



Terms of Reference

for

Consultancy to Support the Establishment and Operationalization of the SIRF NGO Window

CBF Secretariat

c/o Oakwood Corporate Secretary Limited
3rd Floor, 1 Ashley Road,
Altrincham, Cheshire WA14 2DT,
United Kingdom
UK Registered Charity: 1149889

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

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, CBF provides financial resources through eligible National Conservation Trust Funds (NCTFs) that have signed Partnership Agreements with CBF.

Under its Conservation Finance Program, CBF manages a regional Endowment Fund designed to provide long-term, sustainable financing for biodiversity conservation across participating Caribbean countries. The Endowment Fund includes country-specific sub-accounts established through donor contributions. A dedicated sub-account, capitalized through funding from the German Development Bank (KfW), has been established within the CBF Endowment for the benefit of Antigua and Barbuda.

Access to CBF Endowment resources requires compliance with CBF's Eligibility Policy and Procedures, which are aligned with international standards, the [Practice Standards for Conservation Trust Funds \(CTFs\)](#).

The Sustainable Island Resource Framework (SIRF) Fund of Antigua and Barbuda aims to host the establishment of a dedicated NGO Window under SIRF to channel the CBF Endowment Funds.

2. Objective of the Consultancy

The objective of this consultancy is to support the SIRF Fund in designing and operationalizing a dedicated NGO Window that complies with CBF eligibility requirements and aligns with international best practices for conservation trust fund governance, grant-making, financial oversight, and asset management.

The consultancy will result in a comprehensive, nationally grounded, and submission-ready documentation package to support CBF's review and potential advancement toward formal engagement under the CBF Endowment framework.

The proposed NGO Window design shall be fully compliant with CBF eligibility requirements and appropriately tailored to the institutional, legal, and stakeholder context of Antigua and Barbuda. This includes the establishment of clear safeguards to ensure lawful constitution, sound governance and oversight, fiduciary integrity, meaningful civil society representation, and continuity of operations.

The Consultant will work in close collaboration with the SIRF Fund Secretariat and report to the CBF Conservation Finance Program Manager. Please note that this consultancy is open to **individuals only**; consortiums and companies are eligible. The budget for execution is **US\$ 50,000.00**.

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The scope of work will include, but not be limited to, the following components:

A. Institutional Review and desktop review

- Review existing SIRF governing documents, operational arrangements, relevant national legislation, and any related institutional or governance precedents in Antigua and Barbuda that may inform the design of the NGO Window.
- Review CBF Eligibility Policy and Procedures and the international standards for CTFs.

B. Governance and Legal Framework Design

- Design the governance structure for the SIRF NGO Window and prepare the Operations Manual for the NGO Window. This shall include the drafting of an Operations Manual that includes, at minimum the reporting and accountability relationships between the SIRF Board and the NGO Window, grant-making procedures, fiduciary controls, monitoring and reporting arrangements, conflict of interest safeguards, and operational readiness conditions.
- Draft Terms of Reference for the NGO Window Committee or equivalent structure. This includes the composition, selection process, and tenure of members for the NGO Window governing or oversight body.
- Support the SIRF and government of Antigua and Barbuda to establish the NGO Window Committee and realize at least 3 meetings to discuss the CBF eligibility document package (see under paragraph C)
- The consultant shall ensure that no recommendations permit grant approvals, procurement decisions, or disbursements to occur before the relevant governance and oversight bodies are lawfully constituted and documented
- The above should be compliant with requirements regarding majority civil society representation, quorum, and decision-making procedures consistent with CBF standards.

The Consultant is expected to engage closely with the SIRF Fund Secretariat, relevant Government of Antigua and Barbuda counterparts, and key legal and institutional actors, as well as a representative cross-section of civil society and NGO stakeholders, to discuss, validate, and refine the proposed governance and operational framework.

C. Consolidated Eligibility Submission Package

- Prepare a consolidated documentation package aligned with CBF eligibility criteria. This includes, among others, an Operations Manual that outlines the functionality of a NGOW Window Committee for the CBF Funds
- Provide a compliance matrix cross-referencing developed documents against CBF Eligibility requirements.
- Support incorporation of feedback from SIRF and CBF into final documentation.

The consultant is expected to engage closely with the SIRF Fund and other government individuals from Antigua and Barbuda to discuss, review and agree on the above.

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4. Deliverables and Timeline

The consultancy is expected to be completed within approximately 16 weeks from contract signature.

Deliverable	Content	Due
Deliverable 1	Inception Report and Detailed Work Plan	Within 1 week of contract signature
Deliverable 2	Governance and Legal Framework This includes: <ul style="list-style-type: none"> • NGO Window Operational Manual, including e.g. Grant-Making Policies and Procedures, Financial Management and Oversight Framework and Monitoring, Evaluation, and Reporting Framework aligned to the CBF indicators • TOR for the NGO Window decision making body 	Within 8 weeks of contract signature
Deliverable 3	Consolidated CBF Eligibility Compliance Package and minutes of the NGO Window Committee (at least 3 meetings)	Within 12 weeks
Deliverable 4	Final Revised Documentation and Final Report, incorporating feedback from SIRF and CBF, and including: (i) finalized governance framework, (ii) finalized operational and grant manuals, (iii) finalized compliance matrix, and (iv) summary of process, key decisions, and recommendations and a powerpoint intended to the Government of Antigua and Barbuda to present all of the above	Within 16 weeks

All deliverables shall be submitted in Word and PDF format, in English.

5. Reporting and Coordination

The Consultant will work in close collaboration with the SIRF Fund Secretariat and will report to the CBF Conservation Finance Program Manager.

The Consultant shall ensure that draft governance and operational arrangements are shared for validation with the SIRF Fund Secretariat and other relevant Antigua and Barbuda stakeholders identified during the assignment before finalization.

All deliverables will be subject to technical review and approval by the CBF Secretariat prior to finalization. Payments will be made upon satisfactory completion and approval of agreed deliverables.

6. Duration of Assignment

The assignment is expected to commence upon contract signature and last approximately 16 weeks.

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7. Required Expertise

The Consultant should possess:

- A postgraduate degree in Governance, Public Administration, Environmental Management, Law, Finance, or a related discipline.
- A minimum of 7 years of demonstrated experience in conservation trust funds, governance reform, or institutional strengthening.
- Proven experience drafting operational manuals, governance frameworks, and grant-making procedures.
- Familiarity with the application of Conservation Trust Fund Practice Standards.
- Demonstrated experience working in Antigua and Barbuda on governance, environmental finance, public sector, NGO, trust fund, or institutional strengthening assignments is required.
- Experience engaging directly with local stakeholders in Antigua and Barbuda will be considered a strong advantage.
- Experience working with public sector institutions in the Caribbean region.
- Strong stakeholder engagement and facilitation skills.
- Excellent written and verbal communication skills in English.

8. Application Process

Qualified consultants are invited to submit the following in the proposal package:

- A cover letter outlining relevant experience and proposed approach (maximum 2 pages);
- Curriculum Vitae (maximum 4 pages);
- Contact information for at least three professional references.
- Technical Proposal. Of minimum 5 pages, indicating the proposed methodology, as well as proposed list of stakeholders to be consulted and the specific experience of the consultant aligned to this TOR.
- Financial Proposal. Of minimum 2 pages, indicating the daily fee, the number of working days required to complete each deliverable, and if the applicant deems necessary, travel budget to Antigua and Barbuda (if relevant) for on-site engagement. Travel budget needs to be included in the budget for this consultancy (USD 50,000)

Application Deadlines

Proposal packages must be submitted **by 30 June, 2026 at 05:00 PM US AST** via email to **procurement@caribbeanbiodiversityfund.org** with the **Subject line: “Proposal – Consultancy to Support the Establishment and Operationalization of the SIRF NGO Window”**.

Late submissions will be automatically disqualified.

The language of the documents and of all communication with CBF must be English. The currency of the Financial Proposal must be USD.

Questions may be submitted by **12 June, 2026** via e-mail to **procurement@caribbeanbiodiversityfund.org** with the subject line: “Questions - Consultancy to Support the Establishment and Operationalization of the SIRF NGO Window”.

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If necessary, the CBF will answer at the latest 7 days (23 June, 2026) before the submission deadline.

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9. Evaluation Criteria

Evaluation Criteria	Maximum Score
1. Minimum Requirements	47
Education (Postgraduate degree in Governance, Law, Environmental Management, Finance, or related field)	15
Overall Professional Experience (Minimum 7 years relevant experience), including working with and for Conservation Trust Funds	10
Experience in the Caribbean Region	12
Experience working with Antigua and Barbuda in a relevant context	10
2. Technical Competence and Management Skills	53
Experience in governance reform and institutional strengthening	15
Experience drafting operational manuals, grant-making policies, and fiduciary frameworks	15
Knowledge of Conservation Trust Fund standards (e.g., Standards of Practice for CTFs)	13
Stakeholder engagement and facilitation experience	10
TOTAL TECHNICAL SCORE	100

*Note: Only candidates who achieve a minimum technical score of **80 out of 100** will proceed to financial evaluation.*

10. Additional Procurement Provisions

- CBF reserves the right to accept or reject any application, and to annul the recruitment process at any time, without thereby incurring any liability to applicants.
- CBF may request clarifications from applicants regarding technical or financial submissions during the evaluation process.
- CBF reserves the right to enter into negotiations with the selected candidate regarding the scope of work, deliverables, timeline, and financial proposal prior to contract signature.
- Submission of an application does not constitute a commitment on the part of CBF to award a contract.
- All deliverables produced under this consultancy shall remain the property of the Caribbean Biodiversity Fund.

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Cleared by:



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Program Manager
CBF Conservation Finance Program

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