



Terms of Reference

for

Support to access the CBF Endowment sub-account for Antigua and Barbuda

CBF Secretariat

c/o Oakwood Corporate Secretary Limited
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Altrincham, Cheshire WA14 2DT,
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UK Registered Charity: 1149889

c/o National Conservation Trust Fund of Jamaica
60 Half Way Tree Road,
Kingston 10,
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JA Registered Company: 2115

The Caribbean Biodiversity Fund (CBF) is inviting qualified individuals to submit their CVs and cover letter for the Consultancy “**Support to access the CBF Endowment sub-account for Antigua and Barbuda.**” The individual consultant is expected to have expertise in stakeholder engagement, organisational development, conservation trust funds, environmental management and government policy in Antigua and Barbuda. This consultancy’s main objective is to provide support to Antigua and Barbuda to facilitate the signing of its second CBF Partnership Agreement that will enable the release of funding for biodiversity actions from the CBF Endowment Fund.

1. BACKGROUND

The Caribbean Biodiversity Fund (CBF) is a regional environmental fund whose mission is “to ensure continuous funding for conservation and sustainable development in the Caribbean.”

Established in 2012, and with a flexible structure, the CBF is designed to accommodate the receipt, investment, distribution and monitoring of conservation funding throughout the region. Currently, the CBF has three programs: (i) a Conservation Finance Program, anchored by a US\$ 84 million endowment fund, (ii) a Climate Change Program, focused on Ecosystem-based Adaptation (EbA), with a US\$50 million sinking fund and (iii) a recently¹ established Nature Based Economies Program which will be rolling out a Circular Economy (ACE) Facility.

Under the Conservation Finance Program, and through its Endowment, the CBF provides financial resources through eligible National Conservation Trust Funds (NCTFs) that have signed Partnership Agreements with the CBF. The Partner NCTFs then lead the grant-making at the national level with resources from the CBF and other donors. To date, CBF has established 11 Partnership Agreements. 10 of these NCTFs have already received CBF funds and are at different stages of supporting on the ground and in the water activities with CBF resources. The CBF Endowment Fund includes a sub-account for Antigua and Barbuda, with deposits from KfW, the World Bank and TNC.

CBF started its engagement in the nation through the Government of Antigua and Barbuda in 2016. This led to the signing of the pre-financing Agreement to finance operational and administrative set-up support towards the delivery of the Marine Ecosystem Protected Area Trust Fund (MEPA Trust). The pre-financing Agreement supported the MEPA Trust with a total of USD 185,000 and with the last payment received in May 2020.

Establishment and Operationalisation Plan.

Subsequently in June 2017, the first Partnership Agreement that benefitted Antigua and Barbuda was signed with the MEPA Trust for a period of 5 years.

¹ September 2022

Under the 1st Partnership Agreement, MEPA Trust received a total of USD 268,077.55, in a total of three disbursements in November 2018, March 2021 and February 2022.

The initial end date for the Partnership Agreement with MEPA Trust was June 2022. This was extended by CBF Board resolution until December 2022. Unfortunately MEPA Trust has not been able to meet the necessary CBF criteria to sign a second Partnership Agreement. These documents are based on the Conservation Finance Alliance (CFA) Practice Standards for Conservation Trust Funds. For example, these would relate to external audits and financial statements. See below all CBF Eligibility criteria.

Box 1: CBF Eligibility Requirements for NCTF

NCTF Purpose:	The purpose must be aligned with the Objects of the CBF as stated in its Articles of Association.
NCTF Governance:	<ul style="list-style-type: none"> ▪ <i>Active Governing Body with broad composition and representation from civil society and public sectors, with majority civil society membership.</i> ▪ <i>Quorum definition for Governing Body with majority civil society.</i> ● <i>Decision making Committees and processes with majority civil society.</i>
Civil society Governing Body members:	Governing Body members representing civil society must not be solely selected by the government.
NCTF Asset control:	Independent assets control evidenced by <ul style="list-style-type: none"> ● <i>Governing documents that explicitly indicate asset control mechanisms.</i> ● <i>Financial oversight Committee(s) and decision-making processes with majority civil society.</i> ● <i>If outsourced, clear terms of reference for recruiting accounting and other financial administrative services.</i>
NCTF Audit requirements:	Annual external audit required and evidenced by <ul style="list-style-type: none"> ● <i>Governing documents that explicitly indicate that an external audit is required.</i> ● <i>Clear terms of reference for recruiting and implementing external audit process.</i>
NCTF Grants:	Ability to make grants to both government and civil society entities evidenced by governing documents that explicitly indicate the type of institutions eligible for funding.
NCTF Matching Requirement:	Ability to generate match funding evidenced by governing documents that explicitly indicate the ability to attract and manage resources from diverse funding streams.

2. Objective of the consultancy

This consultancy aims to engage with stakeholders in Antigua and Barbuda to map out possible entities in Antigua and Barbuda that can sign an Agreement with the CBF. This mapping will include investigating with key Government and other relevant sectors the current possibilities for assessing the entities that qualify or could be supported to qualify for the CBF's Eligibility criteria.

The consultant will work hand-in-hand with the CBF and counterparts from the government of Antigua and Barbuda to (i) map and assess possible entities in Antigua and Barbuda against the CBF eligibility criteria ii) to engage closely with the government of Antigua and Barbuda, in particular the Ministry of Environment, to ensure close coordination and cooperation for the mapping exercise under (i).

The work is expected to be done in full collaboration with the CBF. The consultant will report to the Conservation Finance Program Manager, Ms. Tanja Liew.

All deliverables, reports and related documents will be prepared in Word and PDF formats and submitted by email to Ms. Liew, tliew@caribbeanbiodiversityfund.org and copied to Ms. Asha-Gaye Cowell (Conservation Finance Program Officer) at acowell@caribbeanbiodiversityfund.org.

3. SCOPE OF WORK

In close collaboration with the CBF , the Consultant will complete the following tasks:

Mapping of possible existing entities that will be assessed against the CBF Eligibility criteria.

The consultant is expected to work in close coordination with the government of Antigua and Barbuda and CBF to identify 2 to 3 possible entities in Antigua and Barbuda that qualify or can be supported to qualify to sign a Partnership Agreement with the CBF.

The Consultant will assess each of the entities against the CBF Eligibility criteria:

A. NCTF Governance and B. Civil society Governing Body members and NCTF Asset control:

- ❖ Assess each prospective entity's governing structure and constitutive documents. The Governing body needs to consist of a majority civil society, but government representation is also important.
- ❖ Assess if there are other existing decision making Committees existing and if the Governing Board is active and engaged. E.g. review of Governing body meeting minutes of the past 5 years to understand the track record of the governing body

C. NCTF Audit requirements:

The CBF requires, under the Partnership Agreement, an external audit every year. The consultant will determine if the entities have performed external audits in the past 3 years minimum. Other certifications to assess under this topic would be certificate of compliance, etc.

D. NCTF Grants: Ability to make grants to both government and civil society entities evidenced by governing documents that explicitly indicate the type of institutions eligible for funding.

The consultant is expected to:

- Review the current grant making framework of the entity. This would include, for example processes of selection of the projects, implementation and monitoring.
- Review if the entity has a long term strategic strategy for grant making areas of focus and alignment to national / regional / international biodiversity targets.
- Review if the entity would have an Operations Manual and other necessary documentation documenting the operationalization of the entity, decision making processes, filing and financial management, etc.

E. NCTF Matching Requirement: Ability to generate match funding evidenced by governing documents that explicitly indicate the ability to attract and manage resources from diverse funding streams.

Review the current financial planning and budgeting processes of the entity and if there is a fundraising strategy. How has the entity been able to finance its operation and project grants?

3. Engagement with the Government stakeholders of Antigua and Barbuda

The consultant to engage with the government stakeholders of Antigua and Barbuda that are related to the conservation biodiversity national priorities. The consultant will facilitate and coordinate the:

- Engagement between the government stakeholders and clarifying the CBF Partnership Agreement conditions and criteria, as well as the results of the first CBF Partnership Agreement.

- Engagement with key government stakeholders during the implementation of Component 1 (Mapping of possible existing entities that will be assessed against the CBF Eligibility requirements) to ensure Government is strongly involved in the process and understands the CBF Eligibility requirements

4. SCHEDULE AND DURATION OF ASSIGNMENT

The Assignment is expected to commence on December 4, 2023 and last through February 2024. Payments will be made according to the deliverable time schedule. The number of scheduled working days is 30 in total. The following time schedule is tentative.

Deliverable	Content	Due date
1	Consultant Work plan with timeline of implementation of activities and delivery of the deliverables	One week after contract signature
2	Progress report # 1 - Mapping of the different entities and the selection of 2 or 3 for further assessment against CBF Eligibility criteria Engagement with the Government of Antigua and Barbuda - Minutes of meeting(s) - Summary of engagement process	One month after contract signature
3	Progress report # 2 - Assessment report of the entities against the CBF Eligibility criteria - Based on this assessment, recommendations for one entity to enter into a Partnership Agreement with CBF Engagement with the Government of Antigua and Barbuda - Minutes of meeting(s) - Summary of engagement process	2 months after contract signature

5. REQUIRED EXPERTISE FOR THE ASSIGNMENT

Required:

- Postgraduate qualifications in Management, Governance or a related discipline to the relevant subject area.
- Should have solid work experience and knowledge of stakeholders Antigua and Barbuda

The consultant shall have the following expertise:

- 1) A minimum of 5 years of demonstrated experience in project management related to environment or conservation trust funds. A Certified Associate Degree in Project Management or similar is an asset.
- 2) Has provided overall support in the planning and implementation of all components of this TOR, including preparation of organisational policy documents, work plans and technical reports
- 3) Worked previously with: Government of Antigua and Barbuda, environmental NGOs, conservation trust funds and/or Antigua and Barbudan institutions
- 4) Excellent leadership qualities and interpersonal skills
- 5) Fluent in English

Other Skills:

- 6) Leadership: Competent leadership abilities necessary for dynamic, diverse and complex projects. Ability to lead and work independently
- 7) Interpersonal and communication skills: Excellent interpersonal and communications skills, and the ability to coordinate well with diverse individuals and teams and to negotiate effectively with colleagues and stakeholders to achieve results
- 8) Proactive behavior: Be a highly energetic, self-starting, entrepreneurial and creative individual who can express/recognize ideas, opportunities, and communicate goals and objectives clearly. Ability to undertake actions, decisions, and achieve results in an independent manner and assume the responsibility for the actions taken. Openness to change and ability to receive/integrate feedback ability to work under pressure and stressful situations
- 9) Ethics, gender and harassment: Applies principles of ethics, transparency and non-discrimination, displays cultural, gender, religion, race, nationality and age sensitivity and

adaptability, treats all people fairly without favouritism and fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment

V. HOW TO APPLY:

To apply for this consultancy, 'Support to access the CBF Endowment sub-account for Antigua and Barbuda', please submit the documents listed below to CBF Procurement with email address procurement@caribbeanbiodiversityfund.org.

All applications must be received by November 30, 2023 for consideration. Expected start date for the position is December 4, 2023.

A. Application documents:

1. Cover letter that specifically references your strengths in the areas noted and methodology proposed (maximum 2 pages) and the expectation on the consultancy fees per working day, and for the total assignment as indicated in this TOR, including other costs expected to complete the consultancy
2. Resume
3. Contact information for three references

B. Selection Process:

1. All complete applications will be reviewed by a Selection Committee against the evaluation matrix found below.
2. Depending on the reviews, interviews could be conducted.

C. Selection Criteria and Evaluation Matrix

Selection Evaluation Matrix:			
CBF Consultant 'Support to access the CBF Endowment sub-account for Antigua and Barbuda'			
		Maximum Score	Candidate's Score
1.	Minimum Requirements	50	

	Education	10	
	Overall professional experience	10	
	English knowledge	5	
	Experience in Antigua and Barbuda	25	
2.	Management and Technical Skills	50	
	Program/project management	15	
	Thematic knowledge	20	
	Stakeholder engagement, in particular with government, NGOs, etc.	15	
	TOTAL SCORE	100	