contributing factors and constraints)?
- Has the programme's implementation strategy been effective to deliver the expected results?
- What are the key programme achievements and challenges?
- How effective did the SIRF Fund handle issues and risks during implementation?
- To what extent did the projects' M&E data and mechanism(s) contribute to achieving results?
- How is project knowledge and lessons learned identified and shared?
- How effectively have the programme's budgetary processes been implemented to meet budgetary outcomes?
- What are the main achievements and impacts of the programme?
- What is the impact of the RLP on various stakeholders?
- What are the underlying causes and issues of non-achievement of targets?

4. Coherence in climate finance delivery

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

5. Gender Equity

- Are financial resources and programme activities explicitly allocated to enable women and vulnerable groups to benefit from interventions?
- Does the programme consider activities and planning for local gender dynamics and how project interventions affect women as beneficiaries?
- 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 programme's gender equality results?

6. Country ownership

- 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 programme 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?

7. Innovativeness in results areas

- What role has the programme played in the provision of "innovation," or "unlocked additional climate finance" for climate change adaptation?

8. 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?

- How has the programme documented problems and necessary corrections and adjustments for lessons learning to further improve implementation, and planning of activities?

9. Compliance with Operational Procedures Contractual Obligations

- Were the AML/CTF issues encountered and how were they addressed; Were the respective checklist developed adequate and any improvement and additional tools for compliance?
- Were the complaints to the DOE addressed appropriately and if not, what were the factors affecting the ability to do so?
- Were the Environmental and Social Safeguards (ESS) and gender risks addressed?
- How was social inclusion addressed?
- How was sustainable procurement addressed?

10. 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 Consultant (s) will perform the following activities and tasks outlined as follows:

- 1. Perform a desk review** of documents that may include:
 - a) SIRF Fund Regulations, policies, and reports
 - b) Project documents from the AF, EDA and SCCF projects, including project evaluation documents
 - c) SIRF Fund Results Framework, the Revolving Loan Results Framework, and the Logical Framework from contributing projects
 - d) Legal agreements for each of the stated projects
 - e) Products generated from the AF, EDA and SCCF projects relevant to the Revolving Loans Components
 - f) SIRF Fund revolving loans documents and reports, including Operations Manual, templates, application, reports, and awareness materials (news releases, publications, videos and factsheets).
 - g) Communications and knowledge products developed for the AF, EDA and SCCF projects
- 2. Conduct evaluation of the Revolving Loans Programme** in line with accepted evaluation criteria and standards (including the AF, GCF and GEF) and based on best practices for microfinancing revolving funds to assess the SIRF Fund's performance in programming the funds as well as provide recommendations for the Fund's future management of the programme.
- 3. Conduct interviews and stakeholder consultations:** Gather data and detailed information to determine lessons learned and best practices through one-on-one interviews, consultations and focus groups with DOE and SIRF Fund staff, key community stakeholders (e.g., community groups, NGOs, small businesses, home-owners) who have applied for and/or been awarded SIRF Fund revolving loans and other relevant stakeholders and partners.
- 4. Compile and Present Results:** Compile lessons learned and best practices for the SIRF Fund

5. Revolving Loan Programme based on the information and findings from the desk review, interviews, and consultations. Organize and facilitate a workshop for key stakeholders to select case studies and validate the lessons learned and best practices results for the reports.
6. Produce reports and case studies and knowledge products (e.g., fact sheets, infographics, posters, videos etc.)

VI. Deliverables and Schedule of Payments

The expected deliverables of this assignment and the payment modalities are listed in the table below. The consultancy fee will be paid as a lump sum (inclusive of all expenses related to the consultancy) and will be fixed regardless of changes in the cost components of the consultancy. The consultancy fee will be paid upon completion of the listed milestones.

Deliverable		Description	Schedule	Payment	Target Date
1	Inception Report	Report should outline the proposed methodology and detailed work plan, and timelines for achieving the stated objectives of the evaluation	14 working days after signing of contract	10% after presentation and adoption of the inception report	August 19, 2022 ²
2	(a) Desk study (b) Updated SIRF Fund Results Framework (c) Updated Revolving Loan Programme Results Framework	Study should inform the scale up of activities under the microfinance programmes for adaptation and climate resilience. It must present an updated results framework for the SIRF Fund and the Revolving Loan Programme with new/enhanced gender responsive economic, financial, and social inclusion indicators and new monitoring and evaluation arrangements for these indicators	14 working days after delivery of Inception Report	30% upon submission of the Interim Report	September 8, 2022

² Excludes public holiday on August 1

Deliverable		Description	Schedule	Payment	Target Date
3	Interim Report	The report must provide data and information from interviews, consultations and focus groups with stakeholders and beneficiaries. The report must feature lessons learned and best practices for loan managers and administrators as well as for loan applicants and awardees. It must use a standard format developed and agreed upon with the DOE. The report should include an executive summary, a detailed analysis of the review findings must inform the scale up of activities under the revolving loan programme for adaptation and climate resilience.	15 working days after submission of desk study, and updated frameworks	10 % upon submission of the Interim Report	September 29, 2022
4	One-day validation workshop	Workshop on lessons learned and best practices to inform case studies of the SIRF Fund Revolving Loans Programme (virtual or in-person)	8 working days after submission of the Interim Report	10% upon hosting of validation workshop	October 11, 2022
5	(a) Four case studies (draft) (b) Two knowledge products (draft)	These products are on lessons learned and best practices of the SIRF Fund Revolving Loan Programme for dissemination to local, regional, and international audiences. Content to be determined with collaboration with the DOE.	10 working days after the validation workshop	10% upon approval of case studies and knowledge products	October 25, 2022
6	(a) Draft Final Evaluation Report	The report synthesizes the findings and suggestions from the DOE and relevant	18 working days after delivery of	20% after the submission of the	November 21, 2022 ³

³ Excludes public holiday on November 1st

Deliverable		Description	Schedule	Payment	Target Date
	(b) PowerPoint presentation	stakeholders along with provide guidance on areas of contradiction or issues requiring a response. Include an annotated ratings table. Presentation should include contents and focus of the report's analysis	the case studies and knowledge products	Draft Final Report and presentation on findings	
7	Final Evaluation Report	Incorporates comments from the DOE, funding agencies, and feedback from stakeholders. The Final Report should include a response and an annotated ratings table, analysis of the data and information collected, finalized case studies and finalized knowledge products.	10 working days after receipt of comments from AE and funders	10% after the approval of the Final Report	December 5, 2022
	Total		89 Days	100%	

DOE is committed to achieving workforce diversity in terms of gender, nationality, and culture. Individuals from minority groups, indigenous groups and person with disabilities are equality encouraged to apply. All applicants will be treated with the strictest confidence.

VII. Duration

This assignment should not exceed a total of four months.

VIII. Reporting and Coordination

Day-to-day technical supervision of the Consultant(s) will be the responsibility of the Evaluation Management Lead, M&E Officer Ezra Christopher, the head of the Monitoring and Evaluation Unit (M&E) Unit for the DOE and the SIRF Fund who will be supported by M&E Associate Gita Gardner. The team also comprises of Environmental and Social Safeguards (ESS) and Gender Officers Rashauna Adams-Matthew, Niketa Black and Knowledge Management Officer

(KIMS) Shantel Victor-Cole and SIRF Fund Financial Advisor Nadia Spencer.

The Consultants will ensure that the evaluation criteria and evaluation questions are adequately addressed. The Consultants can be expected to interact with the SIRF Fund Board, and the SIRF Secretariat as part the data collection process.

IX. Payment

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 evaluation and cover all travel costs.

X. 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.

XI. Submission Guide

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.

XII. Required Qualifications and Experience

- Advanced degree (MSc or PhD) in related discipline such finance, economic development studies, business, risk management, climate change, organizational development, environmental economics, 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; Experience in project design, implementation, monitoring, and evaluation of projects nationally/ regionally or internationally and using a Theory of Change and logical framework approach
- 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
- Proven expertise, knowledge and experience in the field of aid effectiveness and resource mobilization from multiple sources, evidence- based policy planning and research and M&E
- At least 5 years accumulated experience in “green financing” and sustainable development; Experience in climate adaptation, resilience, and climate impacts on livelihoods, as well as micro-financing programmes and financing tools for adaptation for climate change
- Good knowledge on environmental governance, organizational management, grant management and climate change issues
- Demonstrated understanding of issues related to gender – experience in gender sensitive evaluation and analysis

- At least 5 years of demonstrable experience in preparation of technical reports and studies, and other knowledge products related to project management
- Previous experience working with national microfinancing entities, civil society organizations, community-based organizations and international organizations will be an asset
- Previous experience with evaluating GCF, Adaptation Fund and GEF donor procedures will be an asset
- Work experience in Antigua and Barbuda and the Caribbean and Small Island Developing States (SIDS) is an asset
- Ability to work independently or as part of a team to produce outputs within deadline and under high-pressure situations
- Ability to write, review and edit reports and prepare and conduct presentations and workshops Experience in knowledge management and communication is also desirable for the evaluation consultant
- Excellent knowledge of the English language (both spoken and written) and excellent communication skills
- Proficient time-management skills, with an ability to deliver high-quality on time
- Advanced MS Office skills

XIII. Evaluation Criteria

The evaluation criteria and weightings that will be applied to this TOR are as follows:

Category	Description	Weighting
1	Qualifications of consultant: <ol style="list-style-type: none"> Advanced degree (MSc or PhD) in related discipline such finance, economic development studies, business, risk management, climate change, organizational development, environmental economics, or other closely related discipline Training in the communication of financing information Experience in project design, implementation, monitoring, and evaluation of projects nationally/ regionally or internationally and using a Theory of Change and logical framework approach Proven expertise, knowledge and experience in the field of aid effectiveness and resource mobilization from multiple sources, evidence- based policy planning and research and M&E At least 10 years accumulated experience in “green financing”, sustainable development, programme management support, programme/project formulation, monitoring and evaluation and implementation 	20
2	Experience with the following: <ol style="list-style-type: none"> Preparation of technical reports and studies, and other knowledge products related to results of microfinancing Experience working with national funds in developing countries especially SIDS Experience with international donor procedures and requirements (e.g. GCF, AF, GEF) 	20

	<ul style="list-style-type: none"> d) Working in SIDS e) Familiarity with in-depth interview and focus group techniques and lessons learnt 	
3	Demonstrated track record in evaluating national funds and revolving loans programmes supported by references within your application package; proven knowledge and understanding of financing tools for adaptation for climate change	15
4	Technical proposal which includes detailed outline of methodology and tools for achieving the objectives of the consultancy and workplan	25
5	Financial Proposal	20