**DRAFT TERMS OF REFERENCE**

**RECRUITMENT OF A PROJECT COORDINATOR FOR THE AGENCE FRANÇAISE DE DÉVELOPPEMENT - CARIBBEAN INVESTMENT FACILITY PROGRAMME**

1. **BACKGROUND**

Context

* 1. Despite its stability and relatively high level development reflected in the GDP/capita, the Caribbean region is facing major development challenges. Caribbean countries are amongst the most vulnerable territories in the world due to their geo-environmental conditions (high exposure to natural hazards, remoteness and isolation, fragile ecosystems), economic situation (small local markets, limited diversification, cost of access to external markets), and social context (weakness and volatility of human capital). One of the unique characteristics of Small Island Developing States (SIDS) which describes most of the Caribbean countries, lies in their lack of access to long-term resources to finance their development. Given their low level of diversification and inherent vulnerability, SIDS economies are highly dependent on external financial flows such as Official Development Assistance (ODA), Foreign Direct Investment (FDI), and remittances.
  2. In 1969, the Caribbean Development Bank **(**CDB**)**, a multilateral financial institution, was created through the effort of several Caribbean and extra-regional countries. CDB is a major player in the region due to its history and unique presence. CDB is active in 19 Caribbean countries and is the financing institution with the broadest reach. CDB’s Borrowing Member Countries **(**BMCs**)** include: Anguilla, Antigua and Barbuda, Barbados, Belize, British Virgin Islands, Cayman Islands, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St Kitts and Nevis, St Lucia, St Vincent and the Grenadines, Suriname, The Bahamas, Trinidad and Tobago, Turks and Caicos Islands. CDB is the intermediary of several multilateral financiers such as the European Investment Bank (EIB), the Inter-American Development Bank (IDB), and the World Bank (WB) to support the development of the Organization of Eastern Caribbean States (OECS). Indeed, the size of OECS economies implies operations of limited amounts that cannot necessarily be covered by such institutions. CDB also receives grant resources from other institutions and partner countries (e.g. European Union, United States, Department for International Development [DFID], Agence Française de Développement [AFD]). The amount of outstanding loans is close to USD one billion and 95% of its portfolio consists of sovereign lending.
  3. The competitiveness issues which the Caribbean countries face and the sustainability of their public finances can be improved through policies aimed at:

1. Lowering energy costs,
2. Lowering credit costs,
3. Enhancing the resilience of the economies towards external shocks, including natural hazards.
   1. However, several critical barriers must be removed to facilitate the development of infrastructure projects in the region such as limited resources during project preparation and implementation phase and lack of adequate sectorial strategies and institutional frameworks.
   2. CDB has established itself as one of the main catalysts for development resources in the Caribbean region. As such, CDB has had a long history of working together with BMCs for the identification, appraisal and financing of development projects. Those projects are mainly financed through Ordinary Capital Resources, which are constituted by resources either obtained from donors or from financial markets.
   3. AFDis France’s bilateral development finance institution. Its mandate is to contribute to economic and social development in its geographical areas of operation. It achieves this by financing and supporting development projects and programs, participating in the debate, research and dialogue with the relevant stakeholders. The aim is to contribute to more sustainable and shared economic growth, improve living conditions and to contribute to preserving the planet. In its model, AFD extends credit lines to local and international financial institutions to leverage investments for sustainable investments (renewable energy, energy efficiency, reduction of pollution, waste and water management, sustainable transport infrastructures, etc.), with a focus on adaptation and mitigation to the climate change.

Description of the AFD-CIF Programme

* 1. On June 17, 2016, CDB and AFD signed a USD 33,000,000 non-sovereign loan without a sovereign state guarantee (the Credit Facility), aimed at supporting CDB and CDB's members in their efforts to enhance competitiveness and spur growth in the region through climate resilient projects, as well as to diversify CDB's sources of funding, which is one of CDB’s objectives. Prior to the establishment of this credit line, AFD and the European Union signed on October 1st, 2015 a Delegation Agreement establishing the terms and conditions of a USD 3,000,000 grant under the Caribbean Investment Facility (the CIF Contribution). This CIF Contribution, whose responsibility for execution has been transferred to CDB through the Financial Agreement signed between CDB and AFD on January 25th, 2019, will be crucial to facilitate the emergence of solid, well-designed infrastructure projects and to allow successful implementation of projects in the relevant countries financed or to be financed in priority by the Credit Line.
  2. The AFD-CIF Programme (the Programme) therefore consists of the following two components:

1. The Credit Facility from the AFD for USD 33,000,000 (see details in Annex I, II and III).
2. The CIF Contribution for up to EUR 3,000,000.

Recent Technical Assistance (TA) from the European Investment Bank

* 1. In 2014, CDB received TA from the European Investment Bank (“EIB”), whose overall objective was to contribute to CDB’s climate strategy and BMCs’ climate resiliency agenda by a capacity building and knowledge transfer program, in support of a climate-oriented credit line.
  2. Given the similarities between the EIB TA and the one contemplated herein, AFD considers that there will be continuity between both actions. Thus, the Project Coordinator shall have access to the outputs of this EIB TA and shall build its action plan based on these outputs.

1. **CIF CONTRIBUTION: OBJECTIVES AND DESCRIPTION**
   1. Given the diversity of resource levels in the Caribbean region, donors are often confronted with difficulties in the establishment of projects within the BMCs. Such difficulties can include:
2. Lack of government or dedicated agency personnel, leading to extended delays in project preparation and execution;
3. Lack of trained government personnel, leading to project documents of varying quality;
4. Limited national sectorial strategies, leading to incomplete pipelines of projects; and
5. Difficult or long procurement processes.
   1. To tackle these issues, the CIF Contribution will facilitate the preparation and implementation of sustainable, climate resilient infrastructure projects in line with CDB’s mandate in the region.
   2. Specifically, the CIF Contribution seeks to:
6. facilitate the preparation and implementation of sustainable, climate resilient infrastructure projects in the Caribbean region (indicatively, in the sectors of energy, transport, water and sanitation); and
7. support CDB and the implementing agencies within the BMCs in the execution of projects.
   1. The CIF funds will be pivotal to:
8. the development of a new pipeline of projects in the region; and
9. the implementation and monitoring capacities of CDB’s member countries.
   1. One of the main elements of the CIF Contribution is the financing of TA to support CDB and the BMCs, and will be used as much as possible to support projects financed or to be financed by the Credit Facility. The TA activities (evaluation, monitoring and capacity building) will enable the acquisition of sectorial knowledge and improve local authorities’ long-term strategic vision for the sectors within the scope of the project to be implemented.
   2. More specifically, the TA activities to be financed through the CIF Contribution will support the national authorities in the structuring and implementation of new projects. The subsequent investments will have a significant impact on the general competitiveness of the local economies.
   3. AFD and CDB expect that this TA will facilitate the preparation and implementation of projects, since studies to be launched could include a more strategic, comprehensive and innovative approach for each sector considered, taking climate resilience into account.
10. **SCOPE OF SERVICES**
    1. The TA will be designed, executed and monitored by the Project Coordinator (the PC). The PC will be a full-time consultant and will have overall responsibility for the effective execution of the Programme. The services shall be carried out in accordance with market practice. The PC’s Scope of Services is understood to cover all activities necessary to accomplish the stated objectives, while adhering to recognised principles and best practices, whether or not a specific activity is cited in this scope. In undertaking this assignment, the PC will collaborate and meet with relevant government agencies and stakeholders, as necessary.

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| **Activities** | **Description** |
| **Activity 1** | Support CDB and the BMCs during projects implementation and pipeline development. |
| **Activity 2** | Coordination and control of the quality of the studies, and design of the subsequent action plan, to create the conditions for the emergence of new climate-oriented projects.   * The studies themselves will be covered by a separated budget. |
| **Activity 3** | Support to CDB for communication plan and external audits.   * These activities themselves will be covered by a separated budget. |

**Activity 1: support CDB and the BMCs during project implementation and pipeline development.**

* 1. The PC will:

1. Assume overall responsibility for the effective development of and support CDB and BMC teams with the implementation of the projects financed by the Credit Facility, by CDB and the BMCs. This task will include regular missions in the BMCs. These missions shall not be limited exclusively to projects financed by the Credit Facility, but may also be extended to other projects in preparation or under execution, as long as these projects are climate-oriented. The objectives of the missions should include, but not be limited to (1) review of the status of projects in preparation or in execution; (2) identification of significant challenges/risks; and (3) assist BMCs/CDB project supervision teams in developing action plans for issues identified. The criteria of the Credit Facility are attached in the Annex I of this document.
2. Prepare (i) a Manual of Operations outlining the PC’s responsibilities during the duration of this TA assignment; (ii) an analysis of the current projects portfolio; and (iii) a consolidated workplan for the first 12 months period. These documents shall be delivered at the end of the inception phase.
3. Develop familiarity with relevant CDB policies and procedures, and support each stage of the project life cycle for projects financed under the Credit Facility, through the Bank’s operations.

**Activity 2: the PC will coordinate and ensure the quality of specific studies and will design the subsequent action plan, to create the conditions for the emergence of new projects.**

Local or Regional Sectorial Strategy

* 1. The PC will be responsible to support the assigned CDB Teams by:

1. Identifying and recommending potential subjects for the sectorial study for approval by the steering committee;
2. overseeing the procurement of consultants;
3. drafting of relevant consultant Terms of References; and
4. ensuring timely delivery of quality outputs for CDB-led TAs.
   1. The sectorial strategy may be related to areas that CDB considers as strategic towards mitigating the effects of climate change and resilience, in line with the Credit Facility sectors of intervention, which are energy, transport, water and sanitation.
   2. If local, the sectorial study shall be limited to those countries eligible under the Credit Facility, while if regional, it could cover any BMC.
   3. This strategy will include an action plan, a potential pipeline of projects and could include TA inputs/assessments for the proposed projects.
   4. The contracting of a consultancy firm to lead this sectorial strategy shall be completed by the PC within six months of contract award.
   5. The cost of the study will be charged to a separate budget line, as per section 5 below.

Feasibility and Design Studies

* 1. The PC will be responsible for supporting the assigned CDB Teams inby:
* identifying and recommending potential areas for the feasibility and design studies for approval by the steering committee;
* overseeing the procurement of consultants;
* drafting of relevant consultant Terms of References; and
* ensuring timely delivery of quality outputs for CDB-led TAs.
  1. The feasibility and design studies may be related to projects oriented to mitigate climate change and to enhance resilience. The number of studies is expected to be three (3).
  2. These studies are not limited to projects to be financed by the Credit Facility, but can contribute to the building of a pipeline of projects to be financed by another credit facility to be structured by the AFD, or another lender, or by CDB with its own resources.
  3. The feasibility and design studies shall be limited to those countries eligible under the Credit Facility.
  4. The contracting of a consultancy firm to lead a first feasibility and design study shall be completed by the PC within six months of contract award.
  5. The PC will also assist with the procurement and management of sector specialists, where required to conduct peer reviews and evaluate quality of sector and feasibility studies.
  6. The cost of the studies will be charged to a separate budget line, as per section 5 below.

**Activity 3: Support to CDB for communication plan and external audits.**

* 1. The PC will, in coordination with CDB’s Communications Unit:

1. Publicise and highlight the work of the Programme, both internally, within CDB, and externally, towards partners and BMCs, on the studies and projects.
2. Prepare media and publicity materials, oriented internally, within CDB, and externally, towards partners and BMCs, on the studies and projects.
3. Organise workshops between CDB’s teams and BMCs. A first workshop shall be made after 8 months of implementation, and the final one at the end of the Programme (24 months). These workshops shall be aimed at: (i) review of actual practices and designing the best practices to work on project implementation between CDB and BMCs; and (ii) building an operational action plan for CDB to finance the pipeline of projects built on the basis of the studies.
4. Support the assigned CDB Teams in the production two financial and technical audit reports of the Programme: (i) one mid-term audit report; and (ii) one final audit report, to be carried out by an independent and reputable auditing firm to be appointed by CDB, subject to the AFD’s no-objection on the terms of reference of the audit mission and on the appointment of the auditing firm selected by the Beneficiary. The PC will be responsible to support the assigned CDB Teams by overseeing the procurement of the auditor and drafting the relevant auditor Terms of References.
5. **INDICATIVE WORK PLAN**

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| **Milestones** | **Outputs** | **Timing\*** |
| Upon recruitment of the PC, CDB and AFD shall organize a kick-off meeting at CDB’s headquarter to prepare the TA road map. | Presentation by AFD and CDB to the PC of the Programme and the expected results and deliverables. | Start date |
| A steering committee shall be organized by CDB and AFD at CDB’s headquarter at the end of the inception phase to launch the implementation phase | During the steering committee, the PC shall present the inception report (as described in section 8 below). | Start date + 3 months |
| Reporting requirements | Quarter and annual reports and monitoring (as described in section 8 below). | Quarterly and annually, starting on start date + 6 months |
| A restitution committee shall be organized by CDB and AFD at the end of the Programme | During the restitution committee, the PC shall present the final report (as described in section 8 below). | Start date + 24 months |
| Workshops with CDB and BMC’s teams. AFD may consider participating to these workshops. | Workshops at CDB’s or BMC’s’ offices, on (i) best practices between CDB and BMC and (ii) operational action plan to finance new BMC’s’ projects. | Start date + 8 months  Star Date + 24 months |
| Audits | Two audits reports. | Start date + 12 months  Star Date + 24 months |

\* Start: signing of the TA contract

1. **DURATION**
   1. The consultancy is expected to last twenty-four (24) months from the start date of the TA contract.
2. **EXECUTION AND LOCATION**
   1. PC will report to the Division Chief, Economic Infrastructure Division, or any other Officer designated by the Director of projects. PC will be supported by the Projects Department and other areas of the Bank’s operations such as Finance, Legal and Procurement.
   2. PC office will be based at CDB headquarters in Barbados, with periodic missions aboard (mainly the Caribbean region) to be budgeted under this TA contract.
3. **REPORTING REQUIREMENT**
4. Reports
   1. The PC will prepare the following reports:
5. The inception report. This report will include :
   * A Manual of Operations of the Programme;
   * An analysis of the current projects portfolio; and
   * The consolidated workplan for the first 12 months period.
6. The quarterly progress reports, which shall, *inter alia*:

* Describe the overall status of the Programme, including a critical study of any major problems which may have arisen during the performance of the Programme;
* Describe the status and results for the assistance given to CDB and to individual project promoters in the BMCs;
* Present any recommendations the PC wishes to make to improve the design and implementation of any subsequent Programme activities. The reports shall contain a sufficiently detailed description of the different options to permit an informed decision on any recommendations made. The detailed analyses which underlie the mission's recommendations will be presented in annexes to the main report; and
* Present the next quarter action plan.

1. The final report, which will include:
   * A presentation of the studies;
   * A solid pipeline of projects based on these studies; and
   * The conclusions of the workshops with the BMCs on the best practices to be implemented between CDB and BMCs;
2. Monitoring
   1. The PC shall assist CDB in the preparation of the key indicators under the Credit Facility, according to the templates presented in Annex II - funds use justification and Annex III - monitoring of project implementation and results indicators.
3. Process of validation of the deliverables
   1. Upon receipt of deliverables, CDB and AFD will have 20 days to approve or not the deliverables. CDB and/or AFD will send comments to the PC, who will have 20 days to consider these comments and propose a new version available. This process can be repeated until AFD and CDB are satisfied of the documents.
4. Deliverables shall be sent to:
5. Caribbean Development Bank

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1. Language
   1. Deliverables shall be in English.
2. **ADMINISTRATION AND COMMUNICATION**
   1. The PC shall ensure a smooth communication between CDB and the various AFD departments involved (Operations, Risks, Regional Head, Climate & Environment, etc.).
   2. The PC shall ensure the Programme administration: secretariat (responses to email, phone support), financial monitoring of expenses.
3. **QUALIFICATIONS AND EXPERIENCE** 
   1. The consultant(s) should possess the following minimum qualifications:
4. A post-graduate degree or equivalent qualification in a Civil Engineering, Climate and/or Environmental Engineering, or any relevant subject area.
5. Expertise working in energy, transport, water and sanitation, and/or climate change mitigation and resilience sectors.
6. Experience with credit lines / project finance structures in energy, transport, water and sanitation, and/or climate change mitigation and resilience sector (or any other relevant financing schemes).
7. Experience with multilateral development banking procedures will be an asset.
8. Experience with local organizations in charge of implementing public infrastructure strategies/policies would be an asset.
9. Minimum of ten (10) years’ of relevant project management experience.
10. Fluency in English.
11. **VISIBILITY EUROPEAN UNION**
    1. The European Union is funding the CIF Contribution and requires adequate visibility for this contribution. The final report shall detail the ways in which the donor’s visibility requirements were met. The PC should refer to the relevant European Union website relating to donor visibility for guidelines and templates.

**ANNEX I: Eligible Investments under the AFD’s Credit Facility**

**GENERAL**

The Credit Facility consists of a 12 years equivalent in US dollars of EUR30,000,000 Facility. The Facility will be added to the Borrower’s Ordinary Capital Resources.

A minimum of three (3) different Borrowing Member Countries will be funded under the Credit Facility.

A minimum of three (3) different Eligible Investments will be funded under the Credit Facility.

The maximum amount to be financed under the Credit Facility per Eligible Investment (see below) is EUR10,000,000.

**ELIGIBLE INVESTMENT**

Eligible Investments are infrastructure projects, with environmental and climate co-benefits, fulfilling eligibility criteria as defined below.

* + - 1. Eligible Countries

CDB will provide sovereign and non-sovereign loans in CDB’s Borrowing Member Countries, except:

* countries which are not on the OECD’s DAC List of ODA (Official Development Assistance) Recipients: Barbados, Trinidad and Tobago, The Bahamas, as of 2015;
* British territories where AFD is not entitled to take action: Montserrat, British Virgin Islands, Cayman Islands, Turks and Caicos Islands, and Anguilla;
* for sovereign loans only, will be excluded:
* countries with AFD unpaid loans;
* countries under non-cooperative jurisdictions;
* Haiti, only entitled to receive grants (official French financings to Haiti being currently limited to grants);
* countries in debt distress according to the IMF list of LIC Debt Sustainability Analysis.

In addition, CDB shall verify the respect of public debt limits in IMF supported programs, if any.

* + - 1. Technical Criteria

The main sectors identified for Eligible Investments include, for example:

* renewable energy;
* water, sanitation, solid waste and wastewater treatment;
* adaptation of major infrastructures (including transports and roads) to climate change consequences;
* coastal and river bank protection and defence works, drainage, berthing capacities.

At least 50% of the Credit Facility will be dedicated to Climate Change Investments, as defined below.

Climate Change Investments are investments which have a positive impact on climate change. Climate Change Investments can be either:

* Greenhouse gas emissions (GHG) mitigation or carbon sequestration projects. A project contributes to mitigation when the emission reductions it brings about are higher than the emissions it generates during its lifespan. A project is recognized as a “climate/mitigation” project when the estimation of its carbon footprint shows that it reduces significantly GHG emissions. Energy efficiency projects (i.e. projects that allow energy consumers to use less energy for achieving the same level of energy output or to use the same level of energy to achieve more output) can be considered “climate/mitigation” projects. In the case of retrofitting of existing installations the investments must lead to the reduction of energy consumption of the installation by at least twenty percent (20%) as compared to the old equipment; or
* Climate change adaptation projects: Projects that limit the vulnerability of goods, persons and ecosystems to the consequences of climate change are considered as contributing to adaptation. For a project to be recognized as a climate change adaptation project, the analysis must demonstrate that it potentially contributes to reducing the vulnerability to climate change identified in the project area. A comparative analysis is conducted for this including (i) a study of the vulnerabilities to climate change in the project’s geographical area and (ii) an analysis of the activities planned by the project in light of a positive list of actions that can contribute to reducing vulnerability or to strengthening the resilience of communities, goods or ecosystems to climate change.

Eligible Investments must not trigger any deforestation or disturbance of biodiversity hotspots (in particular forests, wetlands or any other protected areas).

The benefits of Eligible Investments on environment and climate will be appraised by CDB on the basis of measurable impact indicators, as agreed ex ante with AFD.

* + - 1. Other Criteria

Eligible Investments, financed through AFD’s Credit Facility, will be those for which French entities or individuals will be allowed to participate in any procurement process in relation to Eligible Investments.

Eligible Investments will be selected on the basis of prior environmental, climate and social studies.

AFD’s prior non objection will be required for each Eligible Investment pre-identified by CDB according to eligibility criteria.

Financial criteria are the following:

- Minimum tenor of loans to Recipient Clients: 6 years

- Nature of loans to Recipient Clients: sovereign and non-sovereign loans

**ANNEX II: FUNDS USE JUSTIFICATION OF THE CREDIT FACILITY**

The use of funds shall be documented, inter alia, by a list of loans complying with the eligibility criteria, and for each Eligible Investment, by delivering:

- a copy of the loan appraisal report submitted to the Board;

- a copy of the resolution of the Board approving the loan; and

- a copy of the signed loan agreement.

The reporting on the use of funds shall demonstrate that the funds of the Credit Facility have been used exclusively to finance investments which strictly comply with the eligibility criteria set out in Annex II, information in the allocation request supporting documentation and result indicators set out in Annex III:

- Periodicity: before each drawdown except the first one and at the latest, within18 months following the date of the previous drawdown; as well as, if deemed necessary, upon request by AFD

- Presentation: presentation shall substantially be the following:



Upon completion of AFD’s project, CDB shall justify the use of funds of the Credit Facility up to the amount of the drawdowns actually disbursed.

**ANNEX III: MONITORING OF PROJECT IMPLEMENTATION AND RESULTS INDICATORS UNDER THE CREDIT FACILITY**

* + 1. **PROJECT MONITORING**

In addition to the reporting on the use of funds set out in Annex II, CDB shall report more broadly on the implementation of the Project. This monitoring reporting shall demonstrate that the Project has a direct positive contribution to the development and implementation of CDB’s strategy and on the strengthening of its internal capacities in the field of the Project. The monitoring of the Project will be the responsibility of CDB, which will ensure the exhaustiveness, accuracy and timely delivery of the information required. If deemed necessary by CDB, this information may be collected from other partners (consultants, training institutions, etc.) and then centralized by CDB.

* 1. Periodic Reporting of the Project’s Implementation

On a yearly basis, the Borrower (CDB) shall execute a written reporting on the following aspects:

* main objectives and targets set out in the Borrower’s strategy in the field of the Project;
* Borrower’s organisation with regards to the Project: resources allocated to implement its strategy in the field of the Project, main changes in the composition and organisation of its headquarters (job creations, recruitments, reorganisations, etc.), but also in Recipient Clients’ countries;
* Borrower’s policies, procedures and systems in place to manage and monitor the Project activities;
* main actions undertaken by the Borrower to adapt and improve its offer and its policy as to the Project, as well as any significant changes brought to its strategy;
* any other resource / action (human resources, consultants, etc.) mobilized by the Borrower to develop and implement its strategy in the field of the Project;
* quantitative indicators on the loan portfolio (global, i.e. not directly linked to the Facility) in the field of the Project : outstanding portfolio, in volume and in number of loans, breakdown by region, sector, type and size of Recipient Client, size of loan, average level of guarantees and main types of guarantees required, etc.
  1. Final Report

Within 18 months after the last drawdown, the Borrower shall provide the Lender with a final report on project implementation. The structure and content of this report shall be similar to that of the periodic reports (see 1.1 above) but will provide more detailed information, in particular with regards to qualitative aspects regarding the efficiency of the Project against its initial objectives (strengths and weaknesses, successes and failures, etc.).

* + 1. **RESULTS INDICATORS**

The Borrower shall also monitor indicators evidencing the Project’s impacts. The following indicators shall be monitored on a semi yearly basis:

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| **Result Indicators** | **Baseline\*** | **Value\*\*** |
| 1. Eligible Investments | (millions EUR and USD) | (millions EUR and USD) |
| 2. Final Beneficiaries | (number) | (number) |
| 3. Reduction in GHG emissions | (tons of CO2 equiv. per year) | (tons of CO2 equiv. per year) |

*\* ex ante value of the indicator*

*\*\* value of the indicator at the stage of Project implementation*