

CARIBBEAN DEVELOPMENT BANK

TERMS OF REFERENCE

THE PREPARATION OF PROJECT CONCEPT NOTES AND PROPOSALS FOR FINANCING UNDER THE CARIBBEAN ACTION FOR RESILIENCE ENHANCEMENT PROGRAMME

1. BACKGROUND

1.01 The Caribbean Development Bank (CDB/the Bank) signed an agreement with the European Union (EU) in December 2021 to implement the Caribbean Action for Resilience Enhancement (CARE) Programme. The CARE Programme is a five-year initiative that is financed at Euro 14 million by the EU from resources allocated under the 11th European Development Fund Intra-African, Caribbean, Pacific-EU Natural Disaster Risk Reduction Programme. The Programme aims to reduce the impact of climate change and disasters in the Borrowing Member Countries of CDB. More details on the CARE Programme's expected outcomes, outputs and main activities are shown in Appendix 1.

2. CONSULTANCY SERVICES

2.01 CDB is seeking to recruit an individual consultant to assist the Organisation of Eastern Caribbean State (OECS) Commission with the preparation and finalisation of a proposal to be submitted for financing under the CARE Programme. In carrying out the assignment, the Consultant is required to employ a collaborative approach, ensuring that inputs are obtained from a wide range of key stakeholders.

3. SCOPE OF SERVICES

3.01 Reporting to the Senior Programme Manager of CARE or a designated person of the Environmental Sustainability Unit (ESU) of CDB, the Consultant will be required to:

- (a) Provide support to the OECS Commission to help refine two initial proposals¹ into one full proposal, that is aligned with the objectives of CARE and is presented in a standard acceptable for potential CDB financing. A template is provided at Appendix 2.
- (b) Ensure proper engagement with key stakeholders, including designated persons of the OECS Commission, potential grant beneficiaries, relevant CDB officers, and other key stakeholders to collect adequate information to complete the proposal.
- (c) Finalise the full draft project proposal based on comments from key stakeholders.

3.02 Based on the above-defined requirements and the review, the two proposals submitted by the OECS Commission, with the Consultant's support to the OECS Commission should include, but is not limited to:

- (a) Identify and assess specific threats to terrestrial and marine ecosystems e.g. land-based activities, overexploitation of marine resources, and illegal fishing.
- (b) Assess potential solutions that can be promoted through the proposal to address those threats.
- (c) Prepare, in close collaboration of the OECS, a draft full proposal for CDB consideration.

¹ The OECS Commission submitted for CDB's consideration two initial proposals: (a) Eastern Caribbean Sustainable Agro-Forestry and Terrestrial Ecosystems Project, and (b) OECS Marine Innovation Centre Project.

4. DELIVERABLES

4.01 The Consultant must submit electronically the following:

- (a) A draft full project proposal.
- (b) A final full project proposal, incorporating all comments provided on (a).

5. QUALIFICATIONS AND COMPETENCIES

5.01 The Consultant must have project proposal preparation and project management skills and the ability to work in a fast-paced and time-sensitive work environment. The successful candidate must have:

- (a) A University Degree (Bachelor's Degree, Master's degree preferred) in Environmental Sciences, Climate Change, Disaster Risk Management, Project Management, Communication, Natural Resources Management, or other related fields.
- (b) At least four years of relevant experience working in the area of environment, sustainable development, natural resource management, and/or disaster risk management. Experience working in the Caribbean Region would be an asset.
- (c) Proven experience in project proposal preparation, and project management, including hands-on support to project staff in the areas of project management and planning (development of budgets, work implementation plan, coordination, and implementation of planned project activities) particularly for projects focusing on disaster risk reduction and climate change adaptation.
- (d) Sound knowledge of CDB policies and procedures.
- (e) Experience in preparing and reviewing technical reports.
- (f) Ability to pay attention to details and take the initiative when required.
- (g) Excellent communication skills (oral and written) in English and organisational skills. A second language competency (preferably French or Dutch) would be an asset.
- (h) High proficiency in the use of project management software, spreadsheets, databases and Microsoft Suite.

6. DURATION OF CONTRACT

6.01 The duration of the consultancy services is expected to be fifteen working days.

**SUMMARY OF THE CARIBBEAN ACTION FOR RESILIENCE
ENHANCEMENT PROGRAMME**

1. DESCRIPTION OF THE CARIBBEAN ACTION FOR RESILIENCE ENHANCEMENT PROGRAMME

Impact and Outcomes

1.01 The Caribbean Action for Resilience Enhancement (CARE) Programme will contribute to reducing the impact of climate change (CC) and disasters in the Borrowing Member Countries (BMCs) of the Caribbean Development Bank (CDB).

1.02 The expected outcomes are:

- (a) Outcome 1: Governance on disaster risk management (DRM) and climate change adaptation (CCA) in the BMCs improved.
- (b) Outcome 2: Evidence-based and gender sensitive decision-making and financial response of the BMCs to CC effects and natural hazards strengthened.
- (c) Outcome 3: Community infrastructure and livelihood resilience to CC effects and natural hazards enhanced.

Outputs and Main Activities

1.03 To achieve Outcome 1, the CARE Programme will be focused on increasing BMCs' capacities for climate data processing and impact-based forecasting, improving knowledge and awareness on disaster risk and impacts, and creating an enabling environment for more effective DRM and climate actions. Key outputs and foreseen activities to be supported under the CARE Programme to achieve this outcome include:

Output 1.1. Operational Multi-Hazard Early Warning Systems within BMCs Expanded and Sustained

Main Activities

- (a) Development or upgrade of multi-hazard risk profiles at local and national levels.
- (b) Expansion and upgrade of observation networks (e.g. installation of new stations, upgrade of existing stations) in BMCs.
- (c) Institutional capacity development (e.g. training, exchange of knowledge and experiences) for weather, climate and seismic monitoring and impact-based forecasting, and delivery of tailored products and services to decision-makers and end-users.
- (d) Capacity development for young professionals in meteorology, climatology, hydrology, oceanography, seismology and related fields through internships and exchanges of experience in the Caribbean, Africa, the Pacific and Europe.

Output 1.2. DRM and CCA Initiatives for Building Community Resilience Improved

Main Activities

- (a) Identification or design of relevant tools that facilitate incorporating the needs and priorities of at-risk communities into local development decision-making and budgetary processes.
- (b) Development and implementation of community-based DRM and CCA strategies and plans within BMCs.
- (c) Capacity development of key local stakeholders in DRM and CCA through training and exchange of knowledge and experiences.

Output 1.3. Awareness on Intervention Actions amongst the Stakeholders Increased.

Main Activities

- (a) Design a communication kit including templates and guidelines for easy use by local persons on the various approved projects.
- (b) Education and awareness for beneficiary communities about climate and disaster risks and impacts.
- (c) Promotion of partnerships, engagement and participation of key stakeholders of the programme for sharing of information, knowledge and experiences on DRM and CCA.
- (d) Design, dissemination and use of knowledge products (e.g. communication toolkit, climatic bulletins, videos, infographics, posters, brochures, summary of good practices in key sectors) to enable effective DRM, CCA and CC mitigation at local, national and regional levels.

1.04 To achieve Outcome 2, the CARE Programme will be focused on improving evidence-based decision-making process and financial response capacity of BMCs to CC effects and natural hazards through increasing the understanding of disaster risk and impacts, disseminating reliable climate data and information, and designing and implementing innovative risk-financing instruments. Key outputs and foreseen activities to be supported under the CARE Programme to achieve this outcome include:

Output 2.1. New Risk-Informed and Gender-Sensitive National and Sector Policies, Strategies and/or Plans Developed.

Main Activities

- (a) Update and implementation of coherent policy and legal framework to integrate DRM and CCA in key sectors such as water, transport, agriculture, fisheries, education and tourism.
- (b) Strategic partnerships, effective inter-agency coordination and technical cooperation with key regional entities and donors to enhance DRM and climate resilience in the BMCs established and/or maintained.

Output 2.2. Availability of Reliable Risk Data and Information to End-Users Increased.

Main Activities

- (a) Analytical work (e.g. update of the State of the Caribbean Climate Report, 2020, preparation of climate reports for targeted BMCs, tailored studies on key climate-sensitive sectors) to increase understanding of risk within BMCs.
- (b) Development and/or dissemination of relevant tools on multi-hazard risk assessment, DRM, climate resilience.
- (c) Enhancement of standard operating procedures for DRM data gathering, exchange and analysis.
- (d) Establishment or enhancement of risk information systems, information sharing and public awareness about CC and disaster impacts.
- (e) Skill enhancement for representatives of key climate-sensitive sectors in BMCs through conferences, training and seminars on collecting, storing, analysing and using risk data to inform DRM, CCA and CC mitigation.
- (f) Access to and implementation of good practices in DRM and resilience building at local and national levels.

Output 2.3. Disaster risk financing strategies and/or solutions supported.

Main Activities

- (a) Assessment of BMCs' disaster financial management systems.
- (b) Selection and implementation of relevant and readily applicable disaster risk financing solutions to reduce, retain or transfer risks at local, national and regional levels.
- (c) Capacity development of public finance professionals in fiscal management and in the use and implementation of tools for integrating DRM and climate resilience in decision making and budgetary planning processes.
- (d) Development of comprehensive disaster risk financing strategies having regard to the fiscal impacts of the COVID-19 pandemic.

1.05 To achieve Outcome 3, the CARE Programme will be focused on strengthening infrastructure and livelihoods and scaling-up investments for socio-economic development and building resilience of people. Key outputs and foreseen activities to be supported under the CARE Programme to achieve this outcome include:

Output 3.1. Transition to Green, Low-Emission and Climate Resilient Infrastructure Initiatives Promoted.

Main Activities

- (a) Water-efficient and energy-efficient technology opportunities (e.g. rainwater harvesting systems, micro-irrigation or drip irrigation systems, solar-powered water pump).
- (b) Initiatives to transition to a sustainable energy system through the promotion of renewable energy/energy efficiency in existing and newly-constructed buildings (schools, hospitals, community centres, shelters, etc.).

Output 3.2. Community Livelihood Initiatives Promoted.

Main Activities

Relevant small works/initiatives to reduce disaster risk and protect people and their livelihoods including:

- (a) Road rehabilitation, drains rehabilitation/construction, shelter rehabilitation/construction.
- (b) Rehabilitation of drinking water supply systems.
- (c) Design and implementation of soil and water conservation structures.
- (d) Greenhouse farming, beekeeping and harvesting for mangrove restoration, construction of cold rooms for fresh and perishable commodities, etc.).

CARIBBEAN ACTION FOR RESILIENCE ENHANCEMENT PROGRAMME
RESULTS FRAMEWORK/LOGICAL FRAMEWORK

	Results Chain	Indicator¹	Baseline ² (Value and Reference Year)	Target (Value and Reference Year)	Current Value* (Reference Year) (*to be included in Interim and Final Reports)	Source and Mean of Verification	Assumptions
Impact (Overall objective)	To reduce impacts of climate change (CC) and disasters in Borrowing Member Countries (BMCs) of the Caribbean Development Bank (CDB).	No. of countries demonstrating positive trend in relation to Sustainable Development Goals (SDG) and Sendai common indicators.*	0	2		Sendai Framework Monitoring Report.	Not applicable
Outcome (s) (Specific objective(s))	SO1. Governance on Disaster Risk management (DRM) and Climate Change Adaption (CCA) in the BMCs improved.	1.1. No. of national and regional institutions implementing improved measures for DRM, climate data processing and impacts-based forecasting.	0	3 (Q4 2026)		Intervention progress reports (based on continuous review of institutions by the Intervention).	(a) Economic and political situation is sufficiently stable. (b) Global policy frameworks on Disaster Risk Reduction (DRR)/CC do not hamper coherence at country level.
		1.2. No. of countries (on total number of countries supported) that adopt and implement national or local DRR strategies.***	0	4 (Q4 2026)		National or local DRR strategies and plans; Sendai Monitor.	

¹ Indicators aligned with the 11th EDF ACP-EU NDRR Programme are marked with * and indicators aligned to the EU Results Framework are marked with '***'

² Baseline indicators: It is at 0 with the assumptions that any targets mentioned in the logical framework would refer exclusively to the additional contribution of the intervention.

	Results Chain	Indicator¹	Baseline ² (Value and Reference Year)	Target (Value and Reference Year)	Current Value* (Reference Year) (*to be included in Interim and Final Reports)	Source and Mean of Verification	Assumptions
		1.3. No. of BMCs and/or regional institutions implementing new initiatives for creating an enabling environment and/or scaling up investments to strengthen community infrastructure, livelihoods, education, and health services.	0	2 (Q4 2026)		Intervention progress reports (based on continuous review of institutions by the Intervention).	(c) Disaster events offer opportunities for risk governance reforms/improvements. (d) Sufficient risk data and information are available to underpin policy formulation/revision.
	SO2. Evidence-based and gender sensitive decision-making and financial response of the BMCs to CC effects and natural hazards strengthened.	2.1. No. of countries (on total number of countries supported) that mainstream disaster and climate risk in national and sector development policies, strategies, planning and budgeting processes.*	0	2 (Q4 2026)		National development policies, strategies and plans; SDGs Monitoring.	(e) Government approvals can be obtained for new/ revised policies and laws.
		2.2. No. of national and regional institutions incorporating risk data and information into their development planning.	0	5 (Q4 2026)		Intervention progress reports (based on continuous review of institutions by the Intervention).	(f) Investments in community infrastructure and livelihood resilience are prioritised by development partners.
		2.3. No. of gender sensitive disaster risk financing strategies and solutions implemented by countries/regions within countries/municipalities	0	1 (Q4 2026)		National and sectoral development budgets.	

	Results Chain	Indicator¹	Baseline ² (Value and Reference Year)	Target (Value and Reference Year)	Current Value* (Reference Year) (*to be included in Interim and Final Reports)	Source and Mean of Verification	Assumptions
		as a result of the intervention* (disaggregated by country, region and municipality).					
	SO3. Community infrastructure and livelihood resilience to climate change effects and natural hazards enhanced.	3.1. No. of community resilience infrastructure projects implemented (disaggregated by country).	0	2 (Q4 2026)		Intervention progress reports (based on continuous review of institutions by the intervention).	
		3.2. No. of BMCs implementing diversified and/or sustained community livelihood initiatives to improve socio-economic conditions and human and ecosystem well-being.	0	2 (Q4 2026)		Intervention progress reports (based on continuous review of institutions by the Intervention).	
<i>Outputs</i>	1.1. Operational multi-hazard early warning systems (EWSs) within BMCs expanded/ upgraded.	1.1.1. No. of EWSs that are operational in countries targeted by the intervention* (disaggregated by status and country).	0	4 (Q4 2026)		EWSs; Climate Risk Early Warning System (CREWS) Reports.	(a) BMC's Governments and regional institutions continue to commit sufficient resources to implement DRM and climate actions. (b) Governments have the institutional
		1.1.2. No. of African, Caribbean, Pacific Disaster Risk Resilience practitioners trained in EWSs showing increased knowledge in the subject* (disaggregated by sex	0	50 (Q4 2026)		Pre- and post-training assessments; training reports.	

	Results Chain	Indicator¹	Baseline ² (Value and Reference Year)	Target (Value and Reference Year)	Current Value* (Reference Year) (*to be included in Interim and Final Reports)	Source and Mean of Verification	Assumptions
		and organisation/institution type).					<p>capacity to support the activities and to share information and promote cooperation between national institutions.</p> <p>(c) Stakeholders maintain an ongoing engagement in DRM and CCA.</p>
	1.2. DRM and CCA initiatives for building community resilience improved.	1.2.1. No. of community-based DRM and CCA initiatives (e.g. risk-informed local development plans and strategies, training of key local stakeholders in DRM and CCA) supported.	0	2 (Q4 2026)		Intervention progress reports (based on continuous review of community-based DRM and CCA initiatives by the Intervention).	
		1.2.2. No. of government-led projects and/or programmes (including small capital investments) that build community and local level resilience at scale for livelihood co-benefits of women, children, youth, disabled and socio-economically marginalised, supported.*	0	2 (Q4 2026)		Intervention progress reports (based on continuous review of community and local level resilience programmes by the Intervention).	
		1.2.3. No of direct and indirect beneficiaries who acknowledge the partnership, support or engagement of the EU and CDB for DRM and CCA (disaggregated by sex and BMC).	0	200 (Q4 2026)		Beneficiary feedback survey.	

	Results Chain	Indicator¹	Baseline ² (Value and Reference Year)	Target (Value and Reference Year)	Current Value* (Reference Year) (*to be included in Interim and Final Reports)	Source and Mean of Verification	Assumptions
	1.3. Awareness on intervention actions amongst the stakeholders increased.	1.3.1. Status of communication plan and associated communication kit.	None.	Communication plan including a communication kit made available to intervention partners. (Q1 2022)		Published/disseminated communication plan and associated tools.	
		1.3.2 Number of targeted institutions reached with relevant, accurate and consistent programme information.	0	15 (Q4 2026)		Lists of institutions (or representatives of targeted institutions) with whom communication has taken place by the intervention.	
		1.3.3. No. of DRM and CCA events organised/ supported by the intervention for exchange of information amongst ACP countries.*	0	4 (Q4 2026)		Minutes of the events; Intervention progress reports.	
	2.1. New risk-informed and gender-sensitive national and sector policies, strategies and/or plans developed.	2.1.1. No. of new risk-informed and gender-sensitive DRM/climate resilience policies, strategies and/or plans developed with the support of the intervention,** (disaggregated by BMC, sector, ministry/regional institution).	0	2 (Q4 2026)		Intervention progress reports (based on review of developed policies, strategies and/or plans by the Intervention).	(a) Availability of historical data from past disaster events and existence of effective mechanisms and capacities for collection and analysis of data.

	Results Chain	Indicator¹	Baseline ² (Value and Reference Year)	Target (Value and Reference Year)	Current Value* (Reference Year) (*to be included in Interim and Final Reports)	Source and Mean of Verification	Assumptions
							(b) BMC's Governments and regional institutions commit sufficient resources to implement the risk-informed and gender-sensitive policies, strategies and/or plans.
	2.2. Availability of reliable risk data and information to end-users increased.	2.2.1. No. of analytical/knowledge products elaborated with the support of the intervention that incorporate analysis of disaster and climate risks.*	0	3 (Q4 2026)		Intervention progress reports (based on review of analytical/knowledge products).	Governments prioritise DRR and promote multi-stakeholder and multi-sectoral coordination platforms.
		2.2.2. No. of hazard risk assessment tools designed and/or adopted with the support of the intervention.	0	2 (Q4 2026)		Intervention progress reports (based on review of adoption of hazard risk assessment tools by the Intervention).	
		2.2.3. No. of people from BMCs and regional institutions with access to early warning and risk data and information on	0	100 (Q4 2026)		Early Warning Bulletin; Lists of participants of workshops, seminars, and conferences; Lists	

	Results Chain	Indicator¹	Baseline ² (Value and Reference Year)	Target (Value and Reference Year)	Current Value* (Reference Year) (*to be included in Interim and Final Reports)	Source and Mean of Verification	Assumptions
		natural hazards* (disaggregated by sex).				of websites users / number of hits.	
	2.3. Disaster risk financing strategies and/or solutions supported.	2.3.1. No. of disaster risk financing strategies or solutions identified and/or designed for BMCs* (disaggregated by country).	0	2 (Q4 2026)		Intervention progress reports (based on review of strategies / solutions on disaster risk financing).	(a) Competing development priorities do not limit Government's ability to allocate adequate financial resources for DRR and climate adaptation. (b) BMC's Governments and regional institutions continue to expand disaster risk financing strategies and/or solutions.
		2.3.2. No. of BMCs supported to strengthen their disaster financial management systems.	0	2 (Q4 2026)		Intervention progress reports (based on review of improved disaster financial management systems).	

	Results Chain	Indicator¹	Baseline ² (Value and Reference Year)	Target (Value and Reference Year)	Current Value* (Reference Year) (*to be included in Interim and Final Reports)	Source and Mean of Verification	Assumptions
	3.1. Transition to green, low-emission and climate resilient infrastructure initiatives promoted.	3.1.1. No. of innovative technologies and practices (e.g. water-efficient and energy-efficient technologies, sustainable energy systems and agro-forestry farming practices) supported to increase community infrastructure resilience.	0	3 (Q4 2026).		Intervention progress reports (based on review of innovative technologies and practices).	(c) BMC's Governments and regional institutions continue to replicate the climate resilient initiatives. (d) Prioritisation of local level risk management and resilience building by local administrations. (e) Adequate capacities in local administrative units and active engagement of CBOs and CSOs in local level risk management and resilience building. (f) Local administrations and communities invest in DRR and CCA.
		3.1.2. No. of people from BMCs benefiting from enhanced resilient community infrastructure initiatives supported by the intervention (disaggregated by sex).	0	50 (Q4 2026).		Beneficiary feedback survey.	
	3.2 Community livelihood initiatives supported.	3.2.1. No. of community-based adaptation measures supported in key climate-sensitive sectors (e.g. agriculture, fisheries, forestry, water, energy, tourism, etc.) that improve livelihoods of the most vulnerable populations particularly women, or enable them to reduce climate and disaster	0	3 (Q4 2026).		BMCs and/or regional institution reports and publications on relevant technologies and practices implemented to support community-based adaptation measures in key climate-sensitive sectors; Intervention progress reports (based on review of community-based adaptation measures in key climate-sensitive	

	Results Chain	Indicator¹	Baseline ² (Value and Reference Year)	Target (Value and Reference Year)	Current Value* (Reference Year) (*to be included in Interim and Final Reports)	Source and Mean of Verification	Assumptions
		risks and impacts on their assets.				sectors by the Intervention).	
		3.2.2. No. of people from BMCs benefiting from community livelihood initiatives supported by the intervention (disaggregated by sex).	0	50 (Q4 2026)		Beneficiary feedback survey.	

CARIBBEAN DEVELOPMENT BANK

CARIBBEAN ACTION FOR RESILIENCE ENHANCEMENT PROGRAMME

TECHNICAL ASSISTANCE PROJECT PROPOSAL TEMPLATE

1. TECHNICAL ASSISTANCE PROJECT TITLE

2. BACKGROUND

- (a) Present the project context.
- (b) Briefly describe the institutional capacity of the applicant, including its financial sustainability.
- (c) Include the applicant's organisational structure as an appendix (**Appendix 2A**).

3. DESCRIPTION

3.01. Present a brief narrative of the project:

- (a) Impact (overall objective).
- (b) Outcomes (specific objectives).
- (c) Outputs.
- (d) Activities (main activities for each identified output).

3.02. The detailed Result Monitoring Framework/Logical Framework is shown at **Appendix 2B**.

4. JUSTIFICATION

- (a) Clearly identify the problem and describe how the resources will be used to contribute to the solution.
- (b) Highlight the benefits that the project is expected to deliver.

5. PROJECT RELEVANCE, EFFECTIVENESS, EFFICIENCY, SUSTAINABILITY, AND GENDER CONSIDERATIONS

(a) Relevance

Briefly discuss the project relevance in respect with development priorities (country's national priorities, regional priorities, sector priorities, etc.).

(b) Effectiveness And Efficiency

Briefly discuss what will be done to ensure efficient use of project financial resources and effective implementation of project activities to deliver outputs timely and achieve expected outcomes.

(c) Sustainability

Briefly discuss how the project benefits will be sustained after the project ends.

(d) Gender Equality

Briefly discuss gender considerations if relevant, in conducting project activities and delivering project outputs.

6. EXECUTION ARRANGEMENTS

- (a) Indicate the organisational arrangements for project implementation and supervision.
- (b) Name the entity with which the Caribbean Development Bank (CDB) will enter into agreement for the implementation of the project.
- (c) If consultancy services will also be required for the execution of some project components or activities, present draft terms of reference for consultancy services at **Appendix 2C**.

7. BUDGET

- (a) **Present a budget summary:** State the total estimated cost of the project showing financing from CDB and counterpart contribution from the beneficiary/executing agency or other contributors.

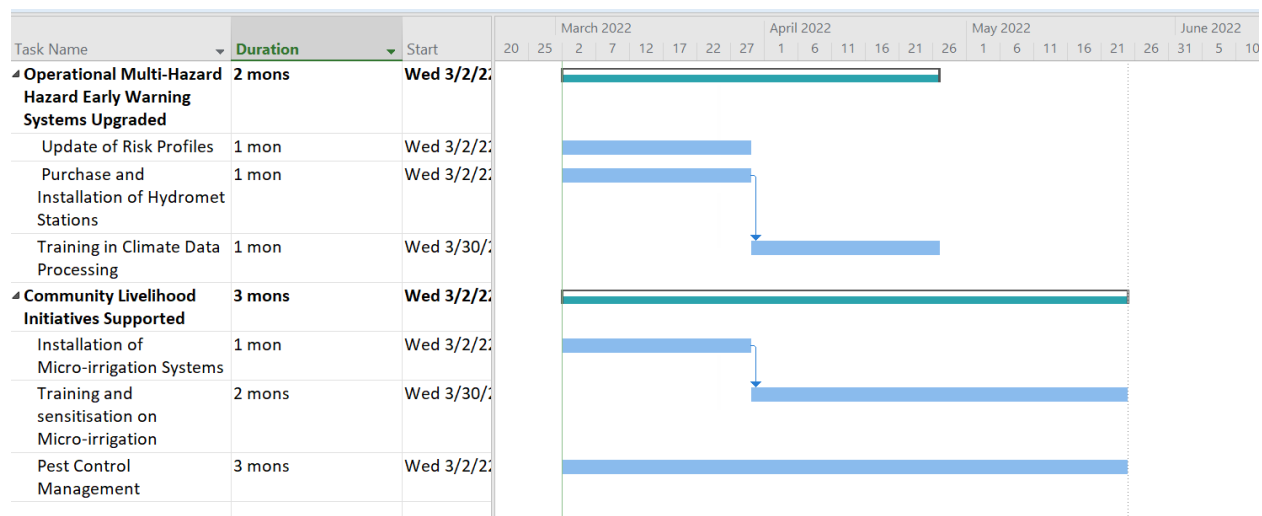
Sources of Financing	EURO	%
e.g. CDB	80	80%
e.g. Institution A	12	12%
e.g. Institution B	8	8%
TOTAL	100	100%

- (b) The detailed budget is shown at **Appendix 2D**.

8. IMPLEMENTATION PLAN/SCHEDULE

8.01 Present a schedule of activities for the project implementation. This should present a breakdown of activities for each output in the form of a table or bar diagram or Gantt chart. Please see examples below:

Example 1: Project Implementation Schedule



Example 2: Project Implementation Schedule

Outputs/Activities	2022		
	March	April	May
Operational Multi-Hazard Early Warning Systems Upgraded			
Update of risk profiles			
Purchase and installation of hydromet stations			
Training in climate data processing			
Community Livelihood Initiatives Supported			
Installation of micro-irrigation systems			
Training and sensitisation on micro-irrigation			
Pest control management			

9. SUMMARY OF RISKS AND MITIGATION MEASURES

9.01 Briefly describe potential risks and envisioned mitigation measures to a successful project implementation:

Risk Type	Description of Risk	Mitigation Measures

APPLICANT ORGANISATIONAL STRUCTURE

1. Write a summary on the institution and provide the following information if applicable:
 - (a) Organigram / Board Composition
 - (b) Reporting relationship to parent Ministry
 - (c) Number of personnel
 - (d) Work programme
 - (e) Key services and products

RESULTS MONITORING FRAMEWORK/LOGICAL FRAMEWORK TEMPLATE

	Results chain	Indicator	Baseline (value and reference year)	Target (value and reference year)	Source and mean of verification	Assumptions	
Impact (overall objective)						Not applicable	
Outcome(s) (Specific objectives)	1.	1.1.					
		1.2.					
		1.3.					
	2.	2.1.					
		2.2.					
		2.3.					
	3.	3.1.					
		3.2.					
		3.3.					
Outputs	1.1.	1.1.1					
		1.1.2					
	1.2.	1.2.1					
		1.2.2					
	2.1.	2.1.1.					
		2.1.2					
	2.2.	2.2.1					
		2.2.2.					
	3.1.	3.1.1.					
		3.1.2.					
	3.2.	3.2.1					
		3.2.2					

Main Activities and Budget				
		Budget (EURO)		
		CDB	Counterpart Contribution	Total
Main Activities for achieving Output 1.1	Activity			
	Activity			
	Activity....			
Main Activities for achieving Output 1.2				
Main Activities for achieving Output 2.1				
Main Activities for achieving Output 2.2.				
Main Activities for achieving Output 3.1				
Main Activities for achieving Output 3.2				
Total Direct Cost				
Contingency (10-20%)				
Total				

CONSULTANCY SERVICES

1. If consultancy services are required to conduct project activities and deliver project outputs, prepare draft terms of reference for such services.

CONSULTANCY SERVICES FOR....

DRAFT TERMS OF REFERENCE

1. **Background**
2. **Objectives**
3. **Scope of Work**
4. **Qualifications and Experience**
5. **Reporting Requirements and Deliverables**
6. **Duration of the Assignment/Level of Effort**

PROJECT DETAILED BUDGET

1. Present a detailed budget showing a breakdown of the estimated cost of each item/activity that will have to be contracted, purchased or provided. Please see an example of a detailed budget below.
2. Some budget requirements:
 - (a) Allocation for the procurement of goods such as equipment and related items should not exceed 30% of the resources provided for in technical assistance project. If more than 30% of the budget will be allocated for equipment (or related items), please provide a justification.
 - (b) Contingency: 10- 20%.
 - (c) Counterpart contribution (in-kind or cash): 15%-25%.

DETAILED BUDGET (EXAMPLE)

Budget Item	Units	Number of Units	Unit Value (EUR)	CDB Contribution (EUR)	Counterpart Contribution (EUR)	Total Cost (EUR)
1. Operational Multi-Hazard Early Warning Systems Upgraded						
Update of Risk Profiles	Person-day	24	100	2,400	0	2,400
Purchase of Hydromet Stations	Station	10	200	2,000	0	2,000
Installation of Hydromet station	Person-day (Technician)	15	100	1,000	500	1,500
Training in Climate Data Processing	Person-day (Trainers)	20	400	8,000	0	8,000
	Airfare ticket	10	600	6,000	0	6,000
	Training materials	20	50	750	250	1,000
Subtotal 1				20,150	750	20,900
2. xxx

Subtotal 2				10,000	1,100	11,100
3.xxx

Subtotal 3				2,000	3,000	5,000
4.xxx

Subtotal 4				50,000	10,000	60,000
Total Direct Eligible Cost (1+2+3+4+...)				82,150	14,850	97,000
Contingency (10% to 20%)				8,215	1,485	9,700
Grand Total				90,365	16,335	106,700