

**CARIBBEAN DEVELOPMENT BANK**

**THE NINTH SPECIAL MEETING OF THE BOARD OF DIRECTORS**

**TO BE HELD VIRTUALLY**

**APRIL 27, 2021**

**PAPER BD 7/21**

**PAPER BD 7/21 Corr.1**

**BASIC NEEDS TRUST FUND – TENTH PROGRAMME**

Contributors to the Tenth Cycle of the Unified Special Development Fund (SDF 10) approved a contribution of forty million United States dollars (\$40 mn) for the Tenth Phase of the BNTF Programme (BNTF 10), [SDF Paper “Replenishment of the Resources of the Special Development Fund Unified (SDF10) - Resolution and Report of Contributors on SDF 10” refers].

2. The overall outcome of BNTF 10 is improved access to quality education, water and sanitation, basic community access and drainage, livelihoods enhancement and human resource development services in low-income and vulnerable communities.

3. Funding for BNTF 10 is estimated at \$47,447 mn. Governments of the nine participating countries (PCs), namely Belize, Commonwealth of Dominica, Grenada, Cooperative Republic of Guyana, Jamaica, Montserrat, Saint Lucia, St. Vincent and the Grenadines and Suriname will provide a counterpart amount of \$7.447 mn. Resources will be committed by December 31, 2022, and disbursed by December 31, 2024.

4. The Board of Directors is asked to approve BNTF 10 as outlined in Chapters 4 and 5 of the attached Report and the recommendations set out in Chapter 8 of the said Report.



**CARIBBEAN DEVELOPMENT BANK**  
**STAFF REPORT**  
**BASIC NEEDS TRUST FUND - TENTH PROGRAMME**

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Considered at the Ninth Special Meeting of the Board of Directors held virtually on April 27, 2021.

(BD 7/21 and BD 7/21 Corr.1)

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**APRIL 2021**

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## **CURRENCY EQUIVALENTS**

[Dollars (\$) throughout refer to United States dollars (USD) unless otherwise specified]

## **ABBREVIATIONS**

AO	-	Administrative/Accounts Officer
ASPS	-	Agriculture Sector Policy and Strategy
AWPB	-	Annual Work Plan and Budget
BMC	-	Borrowing Member Countries
BNTF	-	Basic Needs Trust Fund
BNTF 9	-	Basic Needs Trust Fund Ninth Programme
BNTF 10	-	Basic Needs Trust Fund Tenth Programme
BOD	-	Board of Directors
BSIF	-	Belize Social Investment Fund
BZE	-	Belize
CBOs	-	Community-Based Organisations
CC	-	Climate Change
CDA	-	Community Development Approach
CDB	-	Caribbean Development Bank
CKMC	-	Communications and Knowledge Management Consultant
CLO	-	Community Liaison Officer
CNAA	-	Country Needs and Assets Assessment
CPCR	-	Country Project Completion Report
CPF	-	Country Policy Framework
CRM	-	Customer Relationship Management
CTCS	-	Caribbean Technological Consultancy Services
DC	-	Division Chief
DOM	-	Commonwealth of Dominica/Dominica
DPD	-	Director, Projects Department
DRM	-	Disaster Risk Management
DiMSOG	-	Disaster Risk Management Strategy and Operational Guidelines
ECD	-	Early Childhood Development
ECLAC	-	Economic Commission for Latin America and the Caribbean
EHRD	-	Education and Human Resource Development
ESMP	-	Environmental and Social Management Plan
ESPR	-	Environmental and Social Performance Report
ETPS	-	Education and Training Policy and Strategy
GBV	-	Gender Based Violence
GDP	-	Gross Domestic Product
GEPOS	-	Gender Equality Policy and Operational Strategy
GOM	-	Government of Montserrat
GRN	-	Grenada
GS	-	Gender Specific
GUY	-	Cooperative Republic of Guyana/Guyana
HDI	-	Human Development Index
HRD/LE	-	Human Resource Development/Livelihood Enhancement
IA	-	Implementing Agency
ICT	-	Information and Communication Technology
IFI	-	International Financial Institutions
ILO	-	International Labour Organisation

JSIF	-	Jamaica Social Investment Fund
LAC	-	Latin America and the Caribbean
LBA	-	Livelihoods Baseline Assessment
M&E	-	Monitoring and Evaluation
mn	-	million
MON	-	Montserrat
MSME	-	Micro, Small and Medium-sized Enterprises
MTE	-	Mid-term Evaluation
NGOs	-	Non-Governmental Organisations
OE	-	Oversight Entity
OECS	-	Organisation of Eastern Caribbean States
OM	-	Operations Manual
p.a.	-	per annum
PBA	-	Performance-Based Allocation
PC	-	Participating Country
PCR	-	Programme Completion Report
PFA	-	Psychological First Aid
PI	-	Project Implementation (Specialist)
PMC	-	Project Monitoring Committee
PP	-	Project Preparation (Specialist)
PWDs	-	Persons with Disabilities
PY	-	Project Year
RMF	-	Results Monitoring Framework
ROC	-	Register of Consultants
SDF	-	Special Development Fund
SDF (U)	-	Special Development Fund (Unified)
SDF 10 (U)	-	Tenth Cycle of the Special Development Fund (Unified)
SDGs	-	Sustainable Development Goals
SIDS	-	Small Island Developing States
SO	-	Strategic Objectives
SPMR	-	Sub-project Monitoring Report
SPS	-	Strategic Partnership Strategy
SPCR	-	Sub-project Completion Report
SSD	-	Social Sector Division
STL	-	Saint Lucia
SUR	-	Suriname
SVG	-	St. Vincent and the Grenadines
TA	-	Technical Assistance
TDD	-	Terminal Disbursement Date
TOR	-	Terms of Reference
TVET	-	Technical Vocational Education and Training
UNDP	-	United Nations Development Programme
UOF	-	Use of Funds
WASH	-	Water, Sanitation and Hygiene
YPOS	-	Youth Policy and Operational Strategy

**BNTF PROGRAMME PROJECTS AND SUB-PROJECTS**

Programme	All activities – Regional and National
Project	Participating Country National Activities
Sub-Project	Single National activity meeting BNTF selection criteria

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**PROGRAMME SUMMARY**

<b>Financial Terms and Conditions</b>		
<b>Grantees:</b> Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, Saint Lucia, St. Vincent and the Grenadines and Suriname	<b>Type of Funding:</b> Project Grants to nine Borrowing Member Countries (BMCs) and Use of Funds (UOF)	<b>Implementation Period:</b> April 2021 to December 2024
<b>Implementing Agencies (IA):</b> National Entities	<b>Disbursement Period for Country Grants:</b> July 2021 to December 2024	
<b>Source:</b>	<b>Amount (\$'000)</b>	
Special Development Fund 10 (Unified) [SDF 10 (U)] Basic Needs Trust Fund Tenth Programme (BNTF 10)	40,000	
Counterpart from nine Participating Countries (PCs)	7,447	
<b>TOTAL:</b>	47,447	
<b>Programme Outcome/Description:</b>		
<p>Within PCs, the BNTF Programme is referred to as a Country Project or a Project, which is managed by an Oversight Entity (OE). Each PC's Country Project comprises several sub-project interventions and local project management support. At the regional level, the Programme is managed by the Caribbean Development Bank (CDB).</p> <p>The overall expected outcome of BNTF 10 is improved access to quality education, water and sanitation, basic community access and drainage, livelihoods enhancement and human resource development services in low-income, vulnerable communities. To achieve this outcome, the Programme provides funding in the following components:</p> <p><b>Component 1: Country Projects (\$43,447 mn) (Grants, UOF and Counterpart Funding)</b></p> <ul style="list-style-type: none"> <li>(a) Sub-project Grants</li> <li>(b) Project Management Support</li> <li>(c) Institutional Development</li> <li>(d) Project Monitoring and Evaluation (M&amp;E)</li> <li>(e) Project Implementation Support</li> <li>(f) Transfer Charges</li> </ul> <p><b>Component 2: Regional Coordination: (\$4 mn) (UOF)</b></p> <ul style="list-style-type: none"> <li>(a) Programme Management Support</li> <li>(b) Programme Implementation Support</li> <li>(c) Programme M&amp;E</li> </ul>		

<b>Gender Marker Summary:</b>						
<b>Gender Marker</b>	<b>Analysis</b>	<b>Design</b>	<b>Implementation</b>	<b>M&amp;E</b>	<b>Score</b>	<b>Code</b>
Score	1.0	0.5	0.5	1.0	3	GS*

\* Gender Specific (GS) Projects directly enhance gender equality.



## **1. BACKGROUND**

1.01 BNTF is a cyclical programme that was launched in 1979. It is the main grant-funded programme of the CDB for pursuing poverty reduction in its Borrowing Member Countries (BMCs). The Programme targets the poor and vulnerable, through a community development modality that aims to improve the lives and livelihoods of beneficiaries in PCs by improving basic economic and social infrastructure and services, and increasing opportunities for economic activity through skills training, capacity building and institutional development support. The Programme is distinguished by its community-targeted, demand-led participatory approaches to the engagement of vulnerable segments of the society for sustained people-focused development, which reflects the strategic sector priorities as defined by the respective PCs.

1.02 As of March 2021, eight BNTF phases have been implemented with a cumulative total of approximately \$291 million (mn) in funding over 2,760 sub-projects which directly impacted the lives of more than three million men, women, and children. Appendix 1.2 provides details of each BNTF phase to date. The current Programme, BNTF 9, was allocated \$40 mn from SDF 9 in March 2017. BNTF 9 is still under execution due mainly to the negative impact of the COVID-19 pandemic on programme implementation, project staff, key stakeholders, and beneficiaries. While BNTF 9 PCs have estimated completion on or before September 30, 2021, recurring waves of COVID-19 infections may delay the anticipated completion dates.

1.03 CDB's Group 2<sup>1</sup> BMCs are automatically eligible to participate in the BNTF Programme. The Contributors to SDF granted permission for Montserrat, a Group 1 country, to participate in SDF 9 as well as permission to participate in SDF 10.

1.04 The proposed design of BNTF 10 is similar to BNTF 9 but with necessary reforms. These reforms were based on the agreed recommendations to improve efficiency, effectiveness, relevance, and value for money outlined in the Management Response to the Mid-Term Evaluation (MTE) of the BNTF 9 Programme (Paper BD 122/19), the draft Project Completion Report (PCR) for BNTF 7 and 8, and consultations with PCs. In addition, staff reviewed and revised the processes and modalities which, were stated in Programme assessments to have impeded Country Project implementation.

1.05 SDF Contributors continue to be supportive of the BNTF Programme, which promote the Bank's commitment to achieving the objectives of its 2020-2024 Strategic Plan and the United Nations' Sustainable Development Goals (SDGs), particularly in education, training, and rural development.

## **2. STRATEGIC CONTEXT**

### **MACROECONOMIC AND SOCIAL CONTEXT**

2.01 The COVID-19 crisis has adversely impacted economic growth and well-being across CDB's BMCs. The pandemic is accentuating an already complex scenario faced by BMCs and characterised by high levels of vulnerability to climate change (CC), natural hazard events, economic shocks; persistent fiscal deficits; and high debt levels. The Region entered the crisis with most countries presenting low potential growth and increasing social challenges.

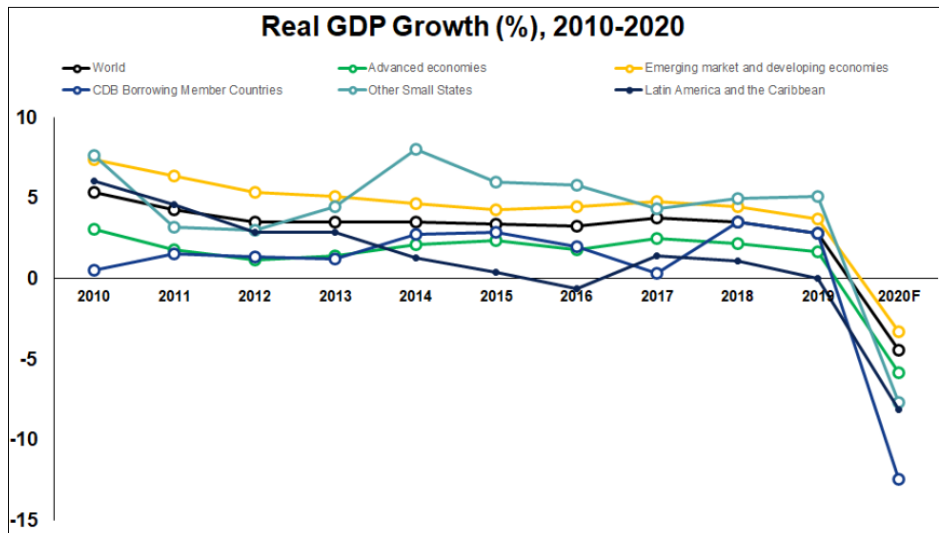
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<sup>1</sup> Contributors to SDF 10 approved the continued use of country groupings as established for SDF 8. Only BMCs categorised as Group 2 are automatically eligible for participation in the BNTF Programme.

## Low to Negative Growth

2.02 Sustained economic growth and social progress are becoming increasingly challenging for many BMCs to achieve, as reflected in slippage in the rankings in key global performance indicators. Between 2010 and 2019 the Region experienced the weakest period of growth since the 1970s, averaging only 1.3%, and consistently recorded lower growth rates than other Small Island Developing States (SIDS) and emerging markets (see Chart 1). The impact of the health crisis on economic activity and social conditions is particularly severe with a historic 12.8% decline in economic growth in 2020 leading to a consequential drop in Gross Domestic Product (GDP) per capita to levels reached in 2009. Forecast growth in 2021 will still be insufficient to return to the pre-pandemic level of economic development.

**CHART 1: SELECTED GDP OUTTURNS**



Source: Central Banks, Ministries of Finance, IMF, CDB

2.03 In the five-year period prior to 2020, seven of 19 BMCs registered GDP growth in excess of 3%, others recorded under 2%. The average economic growth in BMCs during 2015-2019 was 2.3% and trailed other SIDS, which grew by 5.5%. Growth in BMCs remains constrained by low global growth, low investment, slow productivity growth, a weak business climate, infrastructure gaps, low-quality education outcomes, impacts of natural hazard events and CC, exogenous shocks and high public debt.

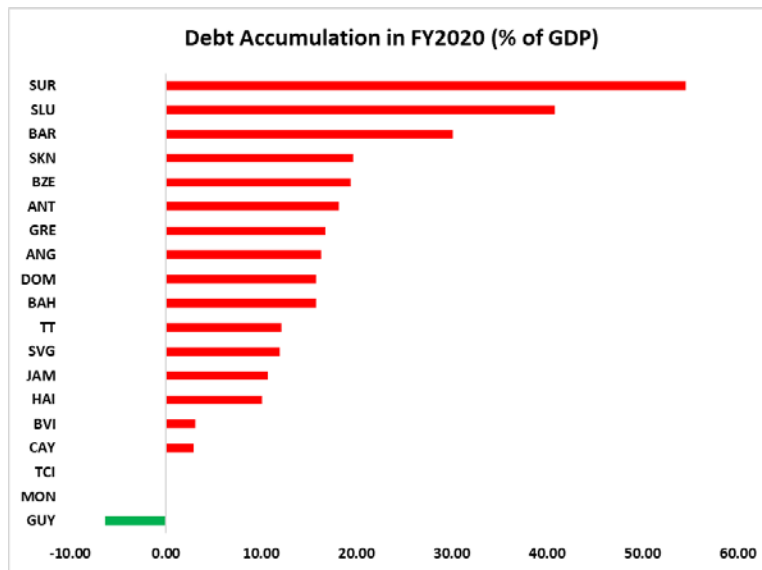
2.04 Most BMCs are heavily dependent on the tourism sector for foreign exchange earnings, income and employment. The sudden stop in the travel industry, as a result of the COVID-19 pandemic, has consequently had a profound impact on these economies. Other sectors including manufacturing, wholesale, retail and construction, are being adversely affected by border closures, shutdowns and physical distancing imposed to slow the spread of the virus and flatten the infection curve. Commodity-based economies are also facing depressed prices for their exports, as well as a slump in domestic demand. Unemployment soared in 2020, as a result of the halt in key sectors, with a consequent increase in applications for unemployment benefits across several BMCs.

## High Debt

2.05 Increasing fiscal pressures and mounting public debt, which hamper the delivery of services and social goods, have become key features across many BMCs, adding to the urgency to reignite economic growth. Weak fiscal performances, deteriorating external positions and the recent COVID-19 pandemic resulted in an acute build-up of public debt. In 2020, public debt, increased in every BMC, except Guyana (see Chart 2). Central government debt grew 13 percentage points to 79.5% of GDP in 2020, up from

66.5% of GDP the previous year. Debt sustainability is becoming a concern in many BMCs; and several countries are assessed to be at elevated levels of debt distress. This high debt burden has limited critical investment spending and compromised long-term economic prospects. Resulting negative secondary effects include continuing high unemployment (particularly among the youth) and underemployment, the emigration of skilled labour and a stubbornly high level of poverty (with women and children being disproportionately represented), and increased incidences of violent crime (with men being disproportionately represented both as victims and as perpetrators).

**CHART 2: GOVERNMENT DEBT ACCUMULATION (% OF GDP)**



### **Social Dislocation**

2.06 The macroeconomic stresses have led to an increase in unemployment with the expectation of higher levels of poverty and other social deprivations. The social implications of the pandemic are also significant with the potential to greatly undermine social and economic resilience-building efforts. Issues of multi-dimensional poverty (living standards, health, and education), violence against women and girls, child abuse and citizens insecurity have increased based on reports from several development institutions<sup>9/</sup> working ‘on the ground’ in BMCs. The Economic Commission for Latin America and the Caribbean (ECLAC) has expressed concern about persistent, systemic, gender-based violence (GBV) and femicides, which amounted to 4,640 in the Region in 2019. GBV is experienced in, and has impacts on, workplaces, the street, schools, cyberspace, and the home. The already high prevalence rate of violence against women in BMCs is being exacerbated by COVID-19. In this regard, the situation of women and girls has been aggravated during lockdown, given mobility restrictions to fight COVID-19, thus limiting access to support networks and healthcare services.

2.07 Anecdotal evidence suggests that the relatively benign growth has begun to undermine human development gains in the Caribbean region. An examination of country performance in the Human Development Index (HDI) indicates that while the HDI score of all BMCs has increased between the period 2009 and 2019, it is not the same for the HDI rank <sup>[1]</sup>. The declines in the rank range from as high as 31 places for Antigua and Barbuda, which fell from a ranking of 47 in 2009 to 78 (of 189 countries) in 2019, to a fall-off of three places in the case of Trinidad and Tobago (which fell from a ranking of 64 to 67 over the referenced period). When compared with the high human development group (0.753) and also Latin America and the Caribbean (LAC) (0.766) average in terms of their HDI value, only half of the BMCs exceeded the benchmarks.

**TABLE 1: BMC's HUMAN DEVELOPMENT REPORT 2020**

Country	HDI Value (2009)	HDI Value (2019)	2009 Rank	2020 Rank	% Change in HDI Value	Change in HDI Rank
Antigua and Barbuda	0.767	0.778	47	78	1.4	31
Bahamas	0.803	0.814	52	58	1.4	6
Barbados	0.800	0.814	37	58	1.7	21
Belize	0.684	0.716	93	110	4.7	17
Dominica	0.731	0.742	73	94	1.5	21
Grenada	0.750	0.779	74	74	3.9	0
Guyana	0.641	0.682	114	122	6.4	8
Haiti	0.470	0.510	149	170	8.5	21
Jamaica	0.733	0.734	100	101	0.1	1
St. Kitts and Nevis	0.740	0.779	62	74	5.3	12
Saint Lucia	0.728	0.759	69	86	4.3	17
St. Vincent and the Grenadines	0.720	0.738	91	97	2.5	6
Suriname	0.707	0.738	97	97	4.4	0
Trinidad and Tobago	0.782	0.796	64	67	1.8	3
<b>LAC</b>	..	<b>0.766</b>	..	..	..	..
<b>High HDI Group</b>	..	<b>0.753</b>	..	..	..	..

<sup>111</sup> The 2020 Human Development Report provides a snapshot on the state of human development before the COVID-19 pandemic based on available data for 2019 and earlier years. Data reflecting changes caused by the COVID-19 pandemic and its socioeconomic fallout in 2020 will be available in the 2021 Human Development Report.

2.08 The deterioration in the HDI ranking reinforces the fact that Caribbean countries are falling behind other SIDS both in terms of macroeconomic and socio-economic trends and suggests that critical policy action is required to improve the development trajectory.

2.09 There is a broad correlation between gender inequality and human development outcomes, with low-ranking countries on the HDI in general performing much more poorly on gender equality measurements than high-HDI countries. The Gender Development Index (GDI) while not independent of the HDI, measures gender gaps in life expectancy, years of schooling, and earned income. The GDI scores for PCs range from 0.961 to 0.994<sup>2</sup>, which suggests relatively good performances but a persistent gender gap, nonetheless. In the Caribbean, although more qualified women are coming out of the education system their participation in the labour force, their relative wages, levels of seniority, and their participation in political decision-making, still trail those of men. Approximately 52% of women in the Caribbean and Latin America are unbanked or experience financial exclusion<sup>3</sup>.

2.10 These generalised measurements also do not consider the value of unpaid work or the incomes in the informal sector, wherein women tend to be over-represented. Moreover, these measurements of gender equality do not capture the inequalities based on age, class, race, disability, indigeneity, or sexual orientation which can be very significant. In PCs such as Belize, Guyana, Jamaica and Suriname, there are well-defined differences in the spatial distribution of public socio-economic services between urban and

<sup>2</sup> Gender Development Index (GDI), Human Development Reports (undp.org)

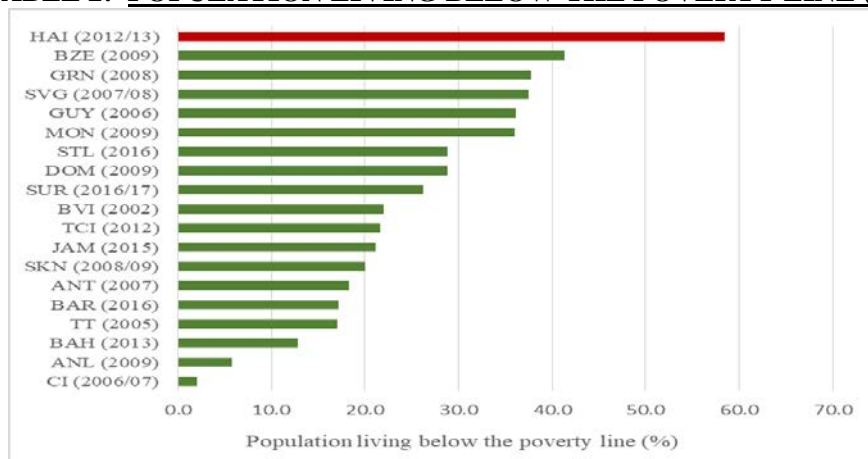
<sup>3</sup> Persistent Poverty or Sustainable Socio-economic Development in the Caribbean – The Disruptive Reforms Necessary to Secure the Latter” Marla Dukharan, 2017.

rural spaces. The largely traditional societies also impact gender norms, opportunities and outcomes. These inequalities create peculiar social, economic, political and cultural disparities for indigenous communities and affect their access to basic services. Indigenous women are particularly challenged in this regard often facing multiple levels of discrimination and hardship from both outside and within their communities.

### Stubborn and Persistent Poverty and Inequality

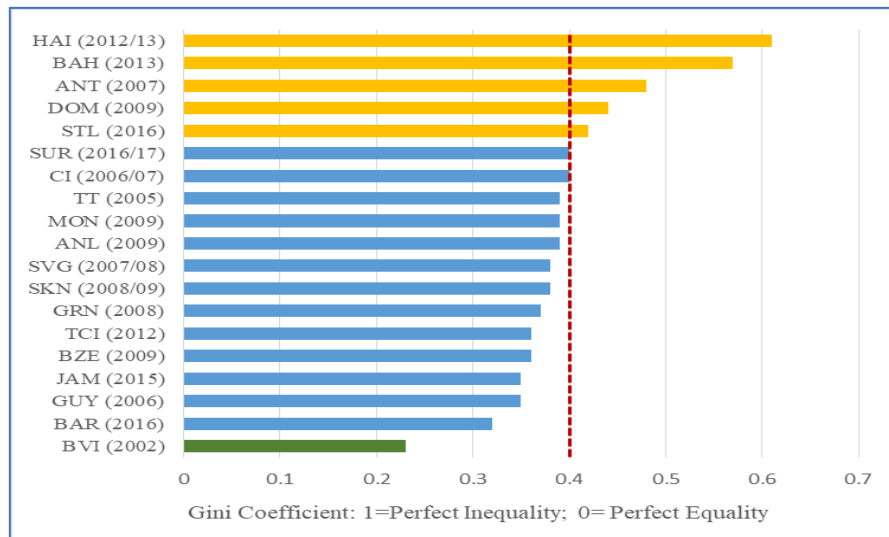
2.11 High rates of poverty and inequality are pressing development challenges, with one in five persons still living in poverty. Official poverty data for the Caribbean region indicate that the proportion of the population in poverty exceeded 20% (at 21.1%) with Haiti excluded from the figure; with the inclusion of Haiti, poverty figures for the Region stood at 44.1%. The proportion of the Caribbean population below the indigence line (food poverty), stood at 22.4%, including Haiti, and 11.1% excluding Haiti. In many respects, poverty is multidimensional and gender-based, caused and sustained by multiple interrelated deprivations and vulnerabilities.

**TABLE 2: POPULATION LIVING BELOW THE POVERTY LINE (%)**



2.12 There is some degree of uneven income distribution as captured by Gini Coefficients. CDB’s regional study on poverty indicates that the main drivers of poverty across the Caribbean include, “large numbers of young children; female-headed households; unemployment; poor educational outcomes; lack of decent jobs; disability; poor living conditions/housing quality; non-receipt of remittances; and lack of adequate pensions” (CDB 2016, p.106). Moreover, poverty in both rural and peri-urban communities feature prominently in PCs which further highlights inequities in distribution of resources. In addition, disenfranchisement due to limited access to affordable Early Childhood Development (ECD), water and sanitation services as well as basic transport infrastructure continue to plague disadvantaged communities.

**TABLE 3: GINI COEFFICIENTS**



2.13 COVID-19 has also put tremendous stress on social protection systems that were already challenged to respond to the needs of the poor and vulnerable in BMCs. The widespread disruption of livelihood strategies, remittance flows, the creative industries, as well as social safety nets has also significantly affected the primary sources of household income and consumption. In addition to the working poor, increasing unemployment has the propensity to create a class of ‘new poor’ and exacerbate existing sub-standard socio-economic conditions for the most vulnerable in society, particularly single parents and low-income, matrifocal households with high dependency burdens, persons with disabilities (PWDs), as well as children, unemployed youth, and the elderly. These impacts will increase mental health and psychosocial stresses of the population, including caregivers in the private/domestic sphere, and workers on the front lines providing a range of health and other essential services. This situation is exacerbated by countries’ weak adaptive and recovery capacity. The multi-faceted impacts of the current unprecedented economic and social crisis have shown that if a comprehensive social protection system, including income support and safety net programmes, is not in place, with adequate sustainable financing and partnerships, large segments of the population in CDB’s BMCs will remain vulnerable to poverty and diminished quality of life and well-being.

**Persistent Youth Unemployment**

2.14 The Caribbean has an acute unemployment problem, particularly among the youth. Youth unemployment which was already high prior to the COVID-19 crisis, is expected to deepen as opportunities contract further. According to CDB (2015), the average youth unemployment rate for countries in the Region was nearly 25%, three times that of the adult rate of only 8%. This is corroborated by the International Labour Organisation (ILO) (2020) unemployment data across LAC, which found that approximately 30.8% of young people were unemployed as compared to 27.3% over a similar period in 2019. Moreover, labour force participation rates according to the ILO declined significantly for women as compared to men, with this decrease reflected at 10.4% and 7.4%, respectively. Where earnings from productive employment are lowered or in some cases lost, persons can be thrust into poverty and income inequality be exacerbated. Many governments and the private sector in PCs have started to address some of the fallout in these areas by augmenting social protection provisioning, providing support to persons in the Micro Small and Medium-sized Enterprises (MSME) sector, targeting youth to enhance labour market skills and overall employability as well as focusing on the repurposing of skills and capacities of the affected workforce. This critical development challenge requires urgent attention and durable solutions.

## **Food and Nutrition Insecurities**

2.15 CC and natural hazards have had continuing devastating impacts on communities' socio-economic and environmental landscapes. In particular, the impacts on households, especially those in vulnerable settings have highlighted the adverse effects on food and nutrition and livelihood security. Moreover, COVID-19 has further exacerbated these concerns as individuals and families are left more vulnerable to the effects of poverty and uncertainty. Responses to these challenges place the agriculture sector at the heart of the approach at the policy, programmatic and project levels. The agricultural sector in LAC has been the most resistant to the wave of unemployment sweeping across the Region reflecting an increase in that rate of just 2.7%, even as unemployment soared to an average of 13%. Bolstering livelihoods and addressing food and nutrition security as well as revitalisation of rural economies are therefore largely dependent on investments in the agriculture sector.

## **COVID-19 Regional and International Response**

2.16 The April 2021 World Economic Outlook report estimated that the COVID-19 induced global economic contraction could have been three times as worse, had it not been for the extraordinary policy response by countries. During the recovery phase, policymakers sought to build socio-economic resilience with the assistance of international partners. As a first response, government policies focused on prioritising health care spending, adaptive social protection, providing well-targeted fiscal support, and maintaining financial sector stability. Currently, attention is being placed on how to minimise medium to long term socio-economic scarring, in terms of accelerating employment (and job creation) and public and private investments. To sustain these objectives, international cooperation is vital to ensure BMCs can narrow the poverty and inequality impacts of successive shocks during the last decade (natural hazards and the pandemic). With respect to defeating the health pandemic, international partners are facilitating vaccine production and distribution at affordable prices, including funding for the COVAX facility. Relatedly, there is the opportunity for the international community to secure access to adequate concessional financing for BMCs to continue their health care, social and infrastructure spending required for development and building resilience to shocks.

## **POVERTY RESPONSE**

2.17 In its response to poverty across its PCs, BNTF will consider the persistent and prevailing challenges which characterise the development landscape. Poverty reduction mechanisms will seek to address systemic problems and rapidly emerging and alarming trends to safeguard the well-being, and build the resilience, of those whose lives are affected by poverty, expanded risks and inequality. The increased levels of complexity and threats which now permeate developing states also dictate, according to ECLAC, that traditional approaches may not necessarily provide adequate solutions, especially given the level of interruption of productive activities and livelihoods.

2.18 CDB has a comprehensive framework of policies and strategies namely: the Education and Training Policy and Strategy (ETPS), the Youth Policy and Operational Strategy (YPOS), the Disaster Risk Management Strategy and Operational Guidelines (DiMSOG), the Agricultural Sector Policy and Strategy (ASPS), the Gender Equality and Operational Strategy (GEPOS), the Social Protection Framework as well as seminal work conducted with persons with disabilities (PWD) - which guides the BNTF response to these challenges. In addition, BNTF has developed a Youth Employment and Empowerment Framework to guide interventions targeted at vulnerable young people and geared towards enhancing positive attributes and assets.

2.19 As a vanguard of poverty reduction, BNTF will maintain its priority areas – Education, Human Resource Development and Livelihoods Enhancement; Basic Community Access and Drainage; and Water and Sanitation Systems. Work in these areas will be predicated on, *inter alia*, resilience building, risk

reduction and management, CC adaptation, capacity and capabilities enhancement, gender equality, intersectionality, labour market sensitivity, environmentally sustainable development, innovative and motivated leadership, and strong governance and institutional frameworks. The sector analysis which follows provides the context which frames the environment within which BNTF operates.

## **SECTOR CONTEXT**

### **Education, Human Resource Development and Livelihoods Enhancement**

2.20 There have been significant strides in education in the Caribbean in the post-independence era. All Caribbean Community member states, except Haiti, have achieved universal access to, and gender parity participation in, primary education; and many are close to achieving universal access to secondary education<sup>4</sup>. Access to ECD services in pre-primary education for the 3-5 age cohort continues to improve with net enrolment above 60%, particularly in the Organisation of Eastern Caribbean States (OECS) member countries (with gender parity) and Jamaica<sup>5</sup>. There is a relatively high proportion of trained teachers in basic education, on average 75% across most countries, and drop-out rates remain generally low (less than 1%) up to the lower secondary education level. Vulnerable and at-risk students also have improved access to a suite of student support services such as transportation, uniform grants, school meals, textbooks and school counselling. There is an enhanced emphasis on the integration of Information and Communication Technologies (ICTs) for teaching and learning, catalysed by the urgent response for continuity in learning during COVID-19.

2.21 Nonetheless, structural deficiencies persist in the sector, which constrain equitable and inclusive human resource development. These include inequitable access to quality ECD services and tertiary education<sup>6</sup>, inconsistencies in the quality of infrastructure and teaching, and inefficiencies in resource use. While some countries have achieved near-universal access to ECD services for the 3-5 age cohort<sup>7</sup>, gross enrolment for the 0-2 age cohort is as low as 20% in others and, net enrolment at the pre-primary level within the OECS member countries averages just over 66%. Across the Region, “inadequate student attainment in literacy and numeracy signals the continued struggle to achieve high-quality Basic Education and training.”<sup>8</sup> Only approximately 37% of students graduate secondary education achieving five or more Caribbean Secondary Education Certificate passes including Mathematics and English<sup>9</sup>, co-occurring with declining participation of males in the upper secondary and tertiary levels. In Suriname, there is a need for increased access to Technical Vocational Education and Training (TVET) programmes, the provision of trained teachers and reducing the distance students travel to school, particularly in the remote interior.

2.22 Efforts to provide inclusive, high-quality learning experiences for PWDs, including students with special education needs, are constrained by inadequate physical infrastructure and sub-optimal mainstreaming of pedagogical strategies such as differentiated instruction and use of ICTs. The completion rate between the poorest 20% and the richest 20% in secondary education show huge differences between 1% and 39% in Haiti and 19% and 74% in Belize and Guyana.<sup>10</sup> In Suriname, there is a 22% gap in reading levels between the urban and interior regions as well as between different ethnicities, signalling the need for targeted interventions to equalise the quality of learning experiences for students regardless of socio-economic status, geographic location or ethnicity.

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<sup>4</sup> Haiti, Belize, Suriname and Jamaica are yet to achieve universal access to secondary education.

<sup>5</sup> Including Grenada, Jamaica, St. Vincent and the Grenadines and Montserrat.

<sup>6</sup> Source: OECS Education Strategy, 2012-2026, OECS Commission.

<sup>7</sup> Including Jamaica and Grenada.

<sup>8</sup> CARICOM Human Resource Development (HRD) Strategy 2030 Baseline Report (2020)

<sup>9</sup> CARICOM HRD Strategy 2030 Baseline Report (2020).

<sup>10</sup> Global Education Monitoring Report 2020, Latin America and the Caribbean, Inclusion and Education: All means all. UNESCO



2.23 There is a continuing mismatch between skills needed for a 21<sup>st</sup> Century economy and society, including employability skills and critical thinking, and the persistent tendency towards gender-stereotyping in the selection of subjects. There are significant challenges experienced by women in accessing work, higher incomes, leadership and decision-making positions, or participation in economic sectors that are more productive and targeted for development. In addition, a high level of youth unemployment exists alongside skills shortages in several key areas.

2.24 These challenges have been compounded by the COVID-19 pandemic, which has further exacerbated the inequalities of the teaching/learning system. With schools closed across most jurisdictions as part of the mitigation measures, education systems have struggled to provide learning continuity through the use of digital technologies. These efforts have been constrained due to, among other factors, limited access to ICT devices, inadequate internet access, sub-optimal learning management systems and inadequate pedagogical skills of teachers to effectively optimise the online environment.

2.25 Where schools were opened, providing adequate resources to implement the health and safety protocols has preoccupied managers both at the systemic and institutional levels. Some of the critical student support services such as school feeding programmes, a key strategy to meeting the nutrition needs of learners from poor households, are not readily accessible, with attendant adverse impacts on student engagement and the achievement of learning outcomes. Supporting learning continuity within the COVID-19 pandemic and addressing the loss of learning during the 2020-2021 academic years remain urgent priorities.

2.26 Across the PCs, efforts to improve the quality of life will be advanced through human capital development of key skills and youth and social development. There is an urgent need for continued emphasis on enhancing relevance by promoting Science, Technology, Engineering and Mathematics (especially among girls) and TVET, improving mastery of learning outcomes in literacy and numeracy as well as entrepreneurship development and school-to-work transition. Complementary gender-responsive curricula reform is needed to promote innovation and creativity; continuous education and lifelong learning; digital literacy; life skills; and the 21<sup>st</sup> Century skills such as service orientation, critical thinking and emotional intelligence. Within the OECS member countries, universal ECD provision has emerged as the next policy goal associated with access and participation in education. These must be supported by improving teacher effectiveness, expanding access to pedagogical resources and mainstreaming inclusiveness, particularly special educational needs and gender-responsive programming. Teacher capacity must be enhanced to teach all students and address biases, such as 'looking down on low-performing students' and at-risk behaviours such as 'bullying linked to gender identity/expression'<sup>11</sup>. Digital transformation of the teaching/learning process has been identified by countries as a medium-term priority to build resilience in the education and training system and to make education opportunities more relevant and accessible for 21<sup>st</sup> Century learners. Strengthening the leadership, management, and accountability systems in the Region remains a strategic focus in an effort to consolidate the gains achieved in the sector over the last 30 years.

2.27 Under BNTF 5, 6, 7, 8 and 9 approximately \$81.2 mn was invested in 378 sub-projects to upgrade and construct basic school infrastructure, human resource development and livelihoods enhancement. Investments in health and safety measures associated with the COVID protocols have begun in schools. Details of the investment are provided in Appendix 2.1.

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<sup>11</sup> Global Education Monitoring Report, 2020.

## Water and Sanitation

2.28 Data on SDG 6 (clean water and sanitation) for 2017<sup>12</sup> for the Caribbean indicates that for BMCs in general, and the nine beneficiary PCs in particular, the proportion of the population using drinking water services averages 98%. There is 99% coverage in urban areas while the coverage is reduced to 96% for rural areas. Although there is generally wide water supply coverage, the figures mask the challenges experienced by PCs with respect to matters such as regularity of service, non-revenue water, impact of CC, and the level of service. Those who do not have access to drinking water supply services adopt alternative solutions such as unsafe, shallow, hand-dug wells, illegal connections to the drinking water network, unsafe rainwater harvesting and, in many rural areas, obtaining unsafe water from surface sources such as springs and rivers.

2.29 The PCs also show very high coverage rates for sanitation, with an average of 95% of the population using sanitation services, and with most households using onsite sanitation systems. Such averages mask significant differences between coverage of rural and urban areas within countries. In 2017, the proportion of the population using sanitation services for Belize, Guyana, and Suriname, in urban areas, was 99%, 98% and 98%, respectively, compared with coverage of 96%, 96% and 92% for rural communities in those countries. According to the data, there are still pockets within urban areas that remain without sanitation services, most of which are informal settlements. In many of these communities, residents discard waste directly to open lots and drainage systems. Waste dumping, inadequate treatment, and poor maintenance, of sewerage systems and inappropriate siting of sanitation systems, are acknowledged sources of increasing water pollution levels and pose health risks in both rural and urban environments.

2.30 Regarding hygiene, the data shows that on average the proportion of the population with basic facilities for handwashing with soap and water at home is 75%. There is therefore a need to scale-up Water, Sanitation and Hygiene (WASH) interventions within the Region if water and sanitation outcomes are to be achieved, especially in the COVID context.

2.31 Increasingly, fiscal constraints have had a negative impact on the allocation of resources by PCs for the expansion of service networks and the routine maintenance of water and wastewater systems. This situation has been exacerbated by COVID-19, which has not only increased financial constraints but also the demand for adequate water and sanitation services. Inadequate investments in maintaining and improving water and wastewater systems will continue to result in rapid deterioration of the infrastructure and allow for only limited expansion of networks. This has contributed to poor quality of service; low levels of efficiency, evidenced by high levels of non-revenue water; and, in some countries, highly intermittent service levels.

2.32 For many PCs, water quality and availability, as well as water supply systems are vulnerable to climate variability and change. The challenges caused by CC interrupt the continuous supply of water to households and heighten the awareness that having connections may not lead to/guarantee access to a reliable supply of water. Rural communities that are supplied from shallow wells and springs remain at the highest risk with the poor, especially women and children being the most adversely affected. There is therefore the ongoing need to strengthen resilience in these high-risk communities.

2.33 CC also threatens wastewater treatment structures. Sea level rise and flooding can damage wastewater infrastructure and can lead to overflowing of septic systems and pit latrines, exacerbating health risks of affected communities. It is therefore critical that the design and construction of water supply and wastewater systems consider CC risks.

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<sup>12</sup> UN-Water SDG 6 Data Portal. <https://www.sdg6data.org/>

2.34 Given the severe risks to health and livelihoods associated with lack of access to potable water supply and sanitation services, \$34.9 mn (representing 251 sub-projects) was invested under BNTF 5, 6, 7, 8 and 9 to enable the construction of water supply and sanitation facilities, provide hygiene training, and improve community access to water and sanitation services. Further details are provided in Appendix 2.1.

### **Basic Community Access and Drainage**

2.35 The percentage of paved roads in the total road network throughout Latin America and Caribbean (LAC) is significantly lower than in other regions.<sup>13</sup> Within the LAC region, Caribbean countries generally have higher percentages of paved roads than Latin American countries. However, several challenges with access infrastructure continue to negatively impact PC development. For instance, 80% of roads in Belize<sup>14</sup> and Guyana are unpaved, while significant deterioration of roads in Jamaica, especially in poor, rural areas is caused by insufficient road maintenance due to fiscal constraints.<sup>15</sup>

2.36 The poor condition of rural roads, in particular, presents mobility and accessibility challenges for users, (a) hindering children's travel to school, and access by the pregnant, the sick, the elderly and PWDs to basic services such as healthcare; and (b) limiting access for emergency vehicles and personnel. Unpaved roads also present health and safety risks, due to dust generation from wind and vehicular use, and the accumulation of water in potholes, which act as mosquito breeding sites. Farmers incur significant losses due to difficulty in accessing their farms and damage to harvested crops while transporting them over uneven access roads to the market. They also pay higher prices for the transportation of their produce due to the reluctance of transportation providers to traverse these roads.

2.37 Overall, issues facing the road infrastructure sector, especially feeder roads, are related to (a) inadequate funding and attention to preventative, routine and periodic maintenance; (b) lack of proper roadside drainage structures; (c) the higher unit construction cost compared to other types of infrastructure sub-projects; (d) deterioration due to the impact of overloaded trucks and other vehicles; (e) national standards and planning capacity; and (f) the vulnerability of road networks and infrastructure to natural hazards and climate hazards in both mountainous and low-lying areas.

2.38 Rural roads located in mountainous areas are particularly vulnerable to landslides/slippages, while roads located in low-lying areas, especially in coastal zones, are vulnerable to flooding and storm surge, especially following extreme weather events. CC is expected to exacerbate these extreme events. Designs for roads and drainage structures, therefore, need to integrate considerations for enhancing resilience to natural hazards and CC to ensure longevity.

2.39 The public transportation sector has been constrained by, *inter alia*, limited policy development, planning, and institutional capacity as well as inconsistent use of planning tools. These have impacted the ability of line ministries to engage with communities on their ownership of basic infrastructure and their participation in maintenance activities. Although the primary responsibility for maintenance resides with line ministries, activities by community groups such as periodic cleaning of drains, de-bushing of road verges and the erection of physical barriers to restrict the use of community roads by heavy vehicles are often the only maintenance and protective measures carried out to sustain community access.

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<sup>13</sup> Calderón, C., Servén, L., 2010. Infrastructure in Latin America - World Bank's Policy Research Working Paper 5317, Available at: <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/206841468263714529/infrastructure-in-latin-america-working-paper>.

<sup>14</sup> Inter-American Development Bank, 2013. Transport Sector in Belize. Available at: <https://publications.iadb.org/publications/english/document/Transport-Sector-in-Belize.pdf>

<sup>15</sup> Inter-American Development Bank, 2019. Country Infrastructure Briefs: Caribbean region. Available at: [https://publications.iadb.org/publications/english/document/Country\\_Infrastructure\\_Briefs\\_Caribbean\\_region\\_en\\_en.pdf](https://publications.iadb.org/publications/english/document/Country_Infrastructure_Briefs_Caribbean_region_en_en.pdf)

2.40 Under BNTF 5, 6, 7, 8 and 9 approximately \$25.1 mn was invested in the construction of 215 sub-projects in poor, vulnerable communities. Details of the investment are provided in Appendix 2.1.

### **3. REVIEW OF BNTF PERFORMANCE**

#### **Draft Programme Completion Report BNTF 7 and 8**

3.01 The draft PCR being prepared by independent consultants reports that the Programmes for BNTF 7 and 8 were highly relevant, addressed countries' poverty alleviation strategies and targeted poor and vulnerable groups in 10 PCs. The original terminal disbursement date of December 31, 2016 for the two programmes was extended to March 18, 2018 to complete sub-project implementation of Country Projects for 8 PCs and to July 18, 2018 for the Turks and Caicos Islands. The Dominica Country Projects were granted additional time to December 31, 2020 to complete implementation due to the severe impact of two hurricanes.

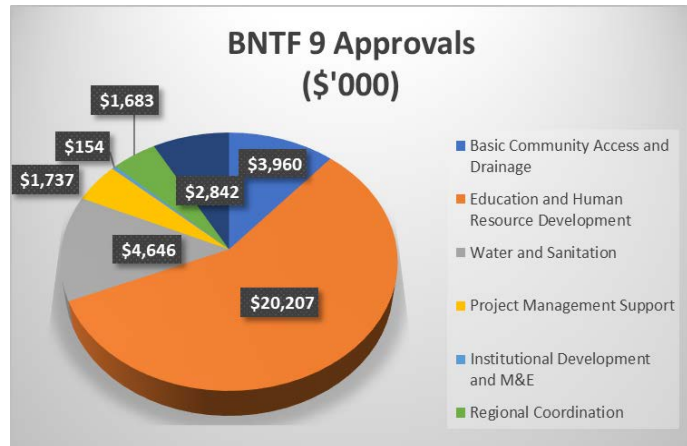
3.02 During implementation of the Country Projects, some 46 sector portfolios comprising 239 sub-projects were approved, including 183 and 56 sub-projects respectively under BNTF 7 and BNTF 8. A total of 233 sub-projects were completed with CDB grant financing of \$57.1 mn benefitting 119,614 persons. There were six cancellations. Sub-projects were aligned with the Poverty Reduction Action Plans, which were prepared by each PC, and informed by the respective country poverty alleviation strategies. Vulnerable and disadvantaged populations (such as the very young, the elderly, women, pregnant teens, PWDs, at-risk young males and the un/under-employed) were direct beneficiaries across all PCs. There was high beneficiary satisfaction with Programme delivery and results. These results were significant; and the findings of the PCR suggested areas to further enhance the delivery of benefits to the most vulnerable, namely by improving the efficiency and effectiveness of the internal BNTF processes; boosting PC's performance; strengthening the M&E systems and results reporting; and further standardising project templates. These findings were generally addressed under the reforms included in BNTF 9.

#### **BNTF 9**

3.03 Several reforms to simplify and streamline its design and provide greater focus to Programme execution were implemented under the BNTF 9 Programme, approved on March 16, 2017. At the start of the Programme, PCs prepared an evidence-based Country Policy Framework (CPF) to operationalise national objectives through a set of priority sub-projects (this replaced the Poverty Reduction Action Plans). The first CPF was approved for Jamaica on April 30, 2018. Other CPFs were approved by November 2019. The first sector portfolio was approved in November 2018, signalling the start of sub-project implementation. Twenty-four of 27 sector portfolios of sub-projects were approved by August 2019 and the remaining three by April 2020. Eight additional sector portfolios of 15 sub-projects related to the distribution of the performance-based incentive at mid-term were approved between November 2019 and February 2020. Overall, this was a significant achievement as the planned Programme commitment date was December 31, 2019. This performance was achieved, in part, by the significant improvement in the rate of approval of sector portfolios of sub-projects. Most notable was the approval of small and medium sub-projects at the Divisional and Departmental levels, and which represented some 80% of the 118 sub-project proposals. However, the performance of the Programme was subsequently impeded when the effects of the COVID-19 pandemic took hold in the second quarter of 2020 and stymied implementation progress.

3.04 Initial disbursement performance nevertheless improved in BNTF 9. Records show an increased from \$0.8 mn or 2% of Grant financing in BNTF 7 to \$4.6 mn or 12% in BNTF 9 within the first two years of the Programme. As of February 28, 2021, BNTF 9 resources had been fully committed. Figure 1 shows the distribution of resources with the approved allocation to Education and Human Resource Development (EHRD) being the largest - \$20.2 mn of the total of \$28.8 mn for sub-projects across all PCs. Some 7,956 persons have already benefitted under this phase. The Summary Report on the status of country components under BNTF 9, including some results to date is shown at Appendix 3.1.

**FIGURE 1: BNTF 9 APPROVALS**



3.05 According to the Mid-term Evaluation (MTE) of BNTF 9 conducted by independent consultants, PCs value the BNTF programme particularly because (a) its operational procedures and modalities are genuinely and directly responsive to country/community-identified needs; (b) its programmatic nature provides the potential for enhanced visibility and continuity; (c) the programme allows for and the customisation to local situations; and (d) its focus is firmly on poverty reduction, which remains a key priority in all PCs.

3.06 The core staff of the BNTF IA was augmented with the addition of new positions, namely M&E Officers and Project Engineers (PEs). This provided IAs with the capacity to manage the now delegated authority to engage technical consultants for implementation of infrastructure sub-projects (except for the Suriname pilot). CDB provided support to PCs as required and the analysis of their performance will be completed as part of the PCR for BNTF 9.

3.07 Shortcomings in M&E, reliance on the BNTF Interim Solution (BIS<sup>16</sup>) as a stand-alone tool, and over-reliance on manual processes which hampered consistent and efficient results reporting dictated the development of a BNTF management information system replacement solution. Integration into the CDB-wide platform will be done with resources from the Programme.

3.08 The Programme has seen a significant uptake in the expanded priority to include support to productive livelihoods. In this regard, approximately 14% of total sub-project resources for all PCs were committed to livelihoods/capacity building. Sub-projects in Jamaica, Guyana, Saint Lucia, Grenada stand out. Those completed in Jamaica and Guyana suggest very encouraging results, especially for those interventions in the agriculture sector. A pilot project in youth entrepreneurship is currently being implemented in Saint Lucia under the regional Coordination component. Results of this pilot are expected to be a model for replication in other PCs.

3.09 Management concluded that the revision of CDB's accountability and decision-making framework for sub-project approvals has worked well. During Programme implementation, management agreed to a framework for the approval of BNTF Technical Assistance (TA) projects by category, similar to sub-project approvals (See paragraph 4.33).

<sup>16</sup> BIS is an online digital interim solution developed for BNTF 7 and 8 Programmes to capture sub-project monitoring reports, adapted for use with BNTF 9.

3.10 Sub-projects for Suriname totalling \$0.74 mn are being executed with staff providing close supervision of the IA and support to sponsoring ministries. The United Nations Development Programme (UNDP) was engaged by the Government of Suriname to support the new IA, especially in the areas of project management, procurement, and financial management. Slow progress was made institutionalising the BNTF modalities. While staff felt it premature to complete an independent assessment of the pilot, sufficient progress was achieved for Suriname's full participation in the new phase provided that additional resources are allocated for technical support from UNDP and other specialist consultants.

3.11 Implementation delays were due mainly to issues of limited fiscal space, in-country processes for the engagement of contractors, land acquisition processes and changes to the scope of sub-projects. The regional coordination component of the programme managed by CDB was effective in building IA/beneficiary capacity in integrating cross-cutting themes in sub-project designs.

3.12 A regional meeting of BNTF primary stakeholders was held virtually on October 29, 2020. Stakeholders, (staff of the IAs, OE representatives and the CDB team, including the Environmental Specialist and Economist), discussed proposals to improve the design of the new Programme. Some of the main themes identified were the need for a more deliberate approach to the design of livelihood projects; dissemination of best practice, citing examples outlined by staff of the Jamaica Social Investment Fund (JSIF); greater use of technical consultants for EHRD sub-projects; implementation of a community engagement strategy; and support for IA staff in accessing external training programmes. It was generally agreed that much more will be expected of the Programme as the impact of the pandemic has reversed some of the gains achieved among the poor and most vulnerable. Further details of the evaluations and the stakeholder engagement are attached at Appendix 3.2.

### **Enhancing Gender Equality**

3.13 The Programme's performance has been underpinned by direct interventions to meet the practical and gender interests of beneficiaries across sectors and among diverse communities with specific focus on vulnerable persons and groups. These interventions have ranged from training and sensitisation in community needs and gender assessments; training for women in non-traditional fields such as reef restoration; support to women's participation at management levels in Water Boards and Project Monitoring Committees (PMCs); provision of stipends to primary caregivers during training; to advocacy for inclusion of national gender machineries representatives in OEs.

3.14 At the field level, outcomes have included (a) reduced time and distance taken to access social services particularly for primary caregivers; (b) enhanced enabling environment in the ECD subsector through the introduction of gender socialisation curricula in association with child-friendly classrooms; (c) access to community and wholesale markets for women farmers; and (d) access to adult daycare services, especially for elderly men in dual purpose schools/hurricane shelters. These results have been validated by perception surveys which have recorded high levels of satisfaction by beneficiaries.

3.15 The regional component has facilitated diverse activities in commemoration of International Women's Day, and in fora exploring the relationship between male youth and masculinities. Institutionally, BNTF has supported the gender equality community of practice and gender champions within CDB. The outcome has been more participatory Programme delivery by CDB and the IAs.

3.16 The BNTF 10 Programme will be guided by CDB's GEPOS 2019 which emphasises integrated approaches for reducing poverty. BNTF 10 will contribute to positive outcomes related to economic empowerment; education and training; and resilience. Recognising that infrastructure or business activity has the potential to cause damage (including GBV) to some persons, property, and the environment, the Programme will operationalise CDB's social safeguards and analytical tools (Environmental and Social Review Procedures) which are consistent with best practice among our development partners. A regional

initiative will coalesce the gender equality impact of the Programme and strengthen provisional gender indicators which have been drafted [Terms of Reference (TOR) at Appendix 3.3]. The Gender Marker for the Programme is “Gender-Specific” which means projects which directly enhance gender equality (See details in Appendix 3.4).

### **LESSONS LEARNED INCORPORATED INTO PROGRAMME DESIGN AND OPERATIONS**

3.17 The MTE pointed to lessons learnt which are consistent with CDB’s experience in the implementation of community development projects, especially over the last three phases of the BNTF Programme. The following key lessons and action areas are to be integrated into the design and operation of BNTF 10 to optimise the performance and implementation rate of the Programme.

- (a) **IA engagement in Programme Design:** IA staff demonstrate a high level of commitment to BNTF goals but because they are not effectively engaged in the Programme Phase design before drafting of the Staff Report their buy-in to some aspects of the Programme may be weakened and this may negatively affect their performance and be a missed opportunity to enhance the design and practical application of proposed changes.
- (b) **IA capacity/capacity building:** The focus on IA strengthening implicitly acknowledges that Project Managers (PMs) play a critical role in all phases of the Programme and need multi-faceted competencies to operate effectively and efficiently. To achieve this, the PMs’ job description needs to better capture their role in supervising procurement activities (including negotiating with technical consultants) and the qualifications, competencies and experience necessary for key tasks and other aspects of the job, such as human resource performance management. Training should be provided to augment the competencies of the PMs and likewise those of other core IA staff members.
- (c) **Budgetary implications of new features:** Effective implementation of new features or key priorities, such as the focus on environmental sustainability, CC resilience, social resilience and disaster risk reduction, is best achieved through a review of the cost implications, with revised allocations included in the budget as deemed necessary.
- (d) **COVID-19 and CC:** Threats such as COVID-19 and disasters fueled by CC are deepening vulnerabilities in the PCs, increasing social dislocation and requiring a more deliberate approach to resilience building. A critical element of resilience building is ensuring continuity. Continuity of funded activities and the functioning of IAs require that ex-ante resilience building be prioritised, with areas such as crisis management and disaster risk reduction playing greater roles. This focus will minimise disruptions and reduce the human and economic costs associated with increased vulnerabilities at the community and household level.

### **LINKAGE TO CDB’S STRATEGIES AND POVERTY GOALS**

3.18 The Programme seeks to respond to the multi-dimensional characteristics of poverty and as such aims to improve access to basic services and opportunities for vulnerable groups including the youth, women, PWDs and the elderly. The Programme hinges on the theme of leaving no-one behind and strives to achieve the relevant SDGs by the year 2030.

3.19 Building social resilience, environmental resilience and economic resilience are the three strategic objectives (SOs) of CDB’s Strategic Plan 2020-2024. These SOs are directly aligned to achieving CDB’s mission of ‘Reducing poverty and transforming lives through resilient, sustainable and inclusive development.’ The Programme will play a pivotal role in supporting the Bank’s commitment to poverty

reduction, through the design and implementation of sub-projects that are intended to improve the quality of life of the most vulnerable and at-risk populations across the nine beneficiary countries.

3.20 The Programme will continue to provide social and economic infrastructure, human resources development, and livelihood enhancement services at the local, national and regional levels. The design is influenced by the four guiding principles of CDB's SOs, namely (a) pursuing value for money through additionality, impact and digital transformation; (b) selectivity and focus while ensuring alignment; (c) deepening country focus and stakeholder engagement; and (d) delivering integrated comprehensive development solutions.

3.21 The Programme is also consistent with CDB's policies, operational strategies and Social Protection Framework. SDF 10 is the second replenishment cycle, which addresses the SDGs; and therefore, the Programme is in tandem with SDF's two key corporate strategies - building resilience and transforming lives.

## **RATIONALE**

3.22 The regional development context is significantly challenged by globalisation, stymied economic growth, narrowing fiscal space and vulnerability to natural hazards and CC and more recently to the negative impacts of a highly infectious COVID-19 pandemic.

3.23 The BNTF Programme exemplifies various aspects of social protection by providing access to basic socio-economic infrastructure and social services. The key target groups across PCs include the poor in the lowest quintiles, and vulnerable groups such as the elderly, youth, PWDs and those with special needs, unemployed and underemployed women and men, particularly youth, and indigenous populations. PCs target specific geographic communities characterised as rural, in the lowest quintiles, or pockets of underserved urban/suburban communities, with limited access to social and economic services and infrastructure.

3.24 The recent Programme evaluations concluded that BNTF is still relevant and important for addressing the development gaps in PCs. With improved efficiency, processes, procedures and volume of financing it can make an even more significant contribution to enhancing the well-being of beneficiary communities. BNTF has a comparative advantage within the Region to deliver poverty-reducing, small-scale social and economic infrastructure and community development interventions. This is related to the targeting mechanisms for poor communities, participatory approaches to community development and country ownership of the Programme.

## **PROPOSED CHANGES IN BNTF 10**

3.25 Programming for BNTF 10 will be guided by the reforms introduced under BNTF 9, the approved recommendations from the PCR for BNTF 7 and 8, BNTF 9 MTE, and lessons learnt during BNTF 9 implementation. During the first 2 years of implementation, PCs will likely continue to grapple with the impact of COVID-19. In response, the Programme will include measures to make social infrastructure COVID-ready and increase the focus on initiatives in the area of livelihoods and economic empowerment, particularly targeted towards women and youth.

3.26 In addition, the update of the CPF is the very first activity undertaken by PCs and necessary to operationalise Country Project resources in the new phase. The CPF provides a pipeline of prioritised potential sub-projects. The preparation and approval of the CPF took 12 to 24 months to complete after BNTF 9 was approved. To improve this performance, BNTF 9 resources have been used to update CPFs for BNTF 10 so that CPF approvals will more closely coincide with the date of approval of BNTF 10. As of March 31, 2021, four CPFs had already been submitted for appraisal.



3.27 The changes summarised below aim to improve the Programme’s visibility, the monitoring and reporting on programme results, accountability, and compliance with CDB’s procurement policy and procedures, governance, and rate of implementation for timely delivery of project benefits:

- (a) **Enhancing Programme visibility** internationally, regionally and nationally by developing an overarching communications strategy; sharing good practice among CDB, PCs and IAs via a common platform(s); and emphasising linkages between BNTF objectives and programming and relevant international and regional sustainable development initiatives.
- (b) **Retaining the CPF** with revised TOR to ensure a more succinct document; advancing the update of the CPFs to bring forward project implementation.
- (c) **Increasing the focus on livelihoods enhancement and economic empowerment** particularly targeted towards women, youth and people impacted by the economic fallout induced by COVID-19 and other threats through the curation and dissemination of knowledge on livelihoods; implementing critical assessments; strengthening the livelihoods ecosystem; leveraging internal partnerships with Caribbean Technological Consultancy Services (CTCS) and the wider Private Sector Division; boosting livelihoods capacities and enhancing M&E in the sub-sector.
- (d) **Improving monitoring, evaluation and reporting** by building M&E requirements into the BNTF module of CDB’s Customer Relationship Management (CRM) Platform that is useful for day-to-day IA management, monitoring and reporting; completing M&E training ahead of the rollout of the BNTF module; and carrying out training on the BNTF module ahead of implementation activities, the focus of the first phase being on the completion of the CPF “in the system”.
- (e) **Strengthening the IA and PMCs** by providing additional support as may be required to improve procurement procedures and Project management.
- (f) **Enhancing IA performance** through strengthened TORs for IA staff, including the review of performance indicators, aligned with country policies and procedures for systematic appraisal of IA performance in collaboration with OE.

#### 4. THE TENTH PROGRAMME

4.01 BNTF 10 will continue its focus on the three priority areas identified under BNTF 9, namely basic education and human resource development; water and sanitation services enhancement; and basic community access and drainage improvement. The Programme will support a socially inclusive development process that empowers the poor and vulnerable and strengthens institutional development in nine PCs *namely* Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, Saint Lucia, St. Vincent and the Grenadines and Suriname.

4.02 Project interventions will integrate relevant SDGs and cross-cutting areas, such as gender equality and environmental sustainability<sup>17</sup>, contributing to the enhancing of the PCs' human development outcomes. Support will also be considered for pandemic response initiatives which impact the targeted geographical communities or communities of interest. Building resilience among the most vulnerable such as youth, women, seniors, children and PWDs will be a central tenet of BNTF 10, ensuring that lives and

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<sup>17</sup> Inclusive of CC and disaster risk management (DRM).

livelihoods are safeguarded and that protective factors (such as supportive relationships, good problem-solving skills and physical and psychological safety) are cultivated for young people.

4.03 BNTF 10 will seek to maximise digital solutions to improve overall project management and reporting. The Programme will also address the inequalities experienced by the most vulnerable to digital access and services through optimising integration of digital solutions in sub-project interventions.

### **PROGRAMME OBJECTIVE**

4.04 The overall objective of BNTF 10 is to reduce the incidence of poverty in low-income vulnerable communities by improving access to quality education and training, water and sanitation, basic community access and drainage, livelihood enhancement, and human resource development services.

### **PROGRAMME COMPONENTS**

4.05 The Programme has two components, as follows:

- (a) **Component 1 – Country Projects** comprising:
  - (i) **Sub-project Grants:**
    - (1) Investments in a portfolio of eligible sub-projects in at least two of the three core priority areas: education and human resource development and livelihoods enhancement; water and sanitation systems enhancement; and basic community access and drainage improvement; and
    - (2) Investments in cross-cutting areas, such as gender equality and environmental sustainability, including environment, disaster and climate risk management, with specific considerations for maintenance, effective community engagement and response to pandemics. The selection criteria for sub-projects are shown in Appendix 4.1.
  - (ii) **Project Management Support:** contribution to operational costs such as project management; support to fiduciary and risk management activities generated by audit reports; stakeholder meetings; social marketing, project visibility and communications; and enabling capabilities for IAs access to CDB's CRM portal.
  - (iii) **Institutional Development:** short-term consultancies to strengthen capabilities of stakeholder and community institutions to address cross-cutting areas and to assist with the sustainability of results, including the maintenance functions in communities.
  - (iv) **Project M&E:** implementation of an M&E system for the Project; participatory monitoring activities by the PMC and stakeholders; audits; Country PCRs (CPCRs) and other completion/performance reports; and beneficiary impact assessments.
  - (v) **Project Implementation Support:** technical advisory/consultancy services to support Project activities, including those associated with infrastructure works; training, capacity-building, and livelihood enhancement; environmental monitoring; community planning; and local level coordination.

- (b) **Component 2 – Regional Coordination comprising:**
- (i) **Programme Management Support:** funding for selected administrative costs; project supervision; project launch workshops; training, attachments, preparation of pilots; the integration of cross-cutting areas; and programme visibility and communication.
  - (ii) **Programme Implementation Support:** funding for consultancy services for portfolio preparation, including baseline data gathering and the establishment of indicators; strengthening field oversight; quality control and operational processes; strengthening mainstreaming activities; and knowledge management. Assessments will support institutions and IAs; and the implementation of pilots.
  - (iii) **Programme M&E:** consultancy services and other activities to strengthen systems for internal monitoring through an improved digital system, additional training and improved oversight. Support will be provided for performance audits; case studies; MTE; PCR; and Impact Assessments.

Details of the BNTF 10 Programme components are presented in Appendix 4.2.

### **ENVIRONMENTAL SUSTAINABILITY, CC RESILIENCE AND DRM**

4.06 The BNTF Programme is classified as Category “B” based on CDB’s Environment and Social Review Procedures. BNTF 10 focuses on community projects in education and human resource development, water and sanitation, and access and drainage, which are unlikely to have major negative environmental impacts. However, they can present adverse environmental impacts, which if unmitigated, could undermine the sustainability of sub-project objectives or present health and safety concerns.

4.07 The most common environmental issues for BNTF sub-projects include pollution, community and worker health and safety risks, and vulnerability to natural hazards and CC. Exposure to COVID-19, is a new health risk that will need to be considered in BNTF 10. Contractors will be required to develop and implement site specific Environmental and Social Management Plans (ESMPs) which incorporate risk management measures, including arrangements for health and safety in accordance with national COVID-19 protocols.

4.08 CC is a major challenge to poverty reduction, and sectors financed by the BNTF Programme are particularly vulnerable to the impacts. For example, prolonged dry spells threaten water supplies, and livelihoods in the agriculture sector; and storms and flooding may impact infrastructure across sectors. Resilience to CC must therefore be prioritised to ensure the sustainability of BNTF investments.

4.09 BNTF 9 sub-projects incorporated CC adaptation and mitigation measures through, inter alia, energy-efficient lighting in building designs; solar-powered lighting for access paths; elevated foundations and improved drainage for flood mitigation; and promotion of climate-resilient practices such as drip irrigation in farming. Efforts will continue in BNTF 10 to design and implement sub-projects that promote CC mitigation and adaptation, DRM and environmental sustainability, consistent with the SDF objective of enhancing environmental resilience. Guidance for strengthening climate resilience in sub-projects and beneficiary communities is at Appendix 4.3.

4.10 Few BNTF PCs operate within a robust national physical planning and environmental regulatory permitting system and even where there are formal requirements, BNTF sub-projects are exempt because of the size of the interventions. Environmental requirements are therefore integrated within the operational and administrative structure of the BNTF Programme. The Guidance Manual: Environmental Screening

Checklists and Guidelines for the BNTF Programme (Guidance Manual), provides tools and templates to assist Consultants and IAs to screen, assess and manage environmental and climate risks, and to report on the environmental and social performance of sub-projects during implementation and operation. During the period of implementation of BNTF 9, the Environmental Screening Checklist and the Community Needs and Assets Assessment (CNAA) were revised to include guidance for climate risk screening. The updated screening tools which were applied to sub-projects under the Belize Social Investment Fund III will be included in the updated Guidance Manual for BNTF 10 and applied to BNTF sub-projects.

4.11 During BNTF 9, IA technical officers and senior management were trained in environmental and social risk management, and IAs were also supported in their efforts to develop institutional grievance mechanisms. Under BNTF 10, efforts will continue to develop and enhance project complaints mechanisms; undertake climate risk screening; improve analysis of, and reporting on environmental screening of, sub-projects. PCs are required to submit two Environmental and Social Performance Reports (ESPR) to CDB. The first ESPR is due by October 31, 2022, one year after Sector Portfolios are approved, and the second by October 1, 2024. Additionally, consultants will be trained to facilitate improved monitoring and reporting on the compliance of contractors during construction with the subproject ESMPs. Revised Terms of Reference for Consultants are attached at Appendix 4.4.

4.12 Emphasis is being increasingly placed on programmes to strengthen actions for community CC adaptation and mitigation, and community DRM and preparedness. It is envisaged that for communities to take advantage of these opportunities, there will be a need for skills training for which BNTF 10 could also provide some support.

## **SPECIFIC CONSIDERATIONS**

### **Community Development Approach**

4.13 The BNTF 10 community development approach (CDA) is aligned with the deepening country focus and stakeholder engagement guiding principle outlined in CDB's 2020-2024 Strategic Plan, through its focus on altering the stakeholder engagement model in a way that facilitates a closer relationship between the Bank and its clients.

4.14 A recent review of the performance of the community development aspects in previous BNTF Programmes, was conducted using data and information collected from BNTF's guidance notes; beneficiary assessment surveys; MTEs for previous BNTF phases and consultations with CDB's BNTF Team, and BNTF Community Liaison Officers (CLOs). The review highlighted some strengths within the current CDA in the elements that are geared towards enhancing community participation and the associated successes, including (i) CLOs' commitment to community inclusion, (ii) the use of existing tools to facilitate community participation, and (iii) an Operations Manual (OM) that outlines key areas of community ownership. However, the review also revealed areas that require enhancement, namely: (i) increasing involvement of diverse groups within each community space, and (ii) strengthening effective community engagement activities beyond the project design stage. The areas that require enhancement stymied the involvement of some at-risk groups in programme activities and resulted in limited opportunities for beneficiary communities to access capacity building opportunities to assist them with securing additional resources to further improve the quality of life of the most vulnerable at the end of previous BNTF cycles.

4.15 The BNTF 10 CDA will be premised on the International Organisation Advancing the Practice of Public Participation "IAP2" spectrum of public participation, a model that promotes increased levels of shared decision authority, which stresses progression from merely informing citizens, to fostering collaboration with communities and development partners, and the ultimate state of empowerment, where communities are capacitated to address further developmental challenges. During BNTF 10, focus will be

placed on securing increased partnerships at the local level and placing beneficiary communities on a path to empowerment. This model will guide the CDA to aid BNTF 10 in achieving the desired relevance, value for money and efficiency during implementation.

### **Building Resilience to COVID 19 Pandemic, CC and Other Such Threats**

4.16 Responding to the imperatives created by the COVID-19 pandemic will be a key consideration under BNTF 10. Some of the national COVID-19 protocols implemented in PCs have impacted not only costs but how and when interventions under the programme could be implemented. Under BNTF 9 steps were taken to overcome some of the challenges brought about by the pandemic, including:

- (a) installing sanitation stations in schools and implementing modified WASH training with a focus on reducing the spread of viruses;
- (b) retrofitting spaces to ensure proper observance of COVID-19 protocols such as social distancing;
- (c) supplying equipment and facilitating internet access for teachers/trainers and trainees and enhancing the capacity of institutions for online learning facilitation;
- (d) promoting internships/apprenticeships at the local levels to ensure the completion of the practical elements of the HRD activities;
- (e) providing PPEs and sanitisation supplies;
- (f) improving social support to beneficiaries for training in elements of social resilience; and
- (g) adopting climate-smart technologies especially in water and agriculture.

4.17 Under BNTF 10 attention will continue to be paid to these areas and overall crisis management. Greater focus will be placed on improving online learning facilitation, identifying and leveraging local capacities and greening of infrastructure. In addition, particular emphasis will be on building social resilience at the community level. Essentially, the focus on building social resilience will be aimed at enhancing the following capacities, as identified by Keck and Sakdapolrak (2012):

- (a) coping capacities – the ability of persons to cope with and rebound following adversity;
- (b) adaptive capacities – the ability to learn and to adjust with some level of readiness to face future challenges in day to day lives; and
- (c) transformative capacities – the ability to strengthen institutions and programmes at various levels which is critical to enhancing the overall welfare of beneficiary communities, households, and individuals now and into the future.

4.18 This approach will help safeguard livelihoods, enhance social safety nets for the most vulnerable and assist in ringfencing the type of support that will be required at the individual, community and institutional levels. It also sheds light on the issue of access to opportunities and resources, how social relationships, and power structures (societal and institutional) affect resilience. Resilience requires continuity and strong leadership, hence capacity strengthening in strategic crisis management is an area where the BNTF IA will be supported.

4.19 The scale of the social dislocation and heightened vulnerabilities which have stemmed not only from the health-specific challenges currently being faced by PCs but also from the impact of severe weather events is unprecedented. These challenges have disrupted life in general in both the private and public spheres. The effects of these changes have been debilitating for most but is even more so for those who are particularly vulnerable. Therefore, sharpening even further the lens on the plight of vulnerable categories of persons, complemented with an increased thrust of the BNTF programme on community development and engagement will be an important step taken in BNTF 10. A key part will involve assisting vulnerable households and rural agricultural communities in strengthening and/or restoring livelihoods, food and nutrition security and incomes impacted by threats in the environmental or physiological realms. This approach will help to ensure that the needs of those most challenged at the community level are tabled and given due consideration. Treating with newly identified vulnerable categories of persons such as those suffering from chronic diseases and who face increased risks in the face of COVID-19 as well as persons in the tourism sector and the informal sector generate unique opportunities for response. Additionally, the psycho-emotional impact of the crises on affected persons creates an even more urgent imperative to formalise the requirements for the provision of psychosocial support. Training will be provided to key practitioners in the provision of psychosocial support and to community members (adults) in psychological first aid (PFA) in a crisis, thereby helping practitioners to better focus on critical elements most relevant for beneficiaries and communities.

### **Livelihoods Development**

4.20 BNTF 10 will consolidate support for livelihoods and entrepreneurship by building out the knowledge base which frames the BNTF's approach to the development of these areas. More PCs will be directed to include this aspect under BNTF 10. In addition, support for enterprises in building capacity to access financing will be provided through the establishment of pass-through facilities with CDB approved financial institutions as well as through grant funding for tools, equipment, and start-up materials as part of training activities. Under BNTF 10, a Draft Livelihoods Guidance Note will be finalised by June 30, 2021 as a matter of priority. As part of this process, various models used to implement livelihoods-focused interventions in PCs such as Jamaica, Guyana and Saint Lucia, will be curated to identify best practices, lessons learned and to improve guidance and action in this field. Terms of Reference have also been developed for the engagement of Business Development Consultants for both the preparation and implementation phases, and for Psychosocial Support Specialists that PCs can utilise in sourcing resources (See Appendices 4.5 to 4.7).

4.21 Under BNTF 9, several IA officers were trained in the application of Livelihoods Baseline Assessment (LBA) approaches through the Food and Agriculture Organisation in collaboration with the Community Disaster Risk Reduction Fund (CDRRF) programme, resulting in the development of a Draft LBA Tool and the preparation of 27 draft community profiles and LBAs. This tool will be updated in the Draft Livelihoods Guidance Note. The LBA tool will be further refined under the Regional Component and will be used to develop community profiles and LBAs for select communities under the BNTF 10 programme. This will be a useful way of enhancing community-level data which can be used in identifying and selecting livelihoods as well as to explore opportunities to create or expand locally driven income earning opportunities.

4.22 While the progression from skills development to entrepreneurial initiation may be natural for some, there is the recognition that to a large extent, there is a need for a more deliberate approach to foster this transition. Therefore, strengthening the link between human resource development activities and livelihoods development activities is necessary. The BNTF programme will generally support Level I and Level II Caribbean Vocational Qualification/ National Vocational Certificate programmes and an enhanced focus on entrepreneurial activities. Formalising the incorporation of pre-tracer studies which collect baseline information of beneficiaries upon entering a particular livelihood enhancement programme as well as tracer studies that check-in with beneficiaries after the completion of training will also be encapsulated

in the livelihoods programming approach. Templates for these will be shared with PCs as they roll out their HRD/livelihoods activities.

4.23 Interventions in the agriculture sector have been key features in the BNTF programme across successive phases. This work will continue to focus on improvements to agri-food system infrastructure (roads, irrigation systems, processing facilities; fisheries infrastructure) and capacity building of small farmers, fishers, processors, and technicians in climate smart agriculture, disaster risk reduction and value chain enhancement. BNTF acknowledges women's substantial, but under-reported, labour contributions in the formal and informal spheres of production vis-à-vis their relative lack of ownership and control over assets. Accordingly, BNTF 10 will operationalise approaches for gender differentiated and targeted support to channel greater access to assets and income-generating opportunities. Further, youth participation in the agriculture sector will also be encouraged and supported. Assessing the impact and effects of livelihoods programming is necessary. Overall, the approach to livelihoods enhancement focuses keenly on the empowerment and inclusion of the most vulnerable such as youth, women, seniors, the poor and disadvantaged, persons with disabilities as well the unemployed and underemployed, giving due consideration to their peculiar challenges and consulting them even as interventions are designed and implemented.

### **Youth-at-Risk**

4.24 Under BNTF 9, a Youth Employment and Empowerment through Enterprise initiative is being piloted in Saint Lucia, targeting youth-at-risk between the ages of 18-24 years. Lessons learned from this pilot will be used to refine the Youth Empowerment Framework and to guide the implementation of youth employment and empowerment activities under BNTF 10. Moreover, youth organisations need to be strengthened in PCs. As such work with youth and youth-serving organisations will be grounded in an approach that focuses on building the internal and external protective factors required for overcoming adversity and for building resilience. Under BNTF 10 the aim will be to strengthen BNTF's work with community organisations that are addressing the peculiar needs of vulnerable groups, especially those of young persons. Areas of enhancement will include strengthening organisational capacity in governance, strategic planning, and technical/management capacity to implement HRD/livelihoods programmes as identified. The Bank's YPOS, GEPOS as well as ETPS are important when treating with this cohort of the population.

### **Partnerships**

4.25 Given the acute shortage of development finance resources, smart partnerships that leverage both public and private sector actors in each PC will be indispensable if the Programme is to bridge or intersect development gaps and come close to reaching its poverty reduction targets. Partners bring to the table diverse resources, experiences, interests, capacities, and clientele. Partnerships were introduced under BNTF 9 where several mechanisms were established for IAs to engage with eligible partners; however, only a few effective partnerships emerged. The limited uptake of partnerships was due in part to the need to bolster the capacity of the IAs to engage and build relations with the private sector and other stakeholders in the respective PCs. At the programme level, there were strong internal relationships with CTCS and other community-focused programmes as well as collaboration with IFIs in select programme activities; these arrangements can be further improved and formalised to provide greater efficiency.

4.26 In enhancing partnerships, BNTF 10 will seek to expand its work with others, within CDB, as well as at the regional and international levels with either partner being in the lead on any of the project cycle

tasks<sup>18</sup> at the sub-project stage. Securing greater private sector investments will be a major focus of this programme cycle.

4.27 Being guided by the BNTF Business Case Report (2016), which provided recommendations on initiating and maintaining sustainable partnerships, BNTF 10 will undertake a further review of its processes for engaging with private sector partners and evaluate its successes and limitations. In addition, particular prominence will be placed on clearly defining governance arrangements, identifying partnership focus areas and creating and strengthening platforms for promoting relationships. Consequently, a Strategic Partnership Strategy (SPS) Consultant will be engaged to compile a partnership strategy that concentrates on building sustainable partnerships within the Programme. Appendix 4.8 outlines the Scope of Services for the consultancy to develop the SPS. This strategy will be geared towards analysing existing gaps and opportunities for creating more meaningful relationships with local, national, regional and international stakeholders. Furthermore, this SPS will place importance on approaches to improving the technical skills of IAs and PMCs in corporate social responsibility and facilitating partnerships. A pilot project will result from this consultancy, where select IAs and PMCs will pre-identify, review and vet potential as well as existing partners. In this regard, partnership platforms will be created around identified areas of interest and for promoting project sustainability. Given that the proposed arrangements are not expected to be solely project-specific, each approved partner should be aligned to the Programme based on specific areas of focus and resource requirements.

## **RESULTS MANAGEMENT AND RESULTS FRAMEWORKS**

4.28 A clear set of measurable results will be identified for every sub-project. An M&E training consultancy is currently being undertaken and is expected to enhance capacity among key stakeholders in the BNTF Programme in the appraisal, monitoring, evaluation, and reporting, on the areas identified as cross-cutting and the emerging themes within the sector portfolios. M&E requirements will be built into the BNTF module of CDB's CRM Platform. The reporting schedule for the BNTF 10 Programme is in Appendix 4.9. The Results Monitoring Framework (RMF) summarising BNTF10 Programme design, and the associated performance indicators are in Table 4.1. The auxiliary list of project-level output indicators is listed in Appendix 4.10. These indicators are aligned with the Level 2 indicators in CDB's Corporate/SDFU 10 RMF and modified with BNTF-specific indicators.

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<sup>18</sup> Systematic Examination of the Governance Structure and Implementation Modality for the BNTF Programme (2016)



**TABLE 4.1: RESULTS MONITORING FRAMEWORK**

<b>Project Impact</b>				
<b>To contribute to improvement in living conditions and quality of life of selected poor and vulnerable communities in participating BNTF countries.</b>				
<b>Outcome</b>	<b>Indicator</b>	<b>Baseline</b>	<b>Target</b>	<b>Data Sources, Reporting Mechanisms and Report Frequency</b>
A reduced incidence of poverty in low-income vulnerable communities.	<p>Two years after completion of BNTF 10:</p> <ol style="list-style-type: none"> <li>1. % satisfaction rating by males/females (3 and above on a 4-point scale.</li> <li>2. Performance on standardised tests (by sex) in improved schools and training entities (%).</li> <li>3. Attendance and/or enrolment. rates<sup>19</sup> at improved schools and training entities (by sex) (%).</li> <li>4. Trained beneficiaries are gainfully employed (by age and sex). (%)</li> <li>5. Households (by sex of head of households) in poor beneficiary communities with improved access to potable water within 15 mins of walking. (%)</li> <li>6. Reduction in travel time to essential services by beneficiaries (by age and sex). (%)</li> </ol>	<p>0</p> <p>TBD</p> <p>TBD</p> <p>0</p> <p>0</p> <p>0</p>	<p>70</p> <p>10</p> <p>10</p> <p>20</p> <p>60</p> <p>25</p>	<ol style="list-style-type: none"> <li>1. Beneficiary assessments.</li> <li>2. Statistics from line ministries and executing agencies.</li> <li>3. MOF Estimates of Revenue and Expenditure.</li> <li>4. Community-based maintenance plans.</li> <li>5. MTE/impact assessment of BNTF 10</li> <li>6. Household and Living Standards. Measurement Surveys, as applicable.</li> <li>7. Tracer studies and evaluation of beneficiaries of skills training and livelihood interventions.</li> </ol>

<sup>19</sup> The specific indicator will be determined by the scope of the sub-project and confirmed during sub-project appraisal.

<b>Outcome Cont'd</b>				
<b>Assumptions for Achieving Outcome:</b>				
<ol style="list-style-type: none"> <li>1. Optimal participation by communities in, and demonstrated ownership of, project intervention.</li> <li>2. Wrap-around services are available to support training.</li> </ol>				
<b>Output</b>	<b>Indicator</b>	<b>Baseline</b>	<b>Target</b>	<b>Data Sources, Reporting Mechanisms and Report Frequency</b>
<b>Outputs:</b> 1. Enhanced enabling environment for the delivery of education and training, water, sanitation, and transportation services in poor communities.  2. Improved human resource capability for management by key stakeholders. <sup>20</sup>	By PY4: 1. Country Projects completed in compliance with programme standards (#) (See Appendix 4.10 – BNTF Outcome and Output Indicators).	0	9	<ol style="list-style-type: none"> <li>1. IA Project Reports.</li> <li>2. Supervision/Site inspection /monitoring visit reports.</li> <li>3. Compliance Audits.</li> <li>4. Beneficiary Surveys.</li> <li>5. Sub-project Monitoring Reports.</li> <li>6. Sub-project Completion Reports.</li> <li>7. CPCRs.</li> <li>8. Consultants' Reports.</li> <li>9. Environmental Performance Reports.</li> <li>10. Project statistics on sub-project interventions.</li> <li>11. Training Statistics and Reports.</li> <li>12. Pre-tracer and Tracer Studies.</li> <li>13. Project Reconciliation Reports</li> </ol>
	2. Persons trained and certified (by age and sex). (#)	0	TBD	
	3. \$ from Eligible Partners. (#)	0	TBD	
	4. Interventions supporting capability enhancement for service delivery. (#)	0	TBD	
	5. Interventions supporting community-based management. (#)	0	TBD	

<sup>20</sup> Target values for this output will be determined and specified during appraisal of sub-projects.

<b>Output Cont'd</b>				
<b><u>Assumptions for achieving outputs:</u></b>				
1. Qualified OE members, manager and other staff are available. 2. Similar competing interventions do not adversely impact implementation especially during hazard events. 3. Required quality materials for construction activities are available in a timely manner. 4. In-country users update CDB's CRM platform to monitor and improve inefficiencies in a timely manner.				
<b>Project Inputs</b>	<b>FINANCING BY SOURCE (\$'000)</b>			<b>Data Sources, Reporting Mechanisms and Report Frequency</b>
<b>A. Country Projects:</b>	<b>CDB</b>	<b>Governments</b>	<b>Total</b>	1. Aide-Memoires. 2. Back-to-Office Reports. 3. CDB/line ministries/Gov't Reports. 4. CPR 5. Consultant Reports 6. IA Project/Audit Reports. 7. Grant Agreement 8. Programme/Project Reports
Sub-project Grants	<b>29,018</b>	<b>1,378</b>	<b>30,396</b>	
Project Management Support	<b>1,873</b>	<b>5,987</b>	<b>7,860</b>	
Institutional Development	<b>306</b>	<b>-</b>	<b>306</b>	
Project M&E	<b>824</b>	<b>82</b>	<b>906</b>	
Project Implementation Support	<b>3,970</b>	<b>-</b>	<b>3,970</b>	
Transfer Charges	<b>9</b>	<b>-</b>	<b>9</b>	
<b>B. Regional Coordination</b>	<b>4,000</b>	<b>-</b>	<b>4,000</b>	
<b>Total Programme Costs</b>	<b>40,000</b>	<b>7,447</b>	<b>47,447</b>	

## **GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS**

4.29 The Programme will support the achievement of good governance in sub-project selection and implementation through participatory methods, accountability mechanisms, transparent procedures, and clearly defined responsibilities for Project management and operations.

4.30 As part of enhancements to BNTF programming, PCs, with the support of consultants, commenced the update of the CPF before the approval of the BNTF 10 Programme. This was a strategic activity executed to advance implementation in the new phase. PCs will prepare and adopt CPFs by May 31, 2021. The pre-approved TOR for the Update is provided in Appendix 4.11. The CPF is approved at the level of the Division Chief (DC), Social Sector Division (SSD).

4.31 CDB will manage the Programme activities and draw on additional resources and consultancy services as needed to integrate BNTF into the sector programming and operations of the Bank. The core BNTF team comprises the Portfolio Manager, three Engineers, a Social Analyst, a Gender and Development Specialist, a Community Development Specialist, and a Portfolio Analyst. These resources will be supplemented, as required, with Officers from other Units. Technical Assistance (TA) projects will be implemented to (a) strengthen programme approaches, procurement and M&E; (b) develop tools and strategic interventions on poverty and cross-cutting issues; and (c) improve the use of ICTs to support networking, reporting and knowledge-sharing.

4.32 Similar to BNTF 9, sub-projects will have the following upper limits. The President may delegate the approval authority for such sub-projects as outlined below. Partnerships with Eligible Partners may be allowed at all sub-project levels.

Small Sub-projects	For sub-projects the estimated cost of which does not exceed \$100,000: DC, SSD or above approves.
Medium Sub-projects	For sub-projects the estimated cost of which exceeds \$100,000 but does not exceed \$400,000: the Director, Projects Department (DPD) or above approves.
Large Sub-projects	For sub-projects the estimated cost of which exceeds \$400,000 but does not exceed \$700,000: the Vice-President (Operations) (VPO) or above approves.
Special Sub-projects	For sub-projects the estimated cost of which exceeds \$700,000 but does not exceed \$1 mn: the President approves.

All small, medium and large sub-projects approved at the above-referenced levels will be subsequently notified to the President.

4.33 Similarly, CDB's accountability and decision-making framework for the approval of BNTF TA projects will remain as for BNTF 9. The President may delegate the approval authority for TAs as follows:

Up to \$50,000	The DC, SSD or above approves.
\$50,000 but does not exceed \$150,000	The DPD or above approves.
\$150,000 but does not exceed \$400,000	The VPO or above approves.
Exceeds \$400,000	The President approves.

All TAs approved by staff below the level of the President will be subsequently notified to the President.

### **Oversight Entity**

4.34 OEs, with the composition and functions set out in Appendix 4.12, will be maintained by the governments of the PCs and will continue to have overall oversight accountability and responsibility for the coordination of the Country Projects in compliance with requirements, standards and covenants and administrative and technical aspects of Project performance as set out in the Grant Agreement between the Governments and CDB. It will be a condition precedent to first disbursement of each Grant that the OE has been assigned the oversight responsibilities set out in Appendix 4.12 for the PC's BNTF 10 Country Projects. It will be a condition of each Grant that the OE is maintained with the requisite composition and responsibilities for the duration of the project.

4.35 It will be a condition of each Grant that the membership, roles and operational rules of OEs be reviewed annually by the respective Governments and CDB, to improve the effectiveness of those bodies. The OE in each of the PCs has adopted the BNTF OM and any revisions must be subsequently agreed between the OE and CDB. Prior to disbursement in respect of any sub-project financed by any grant, CDB shall be satisfied that the sub-project has been prepared in conformity with the format set out in the OM and has been approved by OE.

### **Implementing Agency**

4.36 The BNTF Country Projects will be implemented through the BNTF IAs. The Belize Social Investment Fund (BSIF), Grenada Rural Development Unit, JSIF and the Saint Lucia Social Development Fund are the agencies that implement BNTF in Belize, Grenada, Jamaica and Saint Lucia, respectively. The IAs in the other PCs are located in the Ministry of Finance/Department of Planning, Agriculture or Community Development. The IA will administer and coordinate all functions related to the BNTF 10 Country Project, including data gathering, M&E, procurement, performance reporting, quality control and management of monitoring and fiduciary systems. It will be a condition precedent to first disbursement of each grant that IA has been assigned implementation responsibility for the PC's BNTF 10 Country Projects. It will be a condition of each Grant that the IA is maintained with the requisite composition and responsibilities for the duration of the project.

4.37 The IA's core personnel will include a PM, CLO, PE, M&E Officer, and Administrative/Accounting Officer (AO). The PE and M&E Officer may be engaged on a retainer or part-time basis. These posts are filled by the Governments of the PCs through recommendations which are endorsed by the Bank through provision of a "No Objection". The IA personnel are engaged on one to three-year contracts and remunerated based on the agreed salary scales of respective PCs. Additional personnel may be recruited by the executing ministry/agency as needed. All IA personnel contracts are required to include performance evaluation criteria for systematic performance assessment by the OE. CDB will require increased frequency of reporting on Project performance to the OE Chairpersons to facilitate a fair process of evaluation. CDB will fully fund consultant Project Manager posts in IAs where the PMs are solely dedicated to the BNTF Project. The IA may also engage technical consultants and other consultants using the Project Management Support component. Short-term/medium-term consultants, as needed, can be engaged by CDB on behalf of the IA where experts are not locally available. CDB will also collaborate closely with development partners operating in areas of mutual interest.

4.38 The TORs of the core personnel of the IA are presented at Appendices 4.13 to 4.17. All PCs will be responsible for the engagement and management of technical services consultants. The Programme Organisational Chart is presented in Appendix 4.18. As in the previous phase, it is proposed under BNTF 10 to accept BSIF and JSIF with their management and operational procedures and systems, which have been assessed by CDB to be acceptable.

## **Community Entities**

4.39 There are several non-governmental organisations (NGOs), community-based organisations (CBOs) and teaching institutions that are positioned to represent community interests and participate in the BNTF Programme. An Organisational Needs Assessment determines the extent to which a CBO or NGO can implement a sub-project. The Programme will support institutional strengthening activities to improve communities' and stakeholders' participation in the Programme.

4.40 The role of the PMC is guided by a signed memorandum of understanding or tripartite agreement among the sponsoring ministry, IA and the PMC. PMC's reporting responsibility is to the IA. Its role is to participate in the sub-project cycle, on the community's behalf, and to have a defined role in the sustainability of the intervention during operation. Resources under the Project Implementation Support component are provided for strengthening the monitoring function of the PMCs. Maintenance Committees shall be sub-committees of PMCs to promote the maintenance of facilities.

## **Regional Communication Strategy**

4.41 CDB will engage a Communications and Knowledge Management Consultant (CKMC), reporting to CDB's Corporate Communications Unit, to develop an overarching communication strategy to promote the work of the BNTF programme and to leverage private sector interests and investment. This consultancy will facilitate the overall packaging of the Programme's communication activities and will build on knowledge management approaches used in previous cycles. CKMC will also be required to outline suggested methods for increasing overall awareness of the Programme at the community, national and regional levels. In addition, CDB proposes to link the existing multimedia platforms managed by IAs in the respective PCs, which promote the work of the Programme, to CDB's website. The strategy will also seek to outline approaches to facilitating greater private sector engagement and to alert the sector of opportunities within sub-projects, while providing capacity building opportunities for select medium and small enterprises in each PC. Appendix 4.19 outlines the Scope of Services for the CKMC.

## **IMPLEMENTATION**

4.42 The BNTF 10 Programme shall be implemented over a period of forty-four months, commencing April 27, 2021 and ending by December 31, 2024. The commitment of sub-project resources shall be concluded within the first two years of the Programme. The Programme Implementation Schedule is presented in Appendix 4.20.

4.43 During the preparation phase of the Country Project, PCs, with the support of consultants and CDB staff, will prepare sector portfolios of comprehensive, detailed outcome-focused sub-projects. Similarly, activities planned under the non-subproject components will be prepared along with the TOR for other consultants or facilitators as may be necessary. The sector portfolios of sub-projects and selection of non-subproject activities will be submitted for the appraisal and approval of CDB. Teams of independent consultants may be engaged, as needed, to assist IAs with the Country Project preparation and implementation to improve overall execution efficiency.

4.44 Knowledge transfer to IAs and a structured approach to working in a collaborative manner will be emphasised. CDB will promote continuous sharing of good practice, peer learning and mentoring. The TORs for Project Preparation Specialists and Implementation Support Specialists are attached in Appendices 4.21 and 4.22, respectively.

## **PROCUREMENT**

4.45 Procurement will be in accordance with the Procurement Policy for Projects financed by CDB (November 2019) and the Procurement Procedures for Projects financed by CDB (January 2021). All non-CDB financed procurement will utilise the PC's procurement rules. Each IA shall produce a procurement plan using the Procurement Plan Template provided in Appendix 4.23 as a guide and submit to CDB for approval. Once approved, Procurement Plans shall be published nationally and on CDB's website and be updated by IAs as necessary, with CDB's prior approval.

4.46 CDB will supplement its efforts to build capacity in procurement by providing continuous training in procurement (e.g., Incoterms 2020) especially for those countries that do not have a full-time Procurement Officer within IA. Further, the inclusion of the Project Implementation Support component under each Project provides budgetary allocation for the engagement of a Procurement Specialist (See TORs at Appendix 4.24) to support IAs on a short-term or part-time basis to provide procurement services. Where these services do not exist CDB may provide support through its Procurement Roster.

## **FINANCIAL MANAGEMENT**

4.47 Each beneficiary will maintain a financial management system that ensures financial planning, programming, accounting, monitoring and reporting, internal auditing, external auditing, and internal controls arrangements acceptable to the Bank. Beneficiaries will be expected to manage the accounting for both the CDB and the Government contribution.

### **Disbursement**

4.48 The first disbursement of each Grant shall be made by July 30, 2021. Each Grant shall be fully disbursed by December 31, 2024, the Terminal Disbursement Date (TDD). Disbursements will be made in accordance with the 2019 Disbursement Guidelines for CDB Financed Projects. CDB will not disburse more than 95% of the estimated cost of any small, medium or large sub-project and will not disburse more than 66.5% of the estimated cost of any special sub-project. The Terminal Commitment Date for sub-projects shall be December 31, 2022.

## **ARRANGEMENTS FOR M&E**

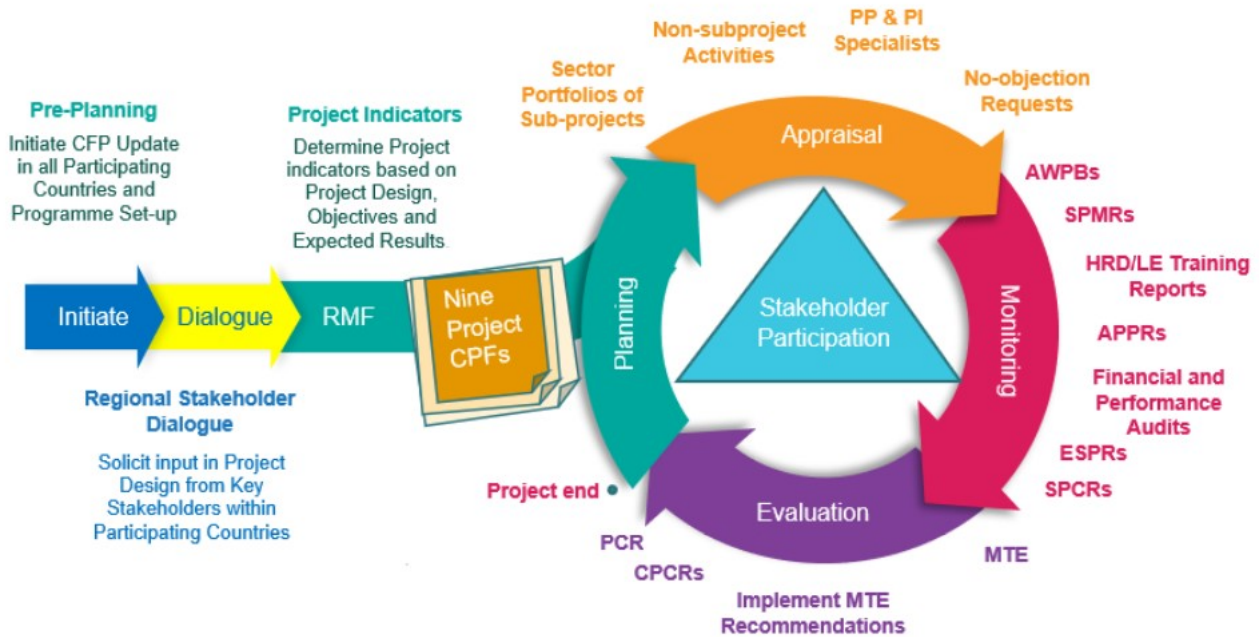
4.49 The development of the Bank's CRM platform is aligned to Guiding Principle 1 outlined in CDB's Strategic Framework 2020-2024: 'Pursuing value for money through additionality, impact and digital transformation'. Technology enhancements to support the management of the BNTF Programme will initially focus on the CPF for PCs. Additional enhancements will improve the processes associated with appraisal, supervision and reporting across the project life cycle. Further, data collection and client engagement will be facilitated through the CRM portal.

4.50 CDB will conduct a 24-hour virtual workshop over multiple sessions beginning the 2<sup>nd</sup> quarter of 2021 targeting key stakeholders involved in the BNTF Programme to enhance their skills in project appraisal, monitoring, evaluation, and reporting. The training will highlight cross-cutting and emerging themes such as energy efficiency, gender and CC. Additional, training and sensitisation will be provided to the IAs in the use of the new BNTF module of CDB's CRM platform concurrently with the rollout of successive modules.

4.51 The BNTF 10 Programme will also retain the M&E requirements from BNTF 9 (See Figure 2.) At the country level, the IAs will be responsible for enhanced reporting of results. The use of Project and Portfolio progress reports especially for interventions in the HRD and Livelihoods sub-sectors, the conduct of impact and beneficiary assessments, pre-tracer and tracer studies, case studies and other such reports will be systematised. In addition, increased emphasis will be placed on the production of the Biennial Environmental

Performance Reports and the CPCRs. PCs are required to submit the CPR by September 1, 2024. At the Programme level, CDB will be responsible for the preparation of Programme level results reports, Annual reports, an MTE report, the PCR and other ad hoc management reports. The MTE for BNTF 10 will be conducted within two years of approval of the staff report by April 27, 2023 and the PCR will be completed two months after the TDD.

**FIGURE 2: BNTF MONITORING AND EVALUATION PROCESS**



**EXPECTED PROGRAMME PERFORMANCE EVALUATION RATING**

4.52 The expected composite score of the performance rating of the Programme is based on the current six standard criteria of CDB’s Project Performance Evaluation System and is rated as 7.0. (Table 4.2 refers). This rating implies that there is a high probability that BNTF 10 will achieve its development objectives and that the Programme implementation performance will be of a high standard.

**Maintenance**

4.53 Inadequate funds for maintenance, lack of maintenance policy/ies (maintenance plans); poor maintenance culture (attitude of deferred maintenance) and the absence of qualified and professional facility managers within the public system remain some of the major challenges affecting effective maintenance of public infrastructure within the Region.<sup>21/</sup>

<sup>21/</sup> Caribbean Development Bank. 2011. “Development of a Sector Maintenance Policy and Plan for the Government of the Commonwealth of Dominica.”



**TABLE 4.2: EXPECTED PROGRAMME PERFORMANCE RATING**

<b>Criteria</b>	<b>Expected Score</b>	<b>Brief Rationale for Performance Score</b>
Strategic Relevance	8.0	The Programme is accorded very high priority by PCs and is consistent with CDB's priority of building economic and social resilience by building adaptive, coping and transformative capacities of individuals, communities and institutions to sustain well-being and improve quality of life. The Programme will enhance the capability of the most vulnerable in the nine PCs to pursue such development objectives.
Poverty Relevance	9.0	The Programme is expected to contribute directly to a reduction of poverty and vulnerability through effective targeting of the poor for increased access to public infrastructure facilities and services and improved living conditions. By responding to the impact of COVID-19 and focusing on education including livelihoods; water and sanitation; and basic community access sectors, which have been shown to have a direct link with poverty, the Programme is expected to have a significant impact on the living conditions, well-being and income-earning capacity of beneficiaries.
Efficacy	6.5	More people-centred and community-based approaches driven by BNTF help to improve the efficacy of PCs' development model.
Cost Efficiency	5.5	While no economic rate of return has been estimated, the engineering design process will ensure the least cost and most technically feasible options are selected for achieving sub-project objectives. Returns on investment in community infrastructure and human capital have been shown to outweigh costs.
Sustainability	6.0	Analysis and responses have been developed to ensure that capacities (institutional, social, environmental, etc.) are present or enhanced to promote sustainability of actions. These include strengthening of IA and community capacities for engagement with stakeholders to ensure community buy-in and ownership of investments; maintenance capacity enhancements; bolstered partnerships and enhanced visibility that could also aid future additional resource mobilisation efforts.
Institutional Development Impact	7.0	Several mechanisms have been included in the Programme design to make a critical contribution to institutional capacity at the local level for effective utilisation of human and financial resources, procurement management, good governance, accountability and greater project impact. Resources will be provided for institutional development activities in IAs, such as the promotion of performance-based recruiting criteria and performance management, building capability for M&E and addressing other areas of weakness identified during the institutional assessments. At the regional level, the Programme will provide resources to mainstream cross-cutting themes. At CDB, there will be a more mainstreamed approach to facilitate access to a wider array of expertise to support the Programme.
<b>Composite Score</b>	<b>7.0</b>	<b>Highly satisfactory</b>

4.54 The BNTF 10 Programme will intensify its efforts to effectively engage communities in dialogue on maintenance to foster greater local ownership and to create innovative ways to contribute to the positive change in the culture of maintenance. PCs will be encouraged to ring-fence some of their BNTF 10 grant funds for a Maintenance Strategy and Plan for selected areas and/or sub-projects. The strategy and plans shall support the inclusive and collaborative involvement of stakeholders at every level in the planning, budgeting and execution

of facility maintenance. PCs have recognised the critical importance of preventative maintenance of community infrastructure. Some PCs have sought to engage the services of consultants to conduct training in the maintenance of community assets, and to produce Maintenance Manuals which include standardisation of best practices.

4.55 Emphasis will be placed on improved technical specifications to ensure that appropriate technology is used, taking into consideration normal and micro-climatic conditions, reducing the possibility of premature deterioration of infrastructure. National public education and awareness campaigns and sensitisation on the importance of public infrastructure maintenance will be promoted at every level with all key stakeholders. Under BNTF 10, PMCs will be required to play a pivotal role in maintenance by extending their services beyond the execution phase of the Programme. Another intervention, in keeping with the approach of inclusive and collaborative involvement of stakeholders in maintenance, is to permit students to complete simple building repairs that can be done safely as part of education projects. This can be done through a new vocational training curriculum, or as part of the practical component of industrial arts, science, and/or home economics courses. Knowledge transfer and application in the students' home environment can sustain the culture of maintenance in the community and plant a seed in the selection of future livelihood options.

## **5. PROGRAMME FUNDING**

5.01 The total BNTF 10 funding is estimated to be \$47.447 mn, comprising \$40 mn from SDF 10 (U) and \$7.447 mn from the nine beneficiary governments. A summary of the Programme Budget is provided in Table 5.1.

**TABLE 5.1: BNTF 10 PROGRAMME BUDGET**  
**(\$'000)**

	<b>CDB</b>	<b>Governments</b>	<b>Total</b>
<b>1. Country Projects</b>			
(a) Sub-projects	29,018	1,378	30,396
(b) Project Management Support	1,873	5,987	7,860
(c) Institutional Development	306	0	306
(d) Project M&E	824	82	883
(e) Project Implementation Support	3,970	0	3,970
(f) Transfer Charges <sup>22</sup>	9	0	9
<b>Sub-Total</b>	<b>36,000</b>	<b>7,447</b>	<b>43,447</b>
<b>2. Regional Coordination</b>			
(a) Programme Management Support	1,250	0	1,250
(b) Programme Implementation Support	1,500	0	1,500
(c) Programme M&E	1,250	0	1,250
<b>Sub-Total</b>	<b>4,000</b>	<b>0</b>	<b>4,000</b>
<b>Grand Total</b>	<b>40,000</b>	<b>7,447</b>	<b>47,447</b>
%	84	16	100

<sup>22</sup> Funds set-aside to support the Bank's Transfer Charges at the cost of \$50.00 for each disbursement. Additional charges will be deducted directly from the respective Country Grant.

## **DISTRIBUTION RATIO TO PARTICIPATING COUNTRIES**

5.02 CDB allocates the BNTF resources of SDF (U) in two ways, first by having rules for country eligibility and second by allocating funds to PCs according to a performance-based allocation (PBA) formula that takes country needs and country performance into account. The objective of this approach is to strengthen development results by targeting needs, placing resources where they are likely to be effective, and giving PCs an incentive to perform well. The PBA is a strong form of “policy dialogue” between the Bank and PCs. The BNTF Programme is funded by the SDF (U) and thus utilises the approved SDF(U) PBA formula.

5.03 Allocations to the PCs are based on the SDF 10 resource allocation strategy outlined in Table 5.2. The distribution of BNTF 10 funding allocations by country project components and financing plan is in Appendix 5.1. To finance the Programme, it is expected that PCs will provide the local counterpart contribution as required. The PCs will pay their respective annual local sub-project counterpart contributions in accordance with the amounts and timelines shown in Appendix 5.2. Where the sub-project only consists of CDB and local counterpart financing, the PCs shall, with the exception of SVG, contribute to each sub-project an amount that maintains the CDB to PC ratio of 95:5 of the estimated cost of the sub-project at the time of appraisal. Where the sub-project involves financing from an Eligible Partner, the PCs shall, with the exception of SVG, contribute to each sub-project an amount that maintains the CDB to PC ratio of 95:5 of the portion of the estimated cost of the sub-project that is not being financed by the Eligible Partner.

**TABLE 5.2: SDF 10 DISTRIBUTION PERCENTAGE FOR BNTF 10**

<b>Country</b>	<b>BZE</b>	<b>DOM</b>	<b>GRN</b>	<b>GUY</b>	<b>JAM</b>	<b>MON</b>	<b>STL</b>	<b>SUR</b>	<b>SVG</b>
Distribution %	13.98	8.05	7.53	22.05	22.92	1.69	10.03	3.83	9.93

### **Partnerships**

5.04 Going forward, efforts to leverage additional financial resources from the private sector and other donors will continue. It will be a condition precedent to disbursement of grants for each sub-project co-financed by an Eligible Partner that the IA has submitted to CDB, a copy of a fully executed agreement made between the IA and the Eligible Partner, in form and substance acceptable to CDB, setting out, among other things, the Eligible Partners’ obligations with respect to the provision of financing for the sub-project and the details of such assistance.

## **6. PROGRAMME IMPACT**

6.01 BNTF 10 will continue to provide social and economic support to benefit poor communities within a targeted and results-based approach. Interventions are geared to develop human resource potential, improve livelihoods and social conditions, and sustainably build community assets.

6.02 Beneficiary communities will be equipped with coping and other skills to develop solutions and strategies to (a) mitigate their vulnerability and lay the foundation for comprehensive community-based development and (b) combat poverty. BNTF outputs will be progressively rolled up into SDF Level 2 Outputs of the SDF Results Monitoring Framework.

6.03 In addition, CDB's interventions will contribute to improving the efficiency and effectiveness of public investments; synergies among ministries and development partners; the institutional capacity of PCs and communities; and a more comprehensive and targeted approach to socio-economic development. Leveraging additional resources through partnerships with the private sector would widen the reach of the Programme.

6.04 The poor and vulnerable are more disproportionately exposed to risks and more likely to have adverse and severe responses to negative changes in their environment. Their ability to withstand shocks and multiple stressors can be further compromised when they are placed on the frontlines of crises, having very little options available to them to minimise both human distress and economic loss. Enhancing social, economic and environmental resilience will be more firmly embedded in the BNTF 10 Programme through the emphasis on risk reduction and crisis management aimed at addressing vulnerabilities to hazards and crises, unearthing and responding to underlying causes of vulnerability and promoting equity.

6.05 Women have overall higher rates of poverty and also have key responsibilities for the majority of housework, child and elderly care and this unpaid care work undermines their economic opportunities and life chances. The BNTF 10 Programme will therefore seek to advance women’s economic empowerment with a corollary emphasis on providing access to gender-responsive social services contributing to reducing women’s burden of care. BNTF 10 will build on the immediately preceding Programmes. As of August 2020, the PCR reported that 163,121 persons from 8 PCs benefitted from the BNTF 7 and 8 sub-projects with more female (52%) than male (48%) beneficiaries.

## **7. RISKS ASSESSMENT AND MITIGATION**

7.01 BNTF 10 will build on lessons learnt in previous Programmes and will strengthen its risk identification and risk management practices. Potential risks to the Programme are outlined as follows:

**TABLE 7: SUMMARY OF RISK ASSESSMENT AND MITIGATION**

<b>Risk Category</b>	<b>Risk Type</b>	<b>Description of Risk</b>	<b>Mitigation Measures</b>
Operational	Institutional Capacity	High staff turnover and limited operational and results management capabilities could negatively affect project implementation.	<ul style="list-style-type: none"> <li>• CDB will fund the Project Manager position, which position has helped to provide stability within the IAs’ project management arrangements.</li> <li>• Development of more comprehensive results and supervision frameworks, such as operational reviews and compliance audits with clear roles and responsibilities for oversight.</li> </ul>
	Maintenance	Poor maintenance could reduce the design life of infrastructure sub-projects.	<ul style="list-style-type: none"> <li>• Renewed efforts to ensure that OE members facilitate continuity of the beneficiaries’ involvement with the sub-project post-handover.</li> <li>• Stipulate that Maintenance Plans are funded.</li> </ul>
Operational	Disaster Risk/Adverse Events	The risks of COVID-19: (a) delaying project implementation due to local public health restrictions that impact material and equipment imports/availability, and	<ul style="list-style-type: none"> <li>• The implementation of all project activities will be guided by IAs’ public health requirements for construction activities. Slack is built into the Project implementation schedule to cater for possible delays in the</li> </ul>

Risk Category	Risk Type	Description of Risk	Mitigation Measures
		prevent infrastructure works from taking place; (b) affecting the extent of local participation due to social distancing and fear of infections; or (c) leading to work stoppage due to country lockdowns. (d) delaying supervision activities by consultants and IAs.	implementation of the sub-projects.
Developmental	Environment and CC	Impeded access to sub-project sites resulting from severe weather conditions during implementation.	<ul style="list-style-type: none"> <li>• Scheduling of construction activities during the dry season when sites are accessible.</li> <li>• Use by Contractors of appropriate contractual instruments (advance payments, guarantees, insurances), to stockpile materials in appropriate amounts to prevent materials shortages and delays.</li> <li>• Identification of alternative access to sites.</li> </ul>
Operational		Sexual exploitation and abuse	<ul style="list-style-type: none"> <li>• Ensure contractors' compliance and workers' code of conduct are systematically reinforced through contract management and training.</li> <li>• More intervention in providing access to psycho-social services.</li> </ul>
Operational	Partnerships	Limited interest by potential partners due to lack of knowledge of CDB's strategic priorities and BNTF co-financing may reduce the potential for better outcomes.	<ul style="list-style-type: none"> <li>• Partnership building and communications and visibility efforts will be scaled up in PCs to attract partners to invest in the BNTF programme.</li> </ul>
Strategic	Change of Government	Political changes and influences.	<ul style="list-style-type: none"> <li>• Promote IAs' use of the BNTF Prioritisation Tool, which provides an objective means of sub-project selection based on the analysis of weighted selection criteria.</li> </ul>

## **8. RECOMMENDATIONS**

8.01 It is recommended that the Board approve BNTF 10 as outlined in Chapters 4 and 5 of this Report.

8.02 It is further recommended that the Board approve Grants to the Governments of the nine BMCs eligible to participate in BNTF 10, namely, Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, Saint Lucia, St. Vincent and the Grenadines and Suriname (the Eligible Governments) in the amounts set out in Appendix 5.1 on CDB's standard terms and conditions and on the Terms and Conditions set out in Appendix 1.1.

8.03 It is further recommended that the Board:

- (a) authorise the President, in the manner set out in paragraphs 4.32 and 4.33, to approve sub-projects and technical assistance (TA) which are eligible for financing in accordance with BNTF 10 and, as appropriate, delegate such authority, as set out in paragraphs 4.32 and 4.33; and
- (b) approve the use of an amount not exceeding the equivalent of four million United States dollars (USD4,000,000) for regional coordination, including the engagement of independent consultants to perform the MTE and the preparation of the PCR; pilot projects; and provision of other technical assistance.
- (c) grant a waiver of the requirement for counterpart funding by GOSVG for the sub-projects component and the project M&E component, to permit CDB to disburse one hundred percent (100%) of the cost of these components.

**TERMS AND CONDITIONS OF THE GRANTS**

No.	Subject	Terms and Conditions of the Grants
1.	<b>Parties</b>	<p><b>Bank:</b> Caribbean Development Bank (CDB)</p> <p><b>Beneficiaries:</b> Governments of Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, Saint Lucia, St. Vincent and the Grenadines and Suriname (the Eligible Governments)</p> <p><b>BNTF Participating Countries (PCs):</b> Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, Saint Lucia, St. Vincent and the Grenadines and Suriname</p> <p><b>Implementing Agencies:</b> BNTF Implementing Agency (IA) in each BNTF Participating Country</p>
2.	<b>Amount of Grants</b>	The Bank agrees to make available to each Eligible Government by way of grant, the respective amount specified in Appendix 5.1 from the Special Funds Resources (SFR) of the Bank allocated to the BNTF Tenth Programme (the Grants).
3.	<b>Purpose</b>	The purpose for which the Grants are being made is to assist each Eligible Government in financing the BNTF 10 Programme in the respective BNTF Participating Country (the Project).
4.	<b>Disbursement of Grants</b>	<p>Except as the Bank may otherwise agree:</p> <p>(a) disbursements in relation to sub-projects shall only be made in respect of sub-projects meeting the selection criteria set out in Appendix 4.1;</p> <p>(b) except in the case of St. Vincent and the Grenadines, the Bank shall not disburse more than:</p> <p style="padding-left: 40px;">(i) ninety-five percent (95%) of the estimated cost of any small sub-project, medium sub-project or large sub-project; and</p> <p style="padding-left: 40px;">(ii) sixty-six decimal five percent (66.5%) of the estimated cost of any special sub-project; and</p> <p>(c) each Eligible Government shall comply with the Bank’s “<i>Disbursement Guidelines for CDB-Financed Projects</i>” published in January 2019, which may be amended from time to time by the Bank.</p>
5.	<b>Period of Disbursement</b>	<p>The Bank shall have received an application for first disbursement of each Grant by July 30, 2021 or such later date as may be specified in writing by the Bank.</p> <p>The Grants shall be disbursed up to December 31, 2024, or such later date as may be specified in writing by the Bank.</p>
6.	<b>Procurement</b>	(a) Procurement of goods, works and/or services to be financed from the Grant resources shall be in accordance with the following policy and

No.	Subject	Terms and Conditions of the Grants
		<p>procedures or such other policy or procedures as the Bank may from time to time specify in writing:</p> <ul style="list-style-type: none"> <li>- <i>Procurement Policy for Projects Financed by CDB (November 2019)</i></li> <li>- <i>Procurement Procedures for Projects Financed by CDB (January 2021)</i></li> </ul> <p>(b) The Procurement Plan Template (the Plan) approved by the Bank is set out at Appendix 4.23. Any revisions to this Plan shall require the Bank's prior approval in writing.</p>
7.	<b>Additional Conditions Precedent to First Disbursement of Each Grant</b>	<p>The Bank shall not be obliged to make the first disbursement of each Grant until each Eligible Government has, furnished or caused to be furnished to the Bank evidence acceptable to the Bank, that the following condition(s) have been satisfied:</p> <ul style="list-style-type: none"> <li>- the OE has been assigned the oversight responsibilities set out in Appendix 4.12 for the PC's BNTF 10 Country Projects.; and</li> <li>- the IA has been assigned implementation responsibility for the PC's BNTF 10 Country Projects.</li> </ul>
8.	<b>Conditions Precedent to Disbursement of Grants with respect to each Sub-Project:</b>	<p>Prior to disbursement in respect of any sub-project financed by any Grants:</p> <ul style="list-style-type: none"> <li>(a) the Bank shall be satisfied that the sub-project has been prepared in conformity with the format set out in the IAs' OM and approved by OE;</li> <li>(b) the Bank shall have given its prior written approval in respect of that sub-project; and</li> <li>(c) the Bank shall have received evidence, in form and substance acceptable to the Bank, that the lands on which the sub-project is to be implemented are publicly owned by the Eligible Government, or on a long-term lease agreement, or that the Eligible Government has entered into such other arrangements acceptable to the Bank, in relation to the land on which the sub-project is to be implemented.</li> </ul>
9.	<b>Condition Precedent to Disbursement of Grants with respect to each Sub-Project co-financed by an Eligible Partner:</b>	<p>The IA has submitted to the Bank, a copy of a fully executed agreement made between the IA and the Eligible Partner, in form and substance satisfactory to the Bank, setting out, among other things, the Eligible Partner's obligations with respect to the provision of financing for the sub-project and the details of such assistance.</p>
10.	<b>Project Implementation</b>	<p>Except as the Bank may otherwise agree, each Eligible Government shall implement the Project through the Implementing Agency.</p>
11.	<b>Project Management</b>	<p>Each Eligible Government shall, during the lifetime of BNTF 10 maintain:</p>



No.	Subject	Terms and Conditions of the Grants
		<p>(i) an OE, with the composition set out in Appendix 4.12, or such other composition as may be acceptable to the Bank, to perform the functions set out in Appendix 4.12; and</p> <p>(ii) an IA staffed with a PM, CLO, PE, M&amp;E Officer and AO, with qualifications and experience acceptable to the Bank, to carry out their respective functions set out in Appendices 4.13, 4.14, 4.15, 4.16 and 4.17, respectively or such other composition and functions as may be acceptable to the Bank. To this end, the Eligible Government shall inform the Bank of any appointments which it proposes to make to such posts.</p>
12.	<b>Engagement of Consultants</b>	<p>Each Eligible Government shall, in accordance with the procurement procedures applicable to the Grants, select and engage consultant(s) to provide the consultancy services required under the BNTF 10 Programme.</p> <p>Each Eligible Government shall, within a timeframe acceptable to the Bank, implement such recommendations arising therefrom, as may be acceptable to the Bank.</p>
13.	<b>Engagement of Contractors</b>	<p>Each Eligible Government shall, in accordance with the procurement procedures applicable to the Grants, select and engage contractor(s) to provide services to support the implementation of BNTF 10, including those associated with infrastructure works, capacity building and skills development and for other activities as may be determined by IA and the Bank.</p>
14.	<b>Maintenance</b>	<p>Each Eligible Government shall keep the infrastructure financed from the Grants, or cause the same to be kept, in good repair and condition and provide the financial and other resources required to adequately maintain the infrastructure financed from the Grants.</p>
15.	<b>Acknowledgment of the Bank</b>	<p>Each Eligible Government shall openly acknowledge the Grants funds provided by the Bank in relation to the Project in all correspondence, advertisements, promotions, publications, speeches, press releases and other similar media associated with the Project.</p>
16.	<b>Beneficiary's Contribution to the Project</b>	<p>Except as the Bank may otherwise agree, each Eligible Government shall:</p> <p>(i) contribute to the Project an amount not less than the respective amounts set out in Appendix 5.1; and</p> <p>(ii) except in the case of St. Vincent and the Grenadines, contribute to each sub-project an amount of not less than 5% of the estimated cost of the sub-project.</p>
17.	<b>Other Condition(s)</b>	<p>(a) Except as the Bank may otherwise agree, each Eligible Government shall procure that the staff of the IA:</p> <p>(i) by May 31, 2021, or such later date as the Bank may agree, prepare and adopt the CPF as outlined in Appendix 4.11, in form and substance acceptable to the Bank;</p>

No.	Subject	Terms and Conditions of the Grants
		<ul style="list-style-type: none"> <li>(ii) by April 27, 2023 or such later date as the Bank may agree, facilitate and make all necessary arrangements in consultation with the Bank for an MTE of BNTF 10 to be conducted by independent consultants. Each Eligible Government shall ensure that the recommendations resulting from the MTE, acceptable to the Bank, are implemented within a time frame acceptable to the Bank; and</li> <li>(iii) by September 1, 2024, or such later date as the Bank may agree, facilitate and make all necessary arrangements in consultation with the Bank for the preparation of a CPR, which will feed into the PCR;</li> <li>(iv) during the lifetime of BNTF 10, furnish to the Bank, as soon as available, but in any case, not later than one hundred and twenty (120) days after the end of each fiscal year, an annual financial audit of the Project, which shall include a financial audit of the account(s), by independent auditors acceptable to the Bank; and</li> <li>(v) keep the infrastructure, including education facilities, water sanitation systems, basic community access and drains, financed from the Grants, or cause the same to be kept, in good repair and condition and shall provide the necessary resources to adequately carry out maintenance of the facilities.</li> </ul> <p>(b) Each Eligible Government shall review jointly with the Bank, the membership, roles and OM of OEs in order to improve the effectiveness of OE. Any revisions to the composition of the OE or the provisions of the OM shall require the Bank’s prior approval in writing.</p> <p>(c) Except as the Bank may otherwise agree, each Eligible Government shall procure that the staff of IA shall:</p> <ul style="list-style-type: none"> <li>(i) by October 31, 2022 and October 1, 2024 respectively, submit to the Bank an EPR, in form and substance acceptable to the Bank, which provides a summary of the environmental performance of sub-projects under implementation; and</li> <li>(ii) utilise the BNTF module of the Bank’s CRM Platform, or such other system acceptable to the Bank, for recording, tracking and monitoring of Project activities and expenditure, information sharing and research.</li> </ul>
18.	<b>Reports and Information</b>	<p>Except as the Bank may otherwise agree, each Eligible Government shall furnish or cause to be furnished to the Bank the reports and information set out in the <b>BNTF 10 Programme Reporting Schedule</b> in the form specified therein, or in such form or forms as the Bank may require, not later than the times specified therein for so doing.</p>
19.	<b>Suspension and Cancellation</b>	<p>The Bank shall have the right to suspend or terminate the right of OE to approve sub-projects under BNTF 10 in the event that the Bank is not satisfied with the manner in which such right is being exercised, or for any other reason relating to the implementation or administration of the Project.</p>

## BNTF PROGRAMME<sup>1</sup>

Item	First Programme	BNTF 2	BNTF 3	BNTF 4	BNTF 5	BNTF 6 <sup>2/</sup>	BNTF 7 <sup>3/</sup>	BNTF 8	BNTF 9	Total
Date of BOD's Approval	June 1979	April 1984	May 1992	May 1996	December 2001	July 2008	October 2012	December 2014	March 2017	
Participating Governments	Antigua & Barbuda, Barbados, Belize, Dominica, Grenada, Montserrat, St. Kitts & Nevis, St. Lucia, St. Vincent & Nevis, St. Lucia, and St. Vincent & the Grenadines	Belize, Dominica, Grenada, Montserrat, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, Antigua & Barbuda, Anguilla, British Virgin Islands and Turks & Caicos Islands	Belize, Dominica, Grenada, Montserrat, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, Turks & Caicos Islands and Guyana	Belize, Dominica, Grenada, Montserrat, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, Turks & Caicos Islands and Guyana	Belize, Dominica, Grenada, Montserrat, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, and Turks & Caicos Islands,	Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, and Turks & Caicos Islands,	Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, and Turks & Caicos Islands,	Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, and Turks & Caicos Islands,	Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, and Suriname	
No. of participating countries	9	11	9	9	10	10	10	10	9	
Funding (\$mn):										
USAID	18.5	19.7	-	1.4	-	-	-	-	-	39.6
CIDA					34.4	-	-	-	-	34.4
CDB Grant	8.0	8.5	15.0	18.0	32.0	30.1	45.2	11.9	40.8	209.5
CDB Loan	2.0	-	-	-	-	-	-	-	-	2.0
Government Counterpart <sup>4/</sup>	-	-	6.3	7.9	15.2	9.5	5.6	0.5	6.6	51.6
<b>Total Funding</b>	<b>28.5</b>	<b>28.2</b>	<b>21.3</b>	<b>27.3</b>	<b>81.6</b>	<b>39.6</b>	<b>50.8</b>	<b>12.4</b>	<b>47.4</b>	<b>337.1</b>
<b>No. of Sub-projects implemented</b>	<b>100</b>	<b>276</b>	<b>175</b>	<b>796</b>	<b>961</b>	<b>225</b>	<b>178</b>	<b>55</b>	<b>116</b>	<b>2,882</b>
<b>No. of Beneficiaries</b>	<b>297,500</b>	<b>328,000</b>	<b>520,624</b>	<b>544,833</b>	<b>1,074,346</b>	<b>136,946</b>	<b>91,683</b>	<b>27,931</b>	<b>7,956</b>	<b>3,021,863</b>

<sup>1/</sup> Status as of December 31, 2020.

<sup>2/</sup> An amount of USD1.90 mn was re-allocated from BNTF 6 to BNTF 8 (BD 83/14 – December 11, 2014).

<sup>3/</sup> An amount of USD0.78 mn was re-allocated from BNTF 7 to BNTF 9 for Montserrat (BD 21/17 Add 1- July 20, 2017).

<sup>4/</sup> Government contributions under the Sub-project component for Dominica were waived under BNTF7, BNTF8 and BNTF9 (BD 101/12 Add 1, BD 83/14 Add 1; and (BD21/17 Add 2).

**BNTF 5 TO BNTF 9: SUB-PROJECT COSTS BY SECTOR**<sup>1/</sup>  
(\$'000)

Country	Education, HRD and Livelihoods		Water and Sanitation		Basic Community Access and Drainage		Total	
	Amount	No. of SPs	Amount	No. of SPs	Amount	No. of SPs	Amount	No. of SPs
Belize	12,091	44	8,16000	29	586	3	20,838	76
Dominica	3,981	32	5,870	20	2,224	28	12,075	80
Grenada	7,489	38	935	15	508	4	8,932	57
Guyana	15,928	104	11,746	146	6,676	106	34,351	356
Jamaica	18,578	80	1,682	8	4,474		24,734	98
Montserrat	1,862	15	1,132	7	1,876	11	4,870	33
St. Kitts-Nevis	3,032	37	137	18	1,185	13	4,354	68
Saint Lucia	7,664	36	4,755	23	2,207	28	14,626	87
St. Vincent & the Grenadines	7,258	47	341	1	5,370	25	12,969	73
Turks & Caicos Islands	2,572	12	-	-	-	-	2,572	12
Suriname	508	4	187	1	-	-	696	5
<b>Total</b>	<b>80,963</b>	<b>449</b>	<b>34,946</b>	<b>268</b>	<b>25,106</b>	<b>228</b>	<b>141,015</b>	<b>945</b>

Note: <sup>1/</sup>Data as at March 31, 2021

**BNTF 9 PROGRAMME: STATUS OF COUNTRY PROJECTS COMPONENT**  
**AS OF MARCH 31, 2021**

ITEM	BZE	DOM	GRN	GUY	JAM	MON	STL	SVG	SUR	TOTAL	%
<b>COUNTRY PROJECTS (\$'000)</b>											
Sub-projects	4,566	2,771	2,770	5,884	7,915	640	3,168	3,016	737	31,467	73.2
Project Management Support	634	581	666	1,189	1,051	794	1,036	793	100	6,844	15.9
Institutional Development	40	26	21	53	65	6	25	25		261	0.6
Project M&E	119	77	64	160	197	19	75	75		786	1.8
Project Implementation Support	772	321	305	647	871	58	348	332		3,654	8.5
<b>TOTAL COUNTRY PROJECTS</b>	<b>6,131</b>	<b>6,131</b>	<b>3,776</b>	<b>3,826</b>	<b>7,933</b>	<b>10,099</b>	<b>1,517</b>	<b>4,652</b>	<b>4,241</b>	<b>837</b>	<b>43,012</b>
Funding Sources											
Government (\$'000)	696	464	622	1195	1151	737	972	758	37	6,632	15.4
<b>CDB</b>	5,435	3,312	3,204	6,738	8,948	780	3,680	3,483	800	36,380	84.6
<b>CDB as a % of Total Country Projects</b>	88.6	87.7	83.7	84.9	88.6	51.4	79.1	82.1	95.6		
<b>ANALYSIS OF CDB FUNDS</b>											
Cumulative Commitments (\$'000)	5,171	3,131	2,836	6,390	7,561	714	3,528	3,416	800	33,547	
% Committed	95.1	94.5	88.5	94.8	84.5	91.5	95.9	98.1	100.0		92.2
Cumulative Disbursements	2,387	1,855	2,680	3,443	3,148	654	3,168	3,084	188	20,607	
% Disbursed	43.9	56.0	83.7	51.1	35.2	83.8	86.1	88.5	23.5		56.6
Sector Portfolios Approved											
CDB Grant (\$'000)	4,338	2,771	2,342	5,518	6,663	608	3,009	2,865	700	28,814	
Number sub-projects Approved	10	10	11	36	18	6	10	10	5	116	
Average Cost <sup>23</sup> (\$'000)	483	242	106	97	331	110	289	269	126		

**Note:** Any errors due to rounding.

<sup>23</sup> Median value used

**APPENDIX 3.1**  
**Page 2**

Sector	Indicator	BNTF 9 Completions as of December 31, 2021
Education	Classrooms and educational support facilities built or upgraded according to minimum standards	43
	Beneficiaries of skills training activities	
	# Female	126
	# Male	58
	Students benefiting from improved physical classrooms conditions or enhanced teacher competence, or school infrastructure	
	# Female	544
	# Male	551
	Teachers and Principals Trained/Certified ECD/Primary/Secondary	
	# Female	183
	# Male	15
	Number of business plans approved (#)	1
	Community infrastructure built/upgraded (#)	1
Beneficiaries of community infrastructure interventions		
# Female	26	
# Male	3	
Energy savings resulting from RE/EE interventions (GWH)	0.17	
Households with access to water supply		
# Female-headed	206	
# Male-headed	440	
Installed water capacity (m <sup>3</sup> )	824.1	
Water supply lines installed or upgraded (km)	39.339	
Number of persons trained in competency-based WASH <b>REGISTRATION</b>		
# Female	44	
# Male	17	
Beneficiaries of community infrastructure interventions		
# Female	1856	
# Male	1951	

Sector	Indicator	BNTF 9 Completions as of December 31, 2021
Transport and Storage	Secondary and other roads built or upgraded	
	(km) Secondary	1.95
	(km) Other	0.24876
	Number of incidences of landslides in target communities (#)	
	Beneficiaries of road projects	
	# Female	130
	# Male	129
	Community infrastructure built/upgraded (#)	5
	Beneficiaries of community infrastructure interventions	
	# Female	989
# Male	973	

**REVIEW OF BNTF PERFORMANCE**

**1. DRAFT PROGRAMME COMPLETION REPORT (PCR) BNTF 7 AND 8**

1.01 The PCR for the preceding and concurrent Programme cycles (that is BNTF 7 and BNTF 8) reported that the Programmes were highly relevant, addressed countries' poverty alleviation strategies and targeted poor and vulnerable groups. Sub-projects were aligned with the PRAPs prepared by each PC which was informed by countries' poverty alleviation strategies. Vulnerable and disadvantaged populations (e.g. the very young, the elderly, women, pregnant teens, the disabled, at-risk young males and the un/underemployed) were targeted across all PCs.

1.02 There was generally high beneficiary satisfaction with programme delivery and outputs. The CNAA process and establishment of PMCs enhanced community participation, however, beneficiary engagement varied across PCs and communities. Implementation was enhanced by greater utilisation of consultant engineers, the delegation of authority to IAs, and the removal of cash-flow constraints by the approval and disbursement of floats. There were some implementation delays, however, due mainly to internal approval processes; land acquisition issues; contractor selection, financial capacity and sub-standard performance; and changes in sub-project scope. Cost over-runs necessitated additional counterpart investments.

1.03 The regional programme was effective in building IA/beneficiary capacity in integrating cross-cutting themes in sub-project designs. EHRD sub-projects demonstrated attention to gender mainstreaming and gender responsiveness. Strategies to encourage participation in skills training by removing gender-specific barriers were pursued and demonstrated to be effective.

1.04 Shortcomings in monitoring and evaluation plans, with assigned roles and responsibilities, and reliance on the BIS, as a stand-alone tool, hampered consistent, and efficient results reporting. Reliance on manual M&E processes contributed to inefficiency.

**2. MID-TERM EVALUATION**

2.01 The key recommendations arising out of the MTE of BNTF 9 and management's response are as follows:

**(a) Enhancing IA and CDB capacity and facilitating wider peer exchange**

- (i) Greater use of online meetings, including regularly facilitated meetings among PMs (and potentially also between other specialist staff); and blended learning platforms, to provide training in areas of identified IA/OE need, and to stimulate peer exchange and learning. If required, capacity building in using online and blended learning platforms could be implemented, perhaps drawing on expertise and experience from The University of the West Indies and/or from non-governmental organisations like the Caribbean Natural Resources Institute that regularly host regional training and webinars.
- (ii) Facilitating mentoring/coaching sessions in the following areas of need identified by IAs:

- (aa) clarification/interpretation of BNTF indicators, including discussion of gaps (notably qualitative), need and scope for local customisation, MOUs, and reporting formats;
- (bb) best practices in the application of gender equity and mainstreaming principles, including tailoring them to specific cultural contexts (e.g. indigenous, patriarchal communities in Guyana and Belize);
- (cc) human resource performance management (for PMs and OEs);
- (dd) application of consultant procurement guidelines and best practices;
- (ee) effective identification and implementation of livelihoods projects;  
and
- (ff) cost-effective implementation of environmental sustainability, climate change resilience and design and implementation of disaster risk reduction measures.

Individuals' participation in training should be open to those who are interested and/or recommended by OOs/PMs/OEs. Online training and in-person training should be recorded so they can be accessed subsequently by those who could not attend, or as part of on-boarding by new staff. Training in the six areas listed above should be completed before TDD.

**(b) Enhancing BNTF Communications and Visibility**

- (i) Enhanced visibility of the BNTF Programme internationally, regionally, and nationally, by:
  - (aa) updating the relevant parts of the CDB website and placing greater emphasis on publicly showcasing Programme results, both from the current and previous BNTF phases;
  - (bb) developing and maintaining an enhanced CDB/BNTF social media presence (e.g. Facebook, Twitter, Instagram);
  - (cc) researching the baseline knowledge, interest and communication preferences of key target audiences, such as actual and potential donors, private sector entities, and non-governmental partners and beneficiaries;  
and
  - (dd) providing financial resources, capacity building and facilitation of peer exchanges to stimulate the development and implementation of an overarching BNTF 9 communication strategy and country-level communication strategies designed to promote BNTF and showcase regional initiatives, local projects, results, lessons learned and best practices.

The development of the overarching BNTF 9 communications strategy could be considered as a pilot for future phases.



- (ii) CDB should also consider how it can make more explicit linkages between BNTF objectives and programming and relevant international and regional sustainable development initiatives, including the SDGs and the recently announced OECS Green-Blue Economy Strategy and Action Plan. This could stimulate additional financial resources and partnerships.

**(c) Programme Design**

- (i) CDB should apply the BNTF principles of effective stakeholder engagement and participatory project development to the design of BNTF 10 by engaging IA staff at an early stage in the development of BNTF 10, including Programme focus, key features, M&E framework and reporting requirements. This would facilitate identification of BNTF niche(s) relevant to all PCs; incorporation of on-the-ground experience and lessons learned; greater buy-in from IAs; collective analysis of the implications of new features for human and financial resources and budget allocations; and identification of likely IA capacity gaps/need for capacity building.
- (ii) The CPF should be retained as a proven replacement for the PRAP but the TOR should be reviewed to assess whether the analysis needs to be so extensive in light of similar analyses that already exist in the PCs. CDB/IAs should collaborate with consultants to update the CPFs and develop draft Sector Portfolios before the BNTF 9 TDD.

**(d) Reducing the time frame between Programme start and Sector Portfolio approval:**

- (i) CDB should review all aspects of its Sector Portfolio appraisal process to further reduce approval timeframes, and particularly the time taken between the Division Chief (DC) and President's approvals. This should include the early development of the BNTF module of CDB's CRM platform that obviates the need for hard copies of the Sector Portfolios and early adoption of any new policies and procedures that could reduce approval times.
- (ii) CDB should aim to finalise all templates, results frameworks, reporting formats, manuals and guidelines before the start of the Cycle and, where guidelines are introduced during a programme Cycle, these should be communicated and supported with training.
- (iii) CDB and IAs should initiate early discussions with PC Governments to discuss whether and how the timeframe for meeting conditions precedent could be reduced.

**(e) Effective monitoring, evaluation and reporting**

- (i) Replace the BNTF information system along with clear instructions regarding its use; updating the Operations Manual, which was not done for BNTF 9; and updating the design of/requirements for quarterly reporting and roll out.
- (ii) In light of the successful implementation of the M&E consultant's recommendations in areas such as the introduction of improved outcome

indicators for sub-projects, CDB and M&E Officers should collaborate on a review of all outstanding recommendations and apply them to BNTF 10 and/or document the rationale for not adopting.

- (iii) CDB should ensure that the BNTF module of CDB's CRM Platform, which supports the management of country project activities, is in place for BNTF 10 and that training is carried before critical activities. The system should take into account the information needs of BNTF stakeholders.
  - (iv) BNTF 10 should include an allocation of funds to incentivise IA documentation and widespread dissemination of lessons learned, brief case studies, stories of change and participatory videos relating to BNTF projects.
  - (v) BNTF 10 should include an allocation of funds for the implementation of tracer studies to evaluate the impact and outcomes of previous BNTF phases. If sub-project initiation can start earlier in the phase and the rate of completion improves, this would also allow for the conduct of more tracer studies during the phase, with benchmarking six-to-nine months after completion of a sub-project.
- (f) **Enhancing IA performance**
- (i) CDB, OE and IA staff should jointly review the IA staff TORs and revise and adapt as needed, including review of performance indicators. A comprehensive IA capacity needs assessment would also be useful.
  - (ii) CDB, OE and IA staff should also review, and revise IA and OE policies and procedures to assess the adequacy of these policies and procedures and identify areas for improvement.

### 3. **BNTF 10 PROGRAMME DESIGN REGIONAL MEETING**

3.01 On October 29, 2020, a regional meeting of BNTF stakeholders, including staff of the IAs and OE representatives made the following recommendations:

- (a) Overall, there is a need for BNTF to develop a more deliberate approach to the design of livelihood projects that should also consider a resilience component.
- (b) CDB should disseminate the models that have been used by the Jamaica Social Investment Fund (JSIF) in micro-enterprises, agriculture and tourism, and 'Alternative Livelihoods', which use a "case management" approach.
- (c) The BNTF Programme should more widely promote the contracting of technical consultants for EHRD and livelihoods sub-projects (as is done for infrastructure projects).
- (d) Although there has been training on gender equality and mainstreaming gender, there are still considerable challenges for mainstreaming gender into youth development initiatives, gender-responsive design, and implementation of a community engagement strategy, which means going beyond engagement at the design phase and ensuring concerted efforts to analyse and address gender and youth issues throughout the project cycle.

- (e) CDB to encourage larger, holistic, more green/sustainable and resilient interventions, which may combine livelihood enhancement with other areas while keeping an eye on sub-project ceilings.
- (f) Define the different levels of vulnerability of youth that the BNTF programme will be able to target through its skills training programmes since BNTF may have greater success working with young persons in a lower vulnerability tier than in a higher vulnerability tier.
- (g) Strengthen capacity in terms of governance models, strategic goals, and technical/management capacity on behalf of community organisations that are addressing the needs of vulnerable groups.
- (h) Support IA in accessing training programs from other donors.

**BASIC NEEDS TRUST FUND TENTH CYCLE**

**DRAFT TERMS OF REFERENCE**

**GENDER EQUALITY IMPACT ASSESSMENT CONSULTANCY**

**1. BACKGROUND**

1.01 The Basic Needs Trust Fund (BNTF), which was launched in 1979, is the main grant-funded programme of the Caribbean Development Bank (CDB) for pursuing poverty reduction in its participating borrowing member countries (PCs). The Programme targets the poor and vulnerable, through a community development modality that aims to improve the lives and livelihoods of beneficiaries in selected communities by improving basic economic and social infrastructure and services, and increasing opportunities for economic activity through skills training, capacity building and institutional development support. The programme is distinguished by its community-targeted, demand-led participatory approaches to the engagement of vulnerable segments of the society for sustained people-focused development which reflects the strategic sector priorities as defined by the respective PCs.

1.02 This Gender Equality Impact Assessment will generate knowledge towards enhanced gender analysis capacity among Programme stakeholders: donors, Implementing Agencies (IAs), partners and beneficiaries towards the identification and development of projects to achieve gender mainstreaming in poverty alleviation initiatives. To this end, the Impact Assessment will be an integral component of the Regional Programme component.

**2. OBJECTIVES**

2.01 The overall objective of the consultancy is to assess, through formative evaluation, progress on gender mainstreaming implementation of current and preceding cycles of the Programme.. The consultancy will be instrumental to informing CDB, authorities in PCs, SDF Contributors, and other stakeholders on the progress towards meeting the Programme's established targets and provide recommendations for further strengthening of implementation efforts.

2.02 Specifically, the assignment will focus on:

- (a) An evaluation of selected sub-projects and regional initiatives to determine causal links between activities and impact on gender equality.
- (b) Determine lessons learned from the implementation of the Programme's activities and the outcomes achieved that will be useful to future Programming.
- (c) Ascertain from beneficiaries their perspectives on the performance of the BNTF with regards to gender equality throughout the project cycle, including project identification, planning, implementation and supervision.

**3. SCOPE OF SERVICES**

3.01 The main purpose of this **Impact Assessment** is to measure through an independent consultancy the outputs and impact in PCs and internally at CDB that can be attributed to the BNTF Programme Cycles

(beginning at BNTF 5 to present). The extensive evaluation can be summarised in terms of organisational assessment, beneficiary assessment, lessons learned and recommendations.

3.02 For the purpose of this assessment, impact will be understood as social, economic, technical, and environment – on individuals (disaggregated by sex and age groups), communities and institutions.

3.03 The impact can be direct or indirect, intended or unintended, positive or negative, macro (within the sector) and micro (household), highlighting gender differentials. The assessment results will generate evidence of key achievements and challenges to inform the decision-making process for IAs and CDB; as well as, providing an opportunity for understanding how the BNTF Programme delivery mechanism works best, under which circumstances, and how this can be improved in future Programme Cycles.

#### **4. METHODOLOGY**

4.01 The Consultant(s) will gather data and perform analyses to attain the above objectives and with prior consultation CDB, agree on the most appropriate methodology to fulfil the TOR. This will include:

- (a) **Desk Review** – Review of all relevant documentation, including documents produced by independent commentators outside of CDB, such as journals, newspaper articles, media reports and other written, audio or visual material.
- (b) **Surveys/Case Studies** – Use of case studies is an appropriate evaluation tool in this context because it provides the opportunity to probe further the in-depth experiences of specific target beneficiaries or a subset of beneficiaries of BNTF Programming as a distinct part of the whole hence avoiding losses in the breath that comes from generalisation. More specifically, this will allow for greater latitude in seeking out and assessing the Programme impact through exposing a lot more about Programme processes and outcome and the ways they interact with each other.
- (c) **Virtual meetings/discussion fora** – The assessment will probe through interviews of stakeholders, in particular beneficiaries, focus groups and workshops.

#### **5. DELIVERABLES AND REPORTING REQUIREMENTS**

5.01 The schedule of the deliverables shall include the following:

- (a) **Work Plan** – for the implementation of the assignment shall, at minimum, include:
  - (i) Schedule of Activities
  - (ii) Sample population
  - (iii) Selection Methodology
  - (iv) Procedures for carrying out field survey exercise
  - (v) List of key personnel
- (b) **Survey instruments/Questionnaire and/or Techniques**
  - (i) Samples of Questionnaires
  - (ii) Details on the differentiated forum events

(c) **Reports**

- (i) **Interim Report** – including the Work Plan, shall include the consultant’s assessment of the assignment after initial discussion with CDB, rationale for the methodology to be followed, and milestones to be submitted within one week of the signing of the contract
- (ii) **Draft Report** – shall include the findings of the survey/assessment and analysis of the findings. The draft report must be modified to include all suggestions made for approval before it can be considered finalised. The report shall also include a report on the methodology employed in data collection.
- (iii) **Final Report** – the Consultant(s) will furnish a final report including supporting documents as cited in deliverables both as bound documents and in electronic format.

**6. QUALIFICATIONS AND EXPERIENCE**

6.01 The consultant should have:

- (a) A minimum of a Master’s degree with elements of Social Research, Gender and Development, Statistics, Qualitative and Quantitative Data Analysis, Social Development, Monitoring and Evaluation and/or other relevant fields.
- (b) Seven (7) to ten (10) years’ practical experience in ongoing M&E and Programme Assessment, project design and management, social **development** and analysis, knowledge of participatory approaches and methods, and the development of advanced quantitative and qualitative research methodologies for assessing programme results, outcomes and impact.
- (c) Professional experience **working** on development programmes for community development and poverty reduction for International Organisations, Banks, and/or Trust Funds is highly desirable.
- (d) Preference will be given to **those** with experience in social or rural development/community-based development, and gender mainstreaming, particularly in the Caribbean region.

**BNTF 10 STAFF PAPER - GENDER MARKER**

<b>Project Cycle Stage</b>	<b>Criteria</b>	<b>Score</b>
<b>Analysis:</b> Introduction/Back-ground/Preparation	Consultations with relevant categories of males and females and relevant gender-related public/private sector organisations and Non-Governmental/Community-Based Organisations will take place. Gender-related organisations encompass the National Gender Bureau, networks of women's, men's organisations, labour unions. Socioeconomic, Sector and/or Institutional analysis considers gender risks and/or gender disparities that impact the achievement of project outcomes. Socioeconomic analysis considers socioeconomic conditions or traditional role models that lead to disadvantages for males and females in participation in project activities or in the distribution of benefits. Sector analysis considers specific/possible gender issues in the sector that constrain productivity as well as access to opportunities, resources and services	0.5  0.5
<b>Design:</b> Project Proposal/ Definition/ Objective/ Description	Project interventions/policies address existing gender disparities. Interventions are designed that lead to a reduction in gender disparities and/or project intervention mitigates against gender risks. The effect on gender equality is direct.	0.5
<b>Implementation:</b> Execution	Implementation arrangements include either: Capacity building initiatives to enhance gender mainstreaming of the executing and/or implementing agency. Capacity building initiatives include gender expertise and/or measures for training in gender analysis, participatory planning, gender-responsive budgeting, gender mainstreaming of corporate policies (workplace, customers, occupational health and safety etc.). The effect on gender equality outcome of the project is indirect. Or Active participation of representatives of gender-relevant stakeholders in project execution. Project Steering Committee includes or engages with gender-relevant stakeholders such as National Gender Bureau, Representatives of Women's and Men's groups/Community based/Youth Organisations in the Project Communities, relevant NGOs.	0.5
<b>Monitoring and Evaluation:</b> Results-Monitoring-Framework (RMF)	Collection of sex-disaggregated data is part of the project.  Sex-disaggregated data measure results for males and females separately. If possible, link sex-disaggregated data to RMF Level 1 and 2 of Strategic Plan 2015-2019.	0.5  0.5
<b>Score</b>		3.0
<b>Scoring Code:</b> Gender Specific (GS) and Gender Mainstreamed (GM): if 3 to 4 points		
<b>Gender Specific (GS):</b> Gender Specific Projects are projects which directly enhance gender equality.		

**SELECTION CRITERIA FOR SUB-PROJECTS**

**INTRODUCTION**

1. The design of sub-projects will take a comprehensive approach emphasising sector and community linkages to support the achievement of sector results while integrating the cross-cutting areas of vulnerable youth, gender equality, environmental/natural disaster management, climate change resilience, renewable energy and energy efficiency, and maintenance. All sub-project requests, irrespective of origin, must have the sponsorship of the diverse members of the targeted poor communities or vulnerable groups and the relevant sector ministries and address sustainability issues of recurrent operating costs and maintenance. All infrastructure sub-projects must also be subject to environmental assessment and gender analysis.

2. Except as may be agreed by CDB, all physical assets financed by BNTF shall be publicly owned or constructed on land, which is publicly owned, or on a long-term lease agreement. Facilities or Services which are significantly supported by Government (e.g. faith-based run/owned schools) are eligible. Opportunities for the introduction of ICTs and green technologies at the sub-project level will be encouraged. Standards for construction activities would conform to national and industry norms.

3. Sub-projects will be selected in accordance with the criteria for the selection of sub-projects in each sector/sub-sector as set out below:

Sub-Project Type	Special Conditions and Notional Acceptance Criteria
<b>BASIC COMMUNITY ACCESS AND DRAINAGE ENHANCEMENT</b>	
<ul style="list-style-type: none"> <li>• Sub-projects that provide for the construction or rehabilitation of footpaths, rural roadways, small scale drainage systems, footbridges, light vehicle access bridges and small-scale boat landings to improve river transportation.</li> <li>• Sub-projects that provide measures to facilitate continuous all-weather usage.</li> <li>• Sub-projects that provide training to sub-project beneficiaries and PMCs in the maintenance of basic community access and drainage infrastructure.</li> </ul>	<p><u>Special Conditions:</u></p> <ul style="list-style-type: none"> <li>• Standards to conform to the norms and regulations of the relevant ministry/department. Support conditional on a guarantee of funds to meet recurrent costs, including maintenance.</li> <li>• Strong linkage with beneficiary groups must be demonstrated.</li> </ul> <p><u>Acceptance Criteria:</u></p> <ul style="list-style-type: none"> <li>• current traffic on the proposed road is at least 20-vehicle movements per day;</li> <li>• the state of disrepair poses a health threat from rising dust, considerable slowing of traffic, or is dangerous and can cause accidents;</li> <li>• access to homes with minimal infrastructure, is difficult or dangerous in inclement weather, given the nature of the terrain;</li> </ul>



Sub-Project Type	Special Conditions and Notional Acceptance Criteria
	<ul style="list-style-type: none"> <li>• access to farmlands and other areas of agricultural production is difficult, or to ease the movement of essential inputs to small-scale farms as well as produce to markets;</li> <li>• access to homes by emergency or service vehicles is difficult or impossible; and</li> <li>• the state of the road infrastructure limits access to social and other basic services and employment.</li> </ul>
<b>EDUCATION AND HUMAN RESOURCE DEVELOPMENT</b>	
<ul style="list-style-type: none"> <li>• Sub-projects that construct, rehabilitate, extend or substitute existing primary school and early childhood development buildings and facilities (excluding non-publicly owned schools) and the provision of furnishings and equipment.</li> </ul>	<p><u>Special Conditions:</u></p> <ul style="list-style-type: none"> <li>• Standards to conform to Ministry of Education standards/norms. Support conditional on a guarantee of funds to meet recurrent costs, including maintenance.</li> <li>• Standards for construction activities conform to national and industry norms. Spatial standards shall be guided by the requirements for ECD of the Ministry of Education and Regional Guidelines for Developing Policy, Regulation and Standards in ECD Services. Support conditional on a guarantee of funds to meet recurrent costs, including maintenance.</li> <li>• Training programmes will remain on the schools'/ministry's curricula.</li> <li>• CARICOM and national ECD standards and training leading to NVQ/CVQ or other certification.</li> <li>• Where local resource persons, for example from the Ministry of Education or Labour, are unavailable, they may be identified through CDB's Caribbean Technological Consultancy Services Network, or other sources.</li> <li>• Sub-project activity linked to specific sector infrastructure sub-project financed by BNTF to facilitate outcomes.</li> </ul>
<ul style="list-style-type: none"> <li>• Sub-projects that provide funding for refurbishment or extension only of existing secondary schools including the provision of special learning spaces and school facilities.</li> </ul>	
<ul style="list-style-type: none"> <li>• Sub-projects that provide funding of school furniture, ICT technology, supplies and appropriate equipment for the delivery of the curriculum.</li> </ul>	
<ul style="list-style-type: none"> <li>• Sub-projects that provide funding for facilities for expanded or enhanced student support services such as school feeding as needed for improved participation, retention and achievement.</li> </ul>	
<ul style="list-style-type: none"> <li>• Sub-projects that provide funding for facilities that cater to disadvantaged youth, community resource centres and sports facilities including the provision of equipment, musical instruments.</li> <li>• Sub-projects that provide funding for training of vulnerable persons, quality enhancement activities associated with local level training, career development, curricula implementation and teacher development related to sub-projects.</li> </ul>	

<b>Sub-Project Type</b>	<b>Special Conditions and Notional Acceptance Criteria</b>
<ul style="list-style-type: none"> <li>• Sub-projects that provide funding for market-driven skills training including ICTs, microenterprise skills development and ancillary training support geared towards enhanced incomes and entrepreneurship, in close partnership with certified training institutions and providers, NGOs, the private sector and employers; including support related to trainers, course materials, tools, stipends, internships, apprenticeships, and course evaluation tools.</li> <li>• Sub-projects that provide funding for training of stakeholders related to facilities operation and management, use of conservation and green building practices, environmental/gender analyses, integration of disaster risk management practices and use of low-maintenance building materials including relevant certification procedures.</li> <li>• Sub-projects that provide funding for training for life enhancement skills and community capacity- building skills, including motivation and life-coping/empowerment capabilities for vulnerable groups, leadership and decision-making, organisational/institutional support, and promotion of pertinent project proposal planning, development, cost forecasting, performance monitoring, and maintenance planning related skills.</li> <li>• Capacity-building interventions for government institutions and non-government organisations in planning and monitoring.</li> <li>• Sub-projects that provide funding for other skills development and capacity enhancement areas that meet the criteria of relevance in terms of expanding social inclusion of vulnerable and marginalised minority groups.</li> </ul>	<ul style="list-style-type: none"> <li>• National or sectoral policies, decreed by respective governments, that stipulate the criteria and specify the methods to be adopted for specific interventions, shall take precedence over those defined herein.</li> </ul> <p style="margin-left: 20px;"><u>Acceptance Criteria:</u></p> <ul style="list-style-type: none"> <li>• Overcrowding: The existing school is operating significantly over capacity, i.e. less than 1.86 m<sup>2</sup> (20 ft<sup>2</sup>) of classroom space per pupil, or where a shift system is in use, or additional students cannot be admitted due to lack of space.</li> <li>• Distance: The distance to the school in travel time exceeds one hour.</li> <li>• Disrepair: The status of the physical condition of the buildings/facilities poses an environmental threat and is not conducive for learning/teaching.</li> </ul>
<b>LIVELIHOODS</b>	
<ul style="list-style-type: none"> <li>• Asset distribution</li> </ul>	<ul style="list-style-type: none"> <li>• Sub-projects will provide productive assets to the excluded poor and vulnerable (who otherwise could not obtain these) to initiate a livelihood providing (and/or income-generating) activity.</li> </ul>
<ul style="list-style-type: none"> <li>• Access to finance</li> </ul>	<ul style="list-style-type: none"> <li>• Sub-projects will facilitate access to small amounts of finance for the (unbanked) beneficiaries of BNTF livelihood programmes.</li> </ul>
<ul style="list-style-type: none"> <li>• Building technical skills</li> </ul>	<ul style="list-style-type: none"> <li>• Sub-projects will equip groups of ‘the poor’ – possibly especially women, the young, maybe reformed offenders and other disadvantaged groups – with the technical skills that enable them to generate sustainable income and improve their life chances.</li> </ul>

<b>Sub-Project Type</b>	<b>Special Conditions and Notional Acceptance Criteria</b>
<ul style="list-style-type: none"> <li>• Building business skills</li> </ul>	<ul style="list-style-type: none"> <li>• Sub-projects will equip groups of ‘the poor’ – possibly especially women, the young, and other disadvantaged groups – with the business skills that enable them to generate sustainable income and improve their life chances.</li> </ul>
<ul style="list-style-type: none"> <li>• Establishing a special regime for individual enterprise</li> </ul>	<ul style="list-style-type: none"> <li>• Sub-projects will present the disadvantaged and excluded with a special, efficient, and benign operating regime and business environment that facilitates their commercial initiatives.</li> </ul>
<b>WATER AND SANITATION SYSTEMS ENHANCEMENT</b>	
<ul style="list-style-type: none"> <li>• Sub-projects that provide intake structures, water reservoirs and tanks, small water treatment facilities including training in the use and maintenance of the facilities provided, and also basic health and hygiene education.</li> <li>• Sub-projects that provide supply and distribution lines to provide potable water to poor communities.</li> <li>• Sub-projects that provide for the construction, upgrading and refurbishment of public baths/toilets/laundry facilities in remote or inner-city communities.</li> </ul>	<p><u>Special Conditions</u></p> <ul style="list-style-type: none"> <li>• Standards to conform to Sector Ministry for Water/Department responsible for Public Health, Tourism and the Environment. Support conditional on a guarantee of funds to meet recurrent costs, including maintenance.</li> </ul> <p><u>Acceptance Criteria:</u></p> <ul style="list-style-type: none"> <li>• the existing source is untreated and unsafe for human consumption and poses a health threat through the spread of water-borne diseases.</li> </ul>
<ul style="list-style-type: none"> <li>• Sub-projects that provide for the construction of minor wastewater disposal unit, solid waste management facilities.</li> <li>• Sub-projects that provide funding for training of vulnerable persons, including basic health and hygiene education.</li> <li>• Sub-projects that provide training to sub-project beneficiaries and PMCs in facilities management and maintenance, maintenance of infrastructure, water supply and sanitation systems operation and management, and conservation practices.</li> </ul>	<ul style="list-style-type: none"> <li>• the proposed system will reduce access time to a safe water supply to the relevant population to less than 15 minutes walking distance.</li> <li>• the proposed structure will provide/contribute to improved wastewater or solid waste management system.</li> </ul>

**BNTF 10 PROGRAMME COMPONENTS**

1. The BNTF 10 Programme will comprise two components:

(a) **Country Projects**

- (i) Sub-project grants.
- (ii) Project Management Support.
- (iii) Institutional Development.
- (iv) Project Monitoring and Evaluation (M&E).
- (v) Project Implementation Support.

(b) **Regional Coordination**

- (i) Programme Management Support.
- (ii) Programme Implementation.
- (iii) Programme M&E.

**COUNTRY PROJECTS**

2. The Country Projects component of the Programme will include the following:

**Grants for Eligible Sub-projects**

3. The Country Project will comprise a portfolio of eligible interventions from the selected sector(s) and cross-cutting areas. There will be an appropriate balance between the allocation of resources for basic infrastructure and those for other developmental objectives, including community outreach and participation, enhanced service delivery and quality of outcomes, as well as the integration of cross-cutting themes and maintenance considerations to support the Programme. The design of sub-projects will take a more comprehensive approach through emphasising sector and community linkages to support the achievement of sector results. Sub-projects will be considered from the following sectors:

- (a) Education and Human Resource Development and Livelihoods Enhancement.
- (b) Water and Sanitation Systems Enhancement.
- (c) Basic Community Access and Drainage Improvement

4. The Selection Criteria for Sub-projects is presented in Appendix 4.1.

**Project Management Support**

5. This component comprises financing for project coordination including:

- (a) funding of selected Project Managers and other members/consultants of Project Implementing Units/Implementing Agencies, cost related to supervision and field visits and beneficiary consultations;

- (b) supporting fiduciary and risk management activities generated by audit reports;
- (c) enabling capabilities for IAs access to CDB's Client Relationship Management (CRM) portal for operations and maintenance, intranet, information-sharing and networking activities within and among communities to encourage community partnerships, networking, dissemination of lessons learnt, knowledge management and advertisements; and
- (d) social marketing to promote the visibility of the BNTF Project for greater engagement with communities, especially youth, as project partners and for increased commitment to the sustainability of Project interventions.

### **Institutional Development**

6. This component will provide for short-term TA consultancies to support stakeholder and beneficiary engagement and enhance institutional and community processes for addressing cross-cutting issues and maintenance practices that are integral to the sustainability of Project outcomes. Examples of TAs that may be undertaken include:

7. TA in Environment sustainability using consultancy services for:

- (a) support of development policies and practices to promote community enterprises based on sustainable natural resource management;
- (b) refining and applying environmental monitoring indicators and reporting systems;
- (c) on-going skills development of implementing agencies and line ministries in environmental assessments and mainstreaming of environmental/DRM issues;
- (d) environmental/DRM training for small contractors and community-based water sector operators (in the case of Belize), and community committees and other entities involved in maintenance; and
- (e) building of awareness among stakeholders on green building standards, the use of energy-efficient and renewable energy, and water and natural resource conservation techniques in sub-project design.

8. TA in Maintenance includes consultancy services for:

- (a) preparedness activities for the maintenance of infrastructure, including support for the participatory development of community-based and other maintenance plans;
- (b) formation and certification of trainer-of-trainers on maintenance;
- (c) development of overall strategic approaches to maintenance, including setting up incentive mechanisms and review of pertinent choices and specification of materials to minimise maintenance costs;

- (d) promotion of synergies within and among sector line ministries, among BNTF Programmes, mainstreamed CDB programmes in pertinent sectors and other assistance efforts to build economies of scale and address maintenance more comprehensively;
  - (e) review the applicability of innovative maintenance practices, such as community-based contracting, fund-raising, private sector sponsorship, outsourcing and user fees; and
9. Compilation of an inventory of the status of previous BNTF interventions in terms of maintenance requirements, including provisions needed for the establishment of a National Maintenance Fund or other financial mechanisms.
10. TA in Gender Equality includes consultancy services to:
- (a) foster equitable access to the allocation of resources and benefits within Programme activities;
  - (b) incorporate the operationalising and mainstreaming of gender analysis into stakeholder management, participatory community assessments, project appraisal and sub-project monitoring and results; and
  - (c) support the use of gender toolkits, targets, performance indicators towards results management.

### **Project M&E**

11. Project M&E activities will facilitate the assessment of outcomes and the impact of the BNTF Programme at the country level. Various M&E tools such as Sub-Project Monitoring Reports (SPMRs) and beneficiary assessments will be used to track and assess implementation efficacy; use and maintenance of investments and the degree of stakeholder and community participation. Consultants will be engaged to conduct annual financial audits and biennial performance audits.

### **Project Implementation Support**

12. Consultants will be engaged to provide services to support the implementation of the Programme including those associated with infrastructure works, capacity-building and skills development and other activities as may be determined.

13. The CDB has devolved increased responsibilities and accountabilities to PCs for project management and will continue to support areas identified for institutional development under the Regional Coordination component.

### **REGIONAL COORDINATION**

14. The Regional component of the Programme will be coordinated by CDB through the following:

#### **(a) Programme Management Support**

- (i) provision of training in the use and operation of management information and results monitoring systems, the establishment of relevant data gathering

methodologies for baseline development, data gathering for results monitoring, and associated skills development, preparatory work for surveys;

- (ii) establishment and operation of a database of best practices and lessons learned as well as pertinent e-learning and regional training activities building upon communities of practice to foster information sharing, networking and knowledge management; and
- (iii) conduct project launch workshops, meetings, project supervision, training, attachments and other consultancy support, as well as the support of communications facilities, travel and social marketing activities related to the Programme.

**(b) Programme Implementation**

- (i) finance independent performance audits, including financial audits, of IAs based on agreed performance benchmarks;
- (ii) include operational guidelines and eligibility and acceptability criteria in the OM;
- (iii) develop a comprehensive digital system to improve project and fiduciary management and reporting. Critical features of the new system will enable more efficient tracking of programme data; timely reporting; provide assessments of operational efficiency and improved risk management and foster information-sharing, networking and knowledge management; and
- (iv) enhanced mainstreaming of BNTF in the wider operations of the Bank.
- (v) support productive livelihoods development in collaboration with CTCS, which seeks to provide access to new technologies, business networks and enhanced marketing opportunities among micro-small- and medium-sized enterprises (MSMEs). Such support will augment training in technical and life skills or attachments as part of the education and HRD sector interventions.

**(c) Programme M&E**

- (i) assessments of the efficiency and effectiveness of the Programme, including client surveys and qualitative assessments. CDB will establish baseline data and targets for the Programme following the completion of Project baseline surveys;
- (ii) cumulative programme performance reports based on PCs' reports to monitor programme performance indicators, review disbursements as well as supervise sub-project and Programme implementation progress;
- (iii) an MTE will be completed by independent consultants contracted by CDB at mid-point and guided by selected performance criteria.
- (iv) a PCR will be completed by independent consultants contracted by CDB within two months of the TDD of BNTF 10; and

- (v) impact assessment: resources for financing independent consultancy services to evaluate BNTF 10 to determine its effects on the target beneficiaries relative to primary welfare, infrastructure, social dynamics, governance, targeting and comparative effectiveness, and the sustainability of the programme results.



**GUIDANCE FOR AN APPROACH TO ENHANCING CLIMATE RESILIENCE OF  
SUB-PROJECTS AND BENEFICIARY COMMUNITIES**

**1. BACKGROUND**

1.01 The sectors in which BNTF invests, namely water and sanitation, health and education infrastructure, access and drainage, and livelihoods, are vulnerable to climate variability and change (CVC). BNTF currently screens its infrastructure sub-projects for natural hazard risks such as flooding and storm surge, among others. However, screening for climate change risks does not currently occur. While the Environmental Screening Checklist was updated to include climate change risk screening, and the Community Needs and Assets Assessment (CNAA) was also revised to assess climate change risks to communities, these updated screening tools are not currently applied. Moving forward, climate risk screening will be applied to BNTF 10 projects.

1.02 Integrating climate resilience considerations into BNTF operations is essential for the sustainability of benefits generated from the programme's interventions. To protect these investments from damage due to CVC, it will be necessary to ensure that appropriate adaptation measures are included in sub-project designs. Further, looking beyond avoided damages, BNTF investments can realize gains and maximize impact by helping to build the resilience of those affected to withstand the shocks and stresses caused by climate change, bearing in mind gender-differentiated roles and the potential for climate change to exacerbate inequalities between men and women and vulnerable persons. The integration of climate change into BNTF projects can not only include an assessment of the potential impacts of climate change on the project, but also the ability of the project to build beneficiaries' resilience to climate change.

1.03 Activities to support climate resilience may include:

- (a) on-going skills development of implementing agencies and line ministries in environmental assessments and mainstreaming of environmental/DRM to improve the quality of documented reporting on the environmental screening and monitoring of operations.
- (b) environmental/DRM/climate risk management training for small contractors and community-based water sector operators (in the case of Belize), and community committees and other entities involved in maintenance.
- (c) Training for IAs and consultants to undertake climate risk screening and climate vulnerability and risk assessments commensurate with the nature of the sub-projects financed by BNTF 10.
- (d) building awareness among stakeholders on green building standards, the use of renewable energy technology, energy efficiency and energy conservation techniques in sub-project design.
- (e) promoting discrete community-based climate resilient and environmentally beneficial projects including livelihoods interventions. For these projects, consideration will need to be given to the additional time and technical resources often required for careful participatory design, preparation and implementation, which are critical for successful outcomes. These projects will also require closer collaboration with relevant public sector agencies.

- (f) Applying the updated CNAA to develop climate and disaster risks profiles of each targeted community and identifying potential adaptation options, including building community awareness.
- (g) Applying the revised Environmental Screening Checklist to screen for climate change risks.

1.04 These guidelines provide an approach to integrating climate risk concerns and resilience measures into the design of sub-projects prioritized for financing by BNTF and increasing resilience of beneficiary communities to climate and disaster risks. Section I outlines some recommended actions to integrate climate risks into sub-projects and protect assets and to invest in interventions that build communities' resilience to cope with climate shocks and stresses at different stages in the project cycle. Section II provides draft Terms of Reference for BNTF Sub-Projects requiring a climate vulnerability and risk assessment commensurate to the findings from the climate risk screening exercise. Finally, Table 1 indicates some potential impacts of climate change by each of BNTF's core sectors and suggestions of climate adaptation considerations that could be incorporated by sector.

## **2. RECOMMENDED ACTIONS TO INTEGRATE CLIMATE RISKS INTO SUB-PROJECTS AND STRENGTHEN COMMUNITY RESILIENCE**

2.01 Assess the potential climate impacts on the project. High risk of storms and flooding as well as drought can adversely impact BNTF investments and/or render them unusable. Sub-projects should be screened for climate risks, and any project being put forward for appraisal should be assessed for ways in which it can be adapted to be more climate resilient.

2.02 Identify sub-projects that help to improve beneficiaries' resilience to the impacts of climate change. Investments in social services, livelihoods, and other non-structural activities can build people's coping capacity and help to reduce the impact of climate events.

2.03 Climate risk can be integrated at three key points in the BNTF Project Cycle and can capitalise on the social focus and community driven process for identifying BNTF activities.

### **Project Identification**

2.04 At the project identification stage, significantly more could be done to capitalise on BNTF's existing relationships with the communities generating sub-project ideas. Specifically, ongoing monitoring and evaluation, and the CNAA process, can be used to identify climate resilient sub-projects for consideration.

- (a) CNAA and other participatory processes should be used throughout the project cycle. Consultation with local stakeholders through this process should integrate a discussion on the key climate hazards that face the community, and priority measures that the community identifies that could help them to cope better with these shocks and stresses. This could be used to expand the list of activities considered for prioritisation, and importantly could incorporate livelihoods activities.
- (b) CNAA and other participatory processes could be used to identify ways in which existing investments under BNTF can be enhanced to build climate resilience.

### **Project Screening**

2.05 Projects in the BNTF pipeline should be screened for climate risk, using the available screening tools (environmental screening checklist and guidelines, and CNAAs), and appropriate measures taken to address these risks in the project design. The screening should identify the risks that climate events pose to the project and the potential of the project to mitigate climate risk (either through providing protection/structural measures or through building people's resilience).

### **Project Design**

2.06 At the project design phase, a more detailed (qualitative) CVRA will be required for those subprojects identified as having high levels of climate and disaster risks in the climate screening exercise. Guidelines for undertaking climate vulnerability and risk assessments (CVRA) of BNTF sub-projects are detailed in Section II below. These could be drafted as TORs for the Design Consultants used by BNTF.

## **3. DRAFT TERMS OF REFERENCE FOR UNDERTAKING CLIMATE VULNERABILITY AND RISK ASSESSMENT OF BNTF SUB-PROJECTS**

**Background** [insert short para on the sub-project being considered]

**Country Context** [amend text below as required]

3.01 Current climate and future projections relevant for Country Z show: (a) an increase in mean annual temperatures; (b) overall decreases in rainfall; and (c) an increase in sea levels. Hurricanes and tropical storms are the principal hazards affecting Country Z, causing severe losses from wind damage and flooding due to storm surge and heavy rainfall. Country Z lies along the hurricane belt and, on average, is affected by a hurricane every three years.

3.02 Country Z has experienced tremendous damage from exposure to hurricanes in the agriculture and tourism sectors. The country's low-lying terrain in coastal areas enhances areas prone to flooding caused by hurricanes and storms. Country Z's major infrastructure such as public buildings, health, commercial and transportation facilities are located on or near the coast which makes them extremely susceptible to sea level rise. Some areas of Country Z experience drought conditions on a yearly basis. The projected increases in temperature make it highly likely that these areas will continue to experience drought conditions.

### **Objectives of the Climate Risk and Vulnerability Assessment**

3.03 BNTF 10 intends to invest in a range of sub-projects covering education infrastructure, water and sanitation, human resources development facilities and opportunities for livelihoods. These infrastructures are very vulnerable to the impact of natural hazards. The objective of this assignment is to undertake a CVRA which would identify and evaluate the effects of potential climate change on the proposed sub-project and to identify resilience measures that could be included in the design and site plan. The key question the CVRA seeks to answer is: Is the investment and its site at risk due to current and changing climate conditions?

### **Scope of Work**

3.04 The consultant should begin with a consultation with key community stakeholders who may be knowledgeable of existing vulnerabilities given the previous occurrence of extreme weather or climate related events, and undertake the following tasks:

- (a) Based on the CNAA and the information provided by the project proponent characterize the relevant infrastructure and surrounding area. This would include:
  - (i) description of the physical and environmental characteristics of the site and surrounding area; and
  - (ii) relevant features of the proposed infrastructure.
- (b) Hazard susceptibility of the area. Refer to the CNAA to obtain information on the susceptibility of the area, for example, to flooding (inland and coastal), hurricanes, landslides and/or earthquakes. Gather any additional information on historical events and impacts in the affected communities/sites.
- (c) Identify relevant climate variables and climate scenarios, based on best available secondary information<sup>1</sup> as locally specific as possible, for an appropriate time scale (2021 to 2050), and establish a baseline scenario of an appropriate historical period.
- (d) Identify the vulnerabilities of the proposed sub-project to the projected climate change, showing how climate risks could impair or enhance performance or sustainability. The key climate risks to be addressed should be identified based on the exposure (occurrence of the climate hazards) and the vulnerabilities of the components. This step would include learning from past weather and climate impacts.
- (e) The climate risk assessment in (c) would be used to identify resilience measures to address the impacts of the identified hazards such as expected wind gusts conditions for climate change scenarios that incorporate increase intensity of hurricanes (category 4 and 5 hurricanes), flooding conditions, erosion susceptibility, etc. Both structural measures, such as modification of design (e.g. enhancing roof designs to withstand higher wind gusts) and non-structural measures (e.g. emergency management procedures or training) should be included.
- (f) The additional costs, if any, of adaptation measures should be estimated and clearly explained. The costs and benefits of the adaptation measures should be included in the economic evaluation of the sub-project.
- (g) All data collected and created throughout the duration of the study, should be submitted in digital form (all shape files and corresponding metadata).

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<sup>1</sup> Secondary sources of data include National Communications to the UNFCCC, Nationally Determined Contributions, the World Bank's Climate Change Knowledge Portal; CARIBSAVE Climate Risk Atlas; UNDP Country Climate Risk Profiles; Caribbean Community Climate Change Centre.; Climate Studies Group Mona, UWI.

**Required Skills**

3.05 Climate Change Specialist to lead in conducting the climate vulnerability and adaptation assessment. At least three years’ work experience in the area of climate change impacts, adaptation and mitigation is required.

3.06 Structural Engineer to lead the characterisation and technical assessment of the school buildings/health facility/water infrastructure and related infrastructure. The candidate must be a registered/licensed professional engineer with at least seven years’ experience in building construction.

**Estimated Duration of CVRA: 10 days**

**TABLE 1: POTENTIAL CLIMATE CHANGE IMPACTS AND ADAPTATION MEASURES BY BNTF SECTOR CLIMATE CHANGE IMPACTS CLIMATE ADAPTATION CONSIDERATIONS**

Sector	Climate Change Impacts	Climate Adaptation Considerations
(a) Water and Sanitation	<ul style="list-style-type: none"> <li>• Decreasing groundwater tables and drying of water bodies from drought conditions can impact water availability and quality, and undermine the ability of water infrastructure to deliver clean water.</li> <li>• A lack of clean water can lead to health and education impacts.</li> <li>• Extreme events such as storms and flooding can submerge, damage or destroy water infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide training on water management, good sanitation and hygiene practices to ensure that all vectors for contamination are contained.</li> <li>• Invest in sanitation infrastructure where appropriate.</li> <li>• Conduct groundwater assessment to ensure that water infrastructure can continue to deliver water under different climate scenarios.</li> </ul>
(b) Health	<ul style="list-style-type: none"> <li>• Changes to temperature and precipitation, as well as flooding, can cause an increase in health impacts e.g. rashes, respiratory diseases, vector-borne diseases such as malaria and dengue, etc.</li> <li>• Extreme events can increase morbidity and mortality and place increased pressure on clinics and hospitals.</li> <li>• Health infrastructure can be damaged or destroyed as a result of flooding and extreme events.</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in basic primary prevention programming alongside infrastructure component.</li> </ul>

<b>Sector</b>	<b>Climate Change Impacts</b>	<b>Climate Adaptation Considerations</b>
(c) Access and Drainage	<ul style="list-style-type: none"> <li>• Increased heat can affect road surfaces and increased rainfall can result in excessive flooding in areas where roads do not have adequate drainage.</li> <li>• Extreme events can damage or destroy road infrastructure.</li> </ul>	See (f).
(d) Education	<ul style="list-style-type: none"> <li>• Extreme events can impact on educational outcomes as children’s schooling is interrupted.</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in measures to ensure that school sanitation facilities, school feeding programmes are maintained through community participation, so that educational outcomes are not undermined.</li> </ul>
	<ul style="list-style-type: none"> <li>• Extreme events and flooding can damage or destroy school infrastructure.</li> <li>• Drought can undermine food security, in turn impacting educational outcomes as undernourished children are unable to attend school.</li> </ul>	
(e) Social Services/ Organisational Strengthening	<ul style="list-style-type: none"> <li>• While climate change is unlikely to have a direct impact on activities such as skills training and other social services and organisational strengthening, these activities are key to bolster capacity and resilience of local people to climate shocks and stresses.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen the institutions (training) that support infrastructure projects to ensure that impacts are realised and are sustainable.</li> <li>• Investigate opportunities to invest in more community-driven livelihoods support, particularly in agriculture, and with a focus on strengthening or complementing existing livelihoods.</li> </ul>

<b>Sector</b>	<b>Climate Change Impacts</b>	<b>Climate Adaptation Considerations</b>
(f) Infrastructure: Water and Sanitation, Health, Access and Drainage, Education		<ul style="list-style-type: none"> <li>• Where siting of infrastructure in flood/storm prone areas is unavoidable, alter the design of projects to include appropriate adaptation measures, e.g. elevation of foundations; roofs designed to withstand more extreme events than the existing standard;</li> <li>• Improve ventilation to address rising temperatures;</li> <li>• Incorporate renewable energy for cheaper and more secure/green source of energy;</li> <li>• Ensure adequate drain size for possible increased water flows;</li> <li>• Ensure that water systems take account of groundwater and potential drought impacts.</li> </ul>

**BASIC NEEDS TRUST FUND TENTH PROGRAMME**

**DRAFT TERMS OF REFERENCE**

**CONSULTANCY SERVICES FOR THE DESIGN AND SUPERVISION OF SUB-PROJECTS**

**1. BACKGROUND**

1.01 The Basic Needs Trust Fund (BNTF) Programme is a Regional grant-funded initiative of the Caribbean Development Bank (CDB) which started over 42 years ago and is now in its tenth phase. BNTF is one of the CDB's key instruments for addressing poverty reduction by providing access to basic public services through the provision of social and economic infrastructure and the development of skills to enhance employability, community management and engagement. The tenth phase of the BNTF Programme (BNTF 10) will continue to assist poor and vulnerable communities in nine BNTF Participating Countries (PCs), vis., Belize, Dominica, Grenada, the Co-operative Republic of Guyana, Jamaica, Montserrat, Saint Lucia, St. Vincent and the Grenadines and Suriname. The BNTF Programme also includes a Regional Coordination component which is managed by CDB and supports programme implementation and management, and monitoring and evaluation.

1.02 Each PC has an established Implementing Agency (IA), which reports to an executing ministry, and is responsible for the administration of sub-projects in the respective country. BNTF 10 focuses on three key sectors/areas: Education and Human Resource Development (including citizen security, youth at risk, livelihoods and micro-enterprise development); Water and Sanitation and Basic Community Access and Drainage. The design of the sub-projects in these sectors/areas ensures gender inclusive participation by communities and transparency in community decision-making in the identification and priority setting process.

1.03 The Government of XXX (GOXX) has received financing from the CDB towards the cost of financing the BNTF 10 Project and intends to apply a portion of the proceeds of this financing to eligible payments under contracts for **Consulting Services for the Design and Supervision of xxxxx Sub-Project**.

**2. OBJECTIVE**

2.01 The objective of the consultancy is to provide technical support to the IA during the implementation of the BNTF 10 Country Project. Consulting firms will be required to review existing designs and estimates (where available); advise on scope and adequacy of sub-project interventions and provide revised preliminary designs and summary estimates, and detailed designs and Bills of Quantities. The work must consider thematic areas such as gender, climate change, renewable energy and environmental assessment and seek to integrate disaster mitigation measures into infrastructure sub-projects. Firms will also be required to provide technical inspection of construction works.

2.02 The proposed intervention consists of:

*[Insert sub-project components]*



**3. SCOPE OF SERVICES AND REPORTING REQUIREMENTS**

**Design Services**

Preliminary Design Services:

3.01 The Consultant shall provide the architectural and engineering services necessary for the preparation of preliminary designs, plans and specifications for the Works and estimates of cost thereof in sufficient detail to allow GOXX to consider and approve the suitability of such designs for the purposes for which the Works are intended, complying with the following requirements:

- (a) Review and collect relevant data in addition to conducting all necessary topographic and cadastral surveys by engaging the services of a licensed Land Surveyor, and geotechnical investigations to inform the designs.
- (b) The designs, plans and drawings shall conform to the standards published by [insert relevant Building Code], and to normally accepted design codes of practice.
- (c) Prepare a draft Environmental and Social Management Plan (ESMP) per sub-project.
- (d) Advise on the need for a more detailed climate vulnerability risk assessment following the initial climate risk screening.
- (e) In the absence of a grievance redress mechanism (GRM) at the BNTF IA level, the Consultant should prepare a project level GRM for public disclosure, to facilitate the receipt, acknowledgement and resolution of concerns and complaints related to the sub-projects.
- (f) Deliver one (1) hard copy and one (1) electronic copy of the Preliminary Design Report to the BNTF Implementing Agency (IA) and one (1) electronic copy to the CDB.
- (g) Conduct community consultations to obtain information on existing environmental issues, past hazard events and hazard vulnerability of the proposed sub-project site(s) and surrounding areas; and community disaster preparedness and response. The Consultant shall discuss considerations for improving resilience to climate change and natural hazard events.

Final Design Services

3.02 Following review of the preliminary designs, the BNTF IA and CDB shall provide feedback regarding the incorporation of resilience measures and ESMP requirements into the designs, and the BNTF IA shall instruct the Consultant whether to proceed to the Final Design Stage. Upon receipt of such instruction, the Consultant shall prepare:

- (a) Detailed designs with associated calculations. The Consultant shall furnish one (1) hard copy and one (1) electronic copy to the IA and one (1) electronic copy to the CDB.
- (b) The final designs and contract plans to a suitable scale with all dimensions clearly shown, and indicating details of construction for all structures or other Works to be built. The Consultant shall furnish one (1) hard copy and one (1) electronic copy of each final drawing

to the IA and the Designated Representatives of the Beneficiary Community, and one (1) electronic copy to the CDB.

- (c) Specifications including a description of each item, materials to be used, properties of materials, methods of measurements, basis for payment, and all other technical requirements for the construction of the Works in accordance with the designs and plans. The Consultant shall furnish one (1) bound copy and one (1) electronic copy of such specifications to the IA and one (1) electronic copy to the CDB.
- (d) An estimate of the quantities of the various items of work required for the Works prepared in appropriate form, for use, where applicable, in a unit-price type of construction contract;
- (e) Estimates of the construction cost for the Works as confidential information for the IA and the CDB to serve as guidelines to the IA and the CDB in analysing proposals for the construction component of the Works.
- (f) A final ESMP per sub-project. Relevant components of the ESMP are to be integrated into the Tender Document.
- (g) Notices to Tenderers, proposal forms for construction contracts, performance bonds and such other documents required for the tendering of the Works where such works are to be constructed by contract.

Environmental Mitigation Measures

3.03 In keeping with the requirements of the approved ESMPs, the Consultant is required to:

- (a) Review the environmental mitigation measures specified in the Contract, and ensure that the Contractor is aware of the said measures.
- (b) Enforce compliance with environmental guidelines for quality control, environmental and social management, and health and safety, within the limits of the Contracts.
- (c) Report on the positive and negative findings of the environmental and social management supervision activities and the performance of the Contractor in complying with the ESMP (including any non-compliances, need for corrective action, and emerging opportunities) via the monthly reports on environmental and social performance.
- (d) Immediately inform the IA and CDB of any violation or accident that might merit the suspension of works until the corrective/mitigation actions have taken place.
- (e) Assess any changes in the physical, environmental or other conditions that may have occurred since the time of the project preparation/design, advise on the effect of these on project costs and/or time, and put in place adequate measures to deal with these circumstances. If required, he/she shall propose revisions to the Construction Contract documents, which shall be sanctioned by the Client/Employer prior to revisions becoming effective. the Consultant shall take full responsibility for all the Construction Contract Documents.

3.04 In the event that the engineering estimates of the construction cost, inclusive of an allowance for minimum ten (10) percent contingency, Value Added Tax (VAT), price increases and ancillaries, where

applicable, exceed the allocated end-of-construction costs, the Consultant shall, if requested by the BNTF IA, modify the Works in consultation with the IA and the CDB, so as to bring the estimated cost of the Works within, or as near as possible to, the allocated end-of-construction costs. Any such modification shall be included in the Final Design Services for the purpose of sub-paragraph 3.02 above.

3.05 If any additional sub-surface investigations or other field survey work of a substantial nature is required for design work, such services shall be for the account of the BNTF IA. Should additional sub-surface investigations be required, the extra engineering work for preparing specifications, supervising the drilling and making laboratory tests will be negotiated between the IA and the Consultant as additional services.

### **Pre-Construction Services**

3.06 Where the Works are to be carried out by contract, the Consultant shall use CDB's invitation to bid form and BNTF Procurement Guidelines, advise the BNTF IA on the qualification of proposed tenderers, use BNTF's bid evaluation report format, assist in procuring tenders by the IA, review the tenders received, advise as to whether they appear to be correct and responsive to the tender documents, make recommendations for the award of the construction contract within one week of tender opening, and participate in pre-bid meeting with the IA.

## **4. TECHNICAL INSPECTION OF CONSTRUCTION SERVICES / SUPERVISION SERVICES**

4.01 It is hereby accepted by the Consultant that the Supervision portion of this outlined Scope of Works is not automatic and is subject to a review of the Consultant's performance during the Design or Formulation phase. The Consultant shall provide the following professional services for the technical inspection of construction services for the Works reporting to both the BNTF IA and the CDB:

- (a) Provide the necessary Engineers, Inspectors and Surveyors per sub-project, with relevant qualification, to oversee the performance of the Works, and require that such performance be in accordance with the plans and specifications prepared by the Consultant. Such Engineers, Inspectors and Surveyors will have no obligation or authority to determine the manner in which the Contractor performs the construction work unless specifically provided for in the specifications. They will investigate, report and advise on unusual circumstances which may arise during construction.
- (b) Revise designs to suit unforeseen conditions which may arise during construction.
- (c) Undertake environmental monitoring during construction in keeping with 3.03, and the sub-project's ESMP; and apply the Consultant Environmental Checklist (included in the BNTF Guidance Manual) when site inspections are conducted.
- (d) Submit, monthly reports on environmental and social performance, which include an assessment of the Contractor's performance in complying with the ESMP, the effectiveness of mitigation measures, identification of opportunities for enhancing resilience, and any major environmental, health and safety issues that have occurred over the reporting period.
- (e) Consult with and advise the BNTF IA and GOXX during the construction period.

- (f) Conduct monthly progress meetings between the Consultant, Contractor and the BNTF IA, and prepare and issue minutes of said meetings.
- (g) Submit monthly reports on the progress of the Works including photographs in duplicate as required, progress charts/programmes and drawings to the IA and the CDB in a form acceptable to the CDB describing the construction work accomplished, and maintaining appropriate construction records to be submitted to the IA and the CDB on completion of the Works. As a guide, the BNTF reporting format for project inspection by Consultants should be used for reporting on the Works.
- (h) Check all shop and working drawings prepared by the Construction Contractor and suppliers to ensure full compliance of such drawings with the requirements of the Consultant's designs, plans and specifications.
- (i) Advise the IA on the suitability of sub-contractors.
- (j) Recommend and oversee tests to be performed on materials and equipment to be incorporated in the Works, such as testing of concrete cylinders, special soil tests and compaction tests.
- (k) Review and approve monthly estimates and invoices submitted by the Construction Contractor for payment of work completed, and prepare payment certificates; and ensure that advanced payments to the Construction Contractor are utilised for the intended purpose.
- (l) Ensure that the Contractor has a site diary and that it is kept up to date and is accessible to all visitors.
- (m) Issue specific instructions to the Contractor, and record these in the Site Record Book/Site Diary.
- (n) Verify the quantity and quality of materials being delivered to the site. This to be recorded.
- (o) Supply the Contractor with geometric surveys, schedules, specifications, bills of quantities and other Contract Documents to allow him/her to prepare a construction schedule and to review and/or revise such schedule upon receipt as well as periodically during the execution of the Works.
- (p) Ensure that benchmarks and other survey information are used to properly set out Works.
- (q) Prepare and supply to the Contractor variation orders with revisions to contract drawings, additional specifications or details that may be required for the proper execution of the Works, after having received approval from the Client/Employer for those variations. The Consultant must present to the Client/Employer any variations including estimate of cost identified within twenty-four (24) hours of identification. The details of the variation must then be provided to the Client/Employer within two (2) weeks of identifying the need for a variation(s) on site.

- (r) Where the Contractor has ceased to perform works as required by the terms of the Construction agreement, the Consultant must advise the Client/Employer and make relevant recommendations (including termination).
- (s) Where a Contractor is terminated the Consultant must provide the Client/Employer with a detailed report comprising i) complete inventory of material on site (for civil work projects); ii) an estimated value of the reported inventory; iii) photographs of the inventory and state of the incomplete works; iv) statement on the state of the incomplete works; v) details of the work done to the date of termination; and vi) details of what is required to complete the works.
- (t) Review and approve drawings, samples and other submissions of the Contractor only for specific conformity with the design concept of the Project and for compliance with the information given in the Contract Documents.
- (u) Review and approve request for Extension of time. The Consultant/Supervisor must present to the Client/Employer, the details of an Extension of Time request within two (2) weeks of receiving a request for Extension of Time.
- (v) Liaise with the Project Manager and relevant authorities and offer assistance so as to expedite the acceptance and takeover of the Works.
- (w) Ensure good occupational health and safety practices (including the wearing of personal protective equipment) are followed on-site during construction.
- (x) Make a final inspection of the completed Works, recommend the issuing or non-issuing of the completion certificate within 14 days, and prepare a Completion Report to the IA, the Beneficiary Community and the CDB, within 42 days of the end of work by the Construction Contractor, including therein:
  - (i) a checklist of defects and incomplete work with an expected date of completion and endeavor that the Contractor attends to all the items within the time period specified;
  - (ii) a Certificate of Practical Completion, a Certificate at making Good Defects, and a Final Certificate as required by the construction contract;
  - (iii) as-built drawings and financial statements setting forth the total cost of all elements of the Works (financial statements will not be required for the completion report for the Beneficiary Community);
  - (iv) the principal design criteria used, a brief history of the construction work, and recommendations as to the future maintenance of the more complex components of the Works;
  - (v) Maintenance Plan to promote, organise and execute routine maintenance works which includes maintenance of building services systems (electrical, plumbing, rainwater catchments, drainage, and sanitation components where relevant) and how to manage this process; and

- (vi) One (1) hard copy and one (1) electronic copy of the Completion Report shall each be sent to the CDB and the Designated Representative of the Beneficiary Community and One (1) hard copy and one (1) electronic copy thereof shall be sent to the BNTF IA.

**5. COMMUNITY ENGAGEMENT AND BENEFITS**

5.01 The Consultant shall provide the following professional services for engagement with the Beneficiary Community (men, women, and other social groups where relevant) during the sub-project implementation:

- (a) in consultation with the BNTF IA ensure community engagement (participation, communication, education and awareness, resilience building) during the execution of services up to completion;
- (b) review the community needs and assets assessment (CNAA), sub-project profile, environmental screening checklist and any other appraisal documentation outlining the needs to be addressed and the forms of capital to be considered during the implementation of the sub-project;
- (c) provide any labor opportunities, as stipulated in the sub-project profile, recognising time implications for both women and men; and
- (d) integrate any community commitments to volunteering and other contributions in the activity plan for the Works.

**6. REPORTING AND ACCOUNTABILITY**

6.01 The Consultant shall contribute to the BNTF sub-project monitoring process and ensure timely completion of acceptable output and outcomes focused reports, complying with the following requirements:

- (a) Complete progress and completion reports according to the reporting template provided by the CDB and based on a timetable to be agreed with the IA and the CDB, to inform the IA's sub-project monitoring and completion reports.
- (b) Provide details of labor opportunities and other employment generated for community residents (women, men, youth) or members of organisations.
- (c) Proactively communicate implementation challenges, problems and risks immediately to the IA and the CDB, while taking necessary steps to address these in keeping with the professional services.
- (d) Notify Client/Employer timely if community contribution is not being performed.
- (e) Audit, evaluate and report on the sub-projects' environmental and social management performance based on the BNTF Environmental and Social Guidance Manual.

**7. QUALIFICATIONS AND EXPERIENCE**

7.01 The consulting team should consist of persons having appropriate professional and academic qualifications and have relevant experience in the areas of architecture, civil engineering and construction supervision. Specific experience in community development in the Caribbean will be an asset.

<b>Consulting Team Requirements</b>		
<b>Position</b>	<b>Qualifications</b>	<b>Experience</b>
Civil Engineer	Bachelor's degree in Civil Engineering	10 years' experience working in the construction industry on similar assignments.
Cost Consultant/Quantity Surveyor	Bachelor's degree in Civil Engineering, or Quantity Surveying	8 years' experience working in the construction industry on similar assignments.
Site Clerk	Associate Degree in Building Construction or any other equivalent	5 years' working in the construction industry on similar assignments.
Environmental Specialist	Bachelor's degree in Environmental Science/Studies	8 years' experience working on environmental and social assessments, and monitoring and reporting on environmental and social impacts of projects.

**8. COMMENTS BY THE CONSULTANTS**

8.01 The Consultant is requested to make comments on, and suggestions for, improvements to these Terms of Reference. The financial implications, if any, of these recommendations should be indicated separately in the Financial Proposal.

**9. DURATION OF THE CONSULTING ASSIGNMENT**

*[Insert duration of assignment]*

**10. DELIVERABLES**

10.01 The Consultant will present one (1) hard copy and/or one (1) electronic copy of each report to the BNTF IA, and one (1) electronic copy of each report to the CDB. Copies of all data used in the preparation of the reports shall also be submitted. The BNTF IA and the CDB will forward comments on each report to the Consultant within two (2) weeks of receipt. These reports are as follows:

(a) **Preliminary Design Report**

The report will, *inter alia*, present: the preliminary results of the design process; alternatives to be considered for the sub-project sites and recommendations for the preferred options; and draft site specific ESMPs. Survey results, together with all preliminary design assumptions, technical justifications and estimated costs are to be presented for approval by the BNTF IA and the CDB no later than six (6) weeks after the signing of the contract.

(b) **Final Design Report**

The report will, *inter alia*, present the final results of the design process and incorporate the selected options and comments by the IA and CDB. All final design assumptions, calculations, drawings, specifications, Bills of Quantities, site specific ESMPs and any other necessary tender documents are to be presented for approval by the BNTF IA and the CDB no later than four (4) weeks after the BNTF IA instructs the Consultant to proceed to the Final Design Stage.

(c) **Monthly Reports (Supervision Services)**

(i) Progress Report

The Consultant will, no later than the specified date of each month, prepare a progress report for each Works contract summarising the work accomplished for the preceding month. The report will outline any problems encountered (administrative, technical, or financial) and give recommendations on how these problems may be overcome. The reports will detail progress of ongoing works, include analysis and summaries of all tests results, and shall record the status of payment of all contractor's monthly certificates, of all claims for cost or time extensions, minutes of site meetings, and actions required by the BNTF IA or other stakeholder to permit unconstrained works implementation.

(ii) Report on Environmental and Social Performance

The Consultant will, no later than the specified date of each month, prepare Reports on Environmental and Social Performance for each Works contract, outlining any environmental and/or social issues over the reporting period and assessing the level of compliance of the contractor with the sub-project ESMP. The Consultant shall report and advise on the need for corrective actions, based on any issues noted and project-related complaints received; and shall report any unintended actions (positive and negative) and residual issues over the reporting period.

(d) **Completion Reports**

The Consultant will prepare a comprehensive Completion Report for each of the Works contracts, which reaches substantial completion during the period of the services. These reports must be submitted within 28 days after the completion certificate of each contract, and shall include, *inter alia*, a summary of the method of construction, the construction supervision performed, actual versus planned implementation progress and costs, quality assurance and quality control results, technical issues addressed and recommendations for future projects of similar nature, as-built drawings, and the Maintenance Plan.



**11. TERMS OF PAYMENT**

11.01 The payment schedule is as specified below and summarised in tables below:

**DESIGN SERVICES – PAYMENT OF PROFESSIONAL FEES**

<i>Preliminary Design – 30%</i>	Upon the completion, submission and acceptance of Preliminary Design, Draft ESMP, Estimate, and Report (Including topographic surveys if required, geotechnical data) and all other tasks described in the TOR, to the entire satisfaction of the Client.
<i>Final Design – 60%</i>	Upon the completion, submission and acceptance of Final Design Report, Final ESMP, Bidding Document inclusive of Final Drawings, Bills of Quantities, Specifications, Schedule of Materials (as required), Charts, etc.
<i>Final Design Payment – 10% (Pre-construction Services)</i>	Upon the completion of the Pre-construction Services, that end at the award of construction contract.
<i>Reimbursable Expenses</i>	Payment for reimbursable expenses including travelling will be made upon submission of detailed invoices supporting bills/receipts/documentations
<i>NOTE: Design Stage</i> Incomplete/substandard submissions will not be accepted. Reports must be submitted as per deadlines in contract. Payments will only be made upon the submission of deliverables. The payment to the Consultant is a FIXED FEE together with reimbursable expenses and will be on a stage and performance basis only. All payments will be made within 28 days of approval.	
Payment for reimbursable expenses including travelling will be made upon submission of detailed invoices and will also be in conjunction with the above payment schedule during the Design and construction contract period.	
For Design, Penalties of 2% deductions per 5 days will be applicable for late submissions up to a maximum of 10% of the contracted total of the Professional fees.	

**TECHNICAL INSPECTION / SUPERVISION SERVICES –  
PAYMENT OF PROFESSIONAL FEES**

<i>Supervision</i>	Payment for Technical Inspection Services shall be made on a monthly basis commencing one (1) month after the start of the construction Works, upon receipt of the Monthly Progress Reports, including minutes of site meetings, Reports on Environmental and Social Performance, and submission of invoice(s) by the Consultant. The amount of each payment due to the Consultant shall be in proportion to the value of the construction Works carried out in relation to the total cost of the construction Works, provided, however, that an amount of 5% will be retained until submission of the Project Completion Report, acceptable to the IA and CDB, and an additional 5% will be retained until the submission of the defects liability certificate.
	Note: Monthly reports are due on or before the 10 <sup>th</sup> day of each month for the preceding month. Failure to submit monthly reports will result in a 1% deduction per 5 days after the report is due and the deductions will not be reinstated.
<i>Reimbursable Expenses</i>	Payment for reimbursable expenses including travelling will be made upon submission of detailed invoices, supporting bills/receipts/documentation.
	Monthly reports are due on or before the 10 <sup>th</sup> day of each month for the preceding month. Failure to submit monthly reports will result in a 1% deduction per 5 days after the report is due and the deductions will not be reinstated.

**DRAFT TERMS OF REFERENCE**

**BUSINESS DEVELOPMENT CONSULTANT – PROJECT PREPARATION SPECIALIST**

**1. BACKGROUND**

1.01 The Basic Needs Trust Fund (BNTF) Programme is a grant-funded initiative of the Caribbean Development Bank (CDB) which started over 40 years ago and is now in its Tenth Phase. BNTF is one of the CDB's key instruments for addressing poverty reduction by providing access to basic public services through the provision of social and economic infrastructure and the development of skills to enhance employability, community management and engagement. The tenth phase of BNTF Programme (BNTF 10) will continue to assist poor and vulnerable communities in nine BNTF Participating Countries (PCs), vis., Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, Saint Lucia, St. Vincent and the Grenadines and Suriname.

1.02 Each PC has an established Implementing Agency (IA), which reports to an executing ministry, and is responsible for the administration of sub-projects in the respective country. Sub-projects are implemented under tripartite agreements between the beneficiary community, the responsible public or civil society entity and the IA. Sub-projects are approved by an Oversight Entity (OE) while the IA manages a portfolio of sub-projects as part of the Country Project. The core IA staff includes a Project Manager (PM), a Project Engineer (PE), a Community Liaison Officer (CLO), and an Administrative/Accounting Officer (AO).

1.03 BNTF 10 focuses on three key sectors/areas: Education and Human Resource Development (including citizen security, youth at risk, livelihoods, and micro-enterprise development); Water and Sanitation and Basic Community Access and Drainage. The design of the sub-projects ensures participation by communities and transparency in community decision-making in the identification and priority setting processes.

1.04 A strategic approach which includes an emphasis on livelihoods across the PCs was introduced under BNTF 9 and is being further strengthened under BNTF 10. This approach has enhanced the transformative effects of the Programme at the household level and across vulnerable groups by expanding the broad-based orientation of the BNTF beyond public infrastructure interventions and skills training. Moreover, over the past cycle the PCs have been impacted by several crises arising from worsening climatic conditions and increasing health challenges such as COVID 19 and Dengue which disrupt lives and livelihoods sometimes over extended periods. Livelihoods enhancement interventions focus on building resilience against these threats as well as expanding income generation options, increasing earnings, expanding access to select assets and overall strengthening the overall business development acumen of beneficiaries.

1.05 CDB now seeks to engage a Business Development Consultant - Project Preparation Specialist (PPS) for preparing BNTF Livelihoods sub-projects in Guyana to the highest best practice standards and to the point where they can be appraised.

**2. OBJECTIVE**

2.01 The objective of this consultancy is to catalogue community livelihoods baselines and prepare Livelihoods sub-projects based on sub-projects briefs provided by the IA.

2.02 Specifically, the Consultants shall:

- (a) Produce a livelihoods baseline assessment for targeted area of intervention(s).
- (b) Develop the sub-projects to be able to inform the Sector Portfolio where permanent infrastructure is not required.
- (c) Develop the sub-projects to provide information for the engagement of technical consultants where permanent infrastructure is required.

### **3. SCOPE OF WORKS**

3.01 The consultancy should be conducted over a period of not more than 10 weeks, representing a maximum of 30 working days. The consultant will provide technical support in the preparation of the BNTF Livelihood sub-projects under the guidance and supervision of the BNTF team at CDB.

3.02 The consultant will develop the sub-projects in consultation with key stakeholders in country. The following are the primary activities of the consultancy:

- (a) to conduct a livelihoods baseline assessment of the targeted district(s)/ Region(s)/ communities;
- (b) to prepare BNTF sub-projects from the idea point (only documentation is the concept note) to fully prepared sub-projects by liaising with project sponsors and beneficiaries, applying best practice, being practical and innovative, holding extensive discussions, working with templates, developing all required analyses, and producing a sub-project report, for each sub-project, to BNTF standards and formats, and
- (c) to develop cost estimates for the respective sub-projects.

### **4. REPORTING REQUIREMENTS**

4.01 The Consultant will carry out the assignment over a maximum 40 days, during a period of 14 weeks, and report to CDB (Operations Officer in the BNTF Unit) and IA in Country. The Consultants will:

- (a) Provide CDB with one hard copy and an electronic version in Microsoft Word and Excel software packages of:
  - (i) an Inception Report/Work Plan with timelines for the completion of the sub-project reports within one week of the signing of the contract;
  - (ii) Draft Livelihoods baseline assessment report;
  - (iii) the Draft reports for the livelihoods sub-projects within six weeks after receiving approval of the Inception Report/Work Plan from CDB. This report should include an assessment of the current livelihoods situation pertinent to each sub-project as well an assessment of the market; and
  - (iv) the Final livelihoods documents within one week of receiving comments from CDB and IA on the Draft.

**5. METHODOLOGY**

5.01 The Consultant may be required to travel to the country and work with the BNTF IA which includes site visits to the respective sub-project sites and meet with the beneficiaries. Discussions and consultations should be held with all relevant stakeholders, including Community-based organisations who are likely to be play a role in the implementation of the sub-projects.

5.02 A review of previous studies or works should be conducted to obtain feedback obtained on the findings and recommendations.

**6. IMPLEMENTATION ARRANGEMENTS**

6.01 The Consultant will be responsible for air fares and accommodation in country and overall preparation of the assignment (site visits, inspections, data collection etc.). In-country travel to sub-project sites will be the responsibility of the IA.

**7. QUALIFICATIONS AND EXPERIENCE**

7.01 The PPS will hold formal qualifications to master's Level, which should include a qualification in education, business development, development studies, entrepreneurship or finance. Specialisation in either Business Development, entrepreneurship or livelihoods projects is required. Should have knowledge of agriculture and non-agriculture types of livelihoods. A minimum of 10 years' experience working in project preparation is desirable, ideally for poverty reduction projects. Knowledge of the region and its project potential is essential.

**DRAFT TERMS OF REFERENCE**

**BUSINESS DEVELOPMENT CONSULTANT/COACH**  
**PROJECT IMPLEMENTATION SPECIALIST**

**1. BACKGROUND**

1.01 The Basic Needs Trust Fund Programme (BNTF) stands out as the most mature grant financed programme of the Caribbean Development Bank, having been in existence for over 42 years. Through this mechanism, the Bank targets poor and vulnerable communities, with poverty reduction as its main objective. The provision of basic infrastructure in the education and transport sector and supporting capacity building for human resource development and strengthening livelihoods provide important channels for the conduct of this work. The transformative impact of the BNTF has been felt across its Participating Countries (PCs) with the lives of over three million beneficiaries touched. The tenth phase of BNTF Programme (BNTF 10) will continue to assist poor and vulnerable communities in nine BNTF Participating Countries (PCs), namely, Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, Saint Lucia, St. Vincent and the Grenadines and Suriname.

1.02 Overtime, the BNTF programme has sought to ensure that in the transformation process that the peculiar needs of the most vulnerable at the individual, household and community levels enjoy optimal and sustainable benefits from the programme. Under the BNTF tenth phase, the aim is to curate the livelihoods specific knowledge and experience gained under the previous cycles given the increased need to safeguard lives and livelihoods and to assist communities to raise their level of resilience. An emphasis on livelihoods therefore positions the programme to contribute to improving the capabilities of targeted population to develop and strengthen sustainable ways to make a living and to target cohorts of the population such as unemployed or underemployed women and youth who are particularly challenged in this area. As such the intervention in the livelihood sector are avenues through which sustained interest in entrepreneurship and self-employment could be cultivated and adequate support provided to equip vulnerable people especially women and youth to start, expand and operate their micro-businesses or to progress based on their chosen path for self-development. Bringing together the right mix of competencies is crucial to ensure that the complexities associated with work in the livelihoods sector is important if successful application of principles and approaches and the adoption of best practices are to work seamless and result in targeted outputs and outcomes such as intensified, diversified and sustained incomes.

1.03 While BNTF Implementing Agencies (IA) may have their full complement of staff based on the requirements of the programme, it is recognised that added expertise may be required in specialised areas such as livelihoods. CDB now seeks to engage an Individual Consultant - Project Preparation Specialist (PPS) for preparing BNTF Livelihoods sub-projects in [PC] to the highest best practice standards and to the point where they can be appraised.

**2. OBJECTIVE**

2.01 The objective of this consultancy is to engage the services of a Business Development Specialist to support the implementation of Livelihoods interventions with a keen focus successfully starting, expanding and operating small and micro enterprises and to provide coaching services where required.

**3. SCOPE OF SERVICE**

3.01 S/he will:

- (a) Provide oversight and coordination for the livelihood sector portfolio.
- (b) Work along with the Project Manager to oversee the administration of the any entrepreneurship grant components of the project (mini-grants and Pass-through Facility).
- (c) Implement and provide oversight of mentorship programme.
- (d) Support the development of short, medium and long-term business goals through the creation of business development plans for the entrepreneurs.
- (e) Provide coaching services for the BNTF IA and beneficiaries.

3.02 Specific Tasks

- (a) Participate in a project kick-off meeting with the BNTF IA, and other key partners.
- (b) Provide support for the implementation of each sub-project under the sector portfolio.
- (c) Provide support to participants in determining the viability of their enterprises and help each entrepreneur to develop business plans.
- (d) Meet entrepreneurs regularly as needed either face to face or via the telephone to discuss matters relating to issues being experienced whether with the business or of the young entrepreneur.
- (e) Coordinate and work with the focal points of the interventions to ensure quality and coverage of the necessary areas for capacity building.
- (f) Establish mentorship programme and Implement selection, training and assignment of the mentors.
- (g) Where a mini-grant component exists, finalise the criteria for the selection of grantees and work as part of the selection committee for the pitch committee for selection of participants in the pass-through facility of the project. Ensure proper records are kept reporting done on each grant mechanism.
- (h) Conduct at least three training activities targeting the IA and beneficiaries in selected areas;
- (i) Work with the other consultants/facilitators in assisting entrepreneurs in keeping proper records including journaling their business development journey.
- (j) Work collaboratively with the Counsellor/Life coach to provide identify and provide support to entrepreneurs with peculiar challenges and with all to develop life plans.
- (k) Record activities with entrepreneurs and maintain files for each entrepreneur assigned.

- (l) Prepare Monthly progress Reports and submitted to the Project Manager or designated representative.
- (m) Prepare final report on implementation of the sector Portfolio. Other relevant duties as may be assigned.

**4. REPORTING REQUIREMENTS**

- (a) Submission of an inception report at least two weeks after the start of the contract. This should detail the work plan, and approach to the assignment.
- (b) Produce monthly progress reports. Records are to be kept on the progress of each entrepreneur with the assistance of the M&E Officer.
- (c) Work along with IA to produce the quarterly progress report on the project.
- (d) Business plans developed for each participant by the end of each training sub-component.
- (e) Submission of Final report produced no later than two weeks after the completion of the intervention

**5. IMPLEMENTATION ARRANGEMENTS**

5.01 The Business Development Specialist/Coach will be embedded temporarily within the BNTF IA and will report to the BNTF Project Manager.

**6. DURATION**

6.01 The assignment is expected to last for a maximum of 8 months.

**7. QUALIFICATIONS AND EXPERIENCE**

- (a) Master's degree, preferably in general management, business administration or entrepreneurship or in another relevant field. At least five years' experience in a similar capacity.
- (b) Experience working with marginalised groups, in particular women and youth.
- (c) Knowledgeable about agriculture and non-agriculture types of livelihoods.
- (d) Possess very good communication skills.
- (e) Experience working in vulnerable communities.
- (f) Should possess strong analytical and problem-solving skills.
- (g) Should be able to work in a team environment.

Experience in managing or owning a business is an asset but cannot compete with the time required for this assignment.



**DRAFT TERMS OF REFERENCE**  
**PSYCHOSOCIAL SUPPORT CONSULTANT**

**1. BACKGROUND**

1.01 The Basic Needs Trust Fund is a grant-funded Programme of the Caribbean Development Bank (CDB) with its genesis in 1979. Currently in its tenth phase (BNTF 10), the BNTF Programme remains one of the Bank's primary instruments for addressing poverty reduction by providing access to basic infrastructure and services in rural and urban communities, across the Caribbean. The Programme is designed to assist poor and vulnerable communities to improve their access to basic public services through the provision of basic social and economic infrastructure and the development of skills to enhance employability, community management and engagement. BNTF 10 focuses on key sectors/strategic areas: Education and Human Resource Development (EHRD) including Livelihoods Enhancement; Basic Community Access and Drainage Improvement; and Water and Sanitation Systems Enhancement. This programme stretches across nine Participating territories consisting of Belize, Commonwealth of Dominica, Grenada, Guyana, Jamaica, Montserrat, Saint Lucia, St. Vincent and the Grenadines and Suriname

1.02 In the BNTF participating countries the cohort of youths, especially those at risk is growing with young people becoming increasingly disengaged. This situation is characterised by elevated unemployment rates among the Region's youth. For those young people who are primarily at risk, their chances at optimising opportunities or overcoming challenges are often delayed as compared to the national trends. This coalescence of factors affecting youth, particularly in the context of dynamic labour market conditions and increased vulnerability at the household level has signalled the need for additional support for this segment of the population if it is to be positioned to benefit fully from investments.

1.03 Moreover, with the onslaught of the impacts of climatic shocks and others such as COVID 19 with their attendant social dislocation many people especially the most vulnerable have become disoriented and less able to deal with these significant changes. This affects the ability to really benefit from targeted recovery programmes and to be able to resume normal activities critical to ensuring their overall well being as well as that of their families. Under BNTF 10, actions will be more oriented to vulnerable people inclusive of youth and women, who often experience stressors related to poverty, hazards and financial insecurity. The importance of anticipating the challenges that may arise during the rollout of interventions which may block or limit beneficiaries' ability to grab opportunities cannot be over emphasised as these may deepen of harm and economic loss but also widen social inequality. Prolonged unemployment, for example, may lead to feelings of hopelessness and depression. Additionally, toxic domestic situations such as abuse may lead to high levels of stress, emotional turbulence, disruptive or anti-social behaviours or even social withdrawal.

1.04 In order to create a holistic approach, the BNTF IA is engaging Psychosocial Support Consultant - Counsellors to provide gender-specific and targeted psychosocial support and guidance for vulnerable people participating in human resource development and livelihoods interventions so as to facilitate successful negotiation of individual and group challenges and foster completion of said activities. The aim is to provide an avenue for checking on the welfare and general well-being of participants and create a platform for these participants to voice any concerns or challenges that they might be facing in a secure, confidential, and supportive environment and provide relevant support to help them to bypass hurdles.

**2. OBJECTIVE**

2.01 To engage the services of a Psychosocial Support Consultant-Counsellor to carry out an assessment of the general psycho-emotional health, social wellbeing and needs of assigned groups of participants, through such activities as focus group discussions, group activities. This will also include the provision of necessary services inclusive of treatment, guidance, and referrals. The Psychosocial Support Consultant will report on his or her activities and progress to the Project Manager.

**3. SCOPE OF SERVICES**

3.01 The Psychosocial Support Consultant will be embedded within the BNTF IA. The Psychosocial Support Consultant will undertake the following specific tasks/activities:

- (a) Perform psychological assessments (focus group, individual or otherwise), counselling and other psycho-social services to project beneficiaries. This aspect would include some basic diagnostic testing and specified sessions with the group/individuals. Primary health screening should be facilitated.
- (b) Following assessment, provide both general and gender and situation specific guidance and support to participants, this could include the development of care plans/life plans for beneficiaries with acute needs, individual sessions, group sessions or other approaches.
- (c) Determine the need for further specialised treatments and referrals and monitor any required care interventions in collaboration with other agencies/medical staff.
- (d) Conduct at least two training activities with actors who work with youth at risk at the community level in the areas of Psychological First Aid and Trauma-informed care and any other areas deemed necessary.
- (e) Create a file on each of the participants within the programme and ensure that the records are duly maintained with special focus on participants with acute needs.
- (f) Provide feedback to the Project Manager on issues that might affect the smooth implementation of the Project.
- (g) Ensure that attendance sheets are filled out at every session and maintain confidential records on beneficiary interactions.
- (h) Serve as an ex-officio member of the Project Steering Committee.
- (i) Provide critical incident stress debriefing.
- (j) Provide monthly narrative and statistical reports to the Project Manager.
- (k) Produce final report.

**4. REPORTING REQUIREMENTS**

4.01 The Counsellor will work in close collaboration with the focal point for each sub-component of the Project and will report directly to the PC. Reporting will commence within one month of Programme commencement, with the Final Report to be submitted two weeks after the completion of the Programme.

**5. QUALIFICATIONS AND EXPERIENCE**

5.01 A minimum of a graduate degree in psychology or counselling is required. Psychosocial training and/or experience with trauma-informed care is essential with three to five years related work experience. Experience working with at-risk youth or young men and women in conflict with the law is important. Possession of good communication skills, interpersonal relationship skills, training/facilitation skills, computer skills, collaborative, cooperative and coordination skills would be advantageous. Must have the ability to work with minimum supervision and under pressure. Should have the capacity to work in an interdisciplinary team and must have a very developed understanding of the cultural dimensions of Saint. Lucia, including deep-rooted gender ideologies. Must be able to keep the information confidential.

**6. DURATION**

6.01 The assignment is expected to last for no more than eight months.

**DRAFT TERMS OF REFERENCE**

**PREPARATION OF STRATEGIC PARTNERSHIP STRATEGY BNTF 10**

**1. BACKGROUND**

1.01 The Caribbean Development Bank (CDB) is positioned through its 2020-2024 strategic plan to enhance its focus on altering the existing stakeholder engagement model in a way that facilitates a closer relationship between the Bank and its clients. The Bank has strong convening power and is able to leverage its brand to attract and downstream critically important concessional resources to BMCs.

1.02 The Basic Needs Trust Fund (BNTF) Programme is the main vehicle of the Caribbean Development Bank (CDB) for pursuing poverty reduction in the Region, through the provision of basic infrastructure and skills training towards improving the livelihoods of beneficiaries in Participating Countries (PCs). BNTF has implemented approximately 3,000 sub-projects over the past 42 years, directly impacting the lives of more than three million beneficiaries in poor communities. Projects are implemented through grant financing from the Bank's Special Development Fund [Unified] [SDF (U)] and Government counterpart contributions. Under the tenth phase (BNTF 10), the Participating Countries (PCs) are Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, Saint Lucia, St. Vincent and the Grenadines, and Suriname.

1.03 Given the acute shortage of development financial resources, smart partnerships that leverage both public and private sector actors in each PC will be indispensable if the Programme is to intercept development gaps and come close to reaching its poverty reduction targets. Partners bring to the table diverse resources, experiences, interests, capacities and clientele. As BNTF 10 pursues higher volumes with more variety in poverty reduction projects with greater impacts, it recognizes that it cannot do everything alone. Instead, on a regular basis, it can and should expand its work with others, with partners being in the lead on any of the project cycle tasks<sup>1</sup>.

1.04 The successful implementation of previous BNTF Programmes were attributed in part to the level of support and collaboration afforded through the varying partners. At the sub-project level, specific partnerships were established with public works agencies, civil society groups, water authorities, and national training institutions. It is expected that these types of relationships will be established and maintained during BNTF 10's implementation. Other key partners at the sub-project level are likely to be entities such as the agencies responsible for community development; NGOs; charities and civil society organisations. At the programme level, the approach from previous cycles will remain where internal and external partners are engaged based on their alignment with the BNTF's poverty reduction objective as well as common interests in improving the resilience of targeted Borrowing Member Countries (BMC) and beneficiary communities.

1.05 Despite the successes attributed to partnerships established and maintained during previous Programme cycles, preceding BNTF Mid-Term Evaluation Reports highlight the need to initiate and preserve more sustainable partnerships. In response to this gap, BNTF 10 will seek to undertake a review of its current business processes and evaluate its successes and limitations. In addition, particular emphasis will be placed on clearly defining governance arrangements, identifying partnership focus areas and creating and strengthening platforms for promoting increased collaborations.

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<sup>1</sup> Systematic Examination of the Governance Structure and Implementation Modality for the BNTF Programme (2016)

1.06 Going forward, the BNTF 10 Programme is seeking to engage the services of a Strategic Partnership Strategy (SPS) Consultant to compile a strategy, coordinate training and guide the implementation of pilot activities which are focussed on building sustainable partnerships. This SPS will be geared towards analysing existing gaps and opportunities for creating more meaningful relationships with local, national, regional and international stakeholders. Furthermore, this document will place prominence on approaches to improving the technical skills of the Oversight Entities (OE) Implementing Agencies (IA) and Project Monitoring Committees (PMC) in corporate social responsibility and facilitating partnerships. A pilot project will result from this consultancy, where select OEs, IAs and PMCs will pre-identify, review and vet potential as well as existing partners by a process of due diligence. In this regard, partnership platforms will be created around identifying joint venture focus areas. Given that the proposed arrangements are not expected to be solely project-specific, each approved partner should be aligned to the Programme based on specific interests, areas of focus and resource requirements.

## **2. OBJECTIVE**

2.01 The objective of the consultancy is to assist the CDB BNTF Team, OEs, IAs and PMCs in a technically grounded, consultative and participatory process for the preparation of a SPS for the period 2021–2025 for the Programme in line with the current mandate and institutional arrangements. The Consultant should also develop a programme of specific activities, a budget, monitoring and implementation plan and train all actors in the process that should be used to support monitoring the implementation of the Strategy.

## **3. SCOPE OF WORK**

3.01 The Consultant’s specific duties and responsibilities will include the following:

- (a) Carrying out a desk review of documents relevant to an understanding of the mandate, work, best practices and context of the Programme.
- (b) Reviewing relevant national and local level policy frameworks, best practices, approaches and implementation of SPS relevant to the BMCs.
- (c) Facilitating discussions with the representatives from CDB BNTF Team, OEs, IAs, PMCs as well as existing and potential partners at all levels.
- (d) Developing a comprehensive methodology and work plan for the participatory process for the following:
  - (i) preparing the SPS for 2021-2025 accompanying vision and mission statements for the Strategy, priority programmes, baselines and targets, budget and Monitoring Plan; and
  - (ii) supporting cooperation with international development organisations, corporate social responsibility grant programmes, government agencies, private sector companies, civil society organisations and NGOs.
- (e) Mainstreaming gender throughout the preparation of the SPS, Implementation Plan and budget.

- (f) Conducting meetings to share the Draft SPS with CDB BNTF Team, OEs, IAs, PMCs and select partners.
- (g) Finalising the SPS, to include comments provided during the sharing meetings.
- (h) Preparing a Training Plan and conducting the workshop for CDB BNTF Team, OEs, IAs and PMCs on monitoring and reporting on the implementation of the SPS.
- (i) Implementation of pilot activities within select BMCs.

#### **4. REPORTING REQUIREMENTS**

4.01 The Consultant will provide the following reports and documents:

- (a) **Inception Report:** the report (maximum of six pages) is to be submitted one week after the signing of the contract, and will include: Consultant's work schedule, methodology, and resource requirements.
- (b) **Draft SPS and Training Plan:** the SPS should include the BNTF 10 strategic direction and focus areas, priority programmes, baselines and targets, budget, a results framework, stakeholder analysis, strategies for securing partners' involvement and an Implementation and Monitoring Plan. While the Training Plan on monitoring and reporting on the implementation of the SPS should include information on the number of training sessions, the target audience, topics to be covered and the outputs. The plans are to be submitted to the Community Development Specialist (CDS) for review and comments one month after the start of the assignment.
- (c) **Report on the meetings held to share the SPS:** the meetings held with the BNTF Team, PCs, IAs, PMCs and partners will focus on sharing the Revised SPS which incorporates comments provided all actors in the process is to be submitted to the CDS two weeks after the completion of the meetings.
- (d) **SPS for 2021-2025** which incorporates comments provided during the sharing meetings, is to be submitted two weeks after the completion of the meetings.
- (e) **Training Report** on the workshop held for CDB BNTF Team, OEs, IAs and PMCs and project stakeholders on monitoring and reporting on the implementation of the SPS is to be submitted seven days after the completion of the training to the CDS for comments.
- (f) **Pilot Activities** in collaboration with CDB BNTF Team and select IAs, identify and implement target partnership building activities within identified BMCs.
- (g) **End of Consultancy Report** is to be submitted ten days after the completion of the training of CDB BNTF Team, OEs, IAs, PMCs and other stakeholders.

#### **5. IMPLEMENTATION ARRANGEMENTS**

5.01 The Consultant will report to the CDS, who will have overall responsibility for the management and implementation of the consultancy and facilitate the work of the Consultant. The CDS will make available studies, reports and data relevant to the completion of the assignment and will introduce the Consultant to IAs and other BNTF partners and stakeholders.

5.02 The Consultant will provide the computing equipment and software required for the implementation of the assignment. The Consultant will make his/her arrangements for travel, ground transportation and accommodation. The Consultant will provide the services outlined at Section 2 and deliver the reports listed at Section 3 of this Terms of Reference. The Consultant is required to collect data for the preparation of the Strategic Partnership Strategy.

**6. QUALIFICATIONS AND EXPERIENCE**

6.01 The Consultant is required to have at least a Master's degree in development planning, economic planning, public policy, development studies or related field. The Consultant must have:

- (a) At least seven years professional experience in the preparation of Strategic Planning, Building Sustainable Partnerships or similar area(s) and the organisation of related training.
- (b) Demonstrated experience in working with public sector agencies, private and public sector stakeholders and international development organisations in poverty reduction programmes.
- (c) Experience in programme management and understanding of the planning and funding cycles of the public sector and development financing organisations.
- (d) Experience in engaging in participatory data collection, monitoring and evaluation, and in implementing participatory stakeholder consultations.

**7. DURATION**

7.01 The consultancy is expected to last for a total of 40 person days over a three-month period.

**BNTF 10 PROGRAMME REPORTING SCHEDULE**

<b>Report</b>	<b>From</b>	<b>Frequency</b>	<b>Submission</b>
Country Policy Framework (CPF)	PM	Once	May 31, 2021
Sector Portfolio of sub-projects	PM	Periodic as prioritised in CPF	Ongoing
Sub-project Monitoring Reports (SPMR)	PM	Periodic as outlined in Results Matrix	Within 21 days of milestone events
Minutes of OE meetings	PM	Quarterly	Within 14 days after the end of each quarter
Status of Country Project	PM	Quarterly	Within 14 days after the end of each quarter
Procurement Plan	PM	At least annually for the following calendar year	November 30, of each year
Annual Work Plan and Budget (AWPB)	PM	Annually for the following calendar year	November 30 of each year
Annual Project Performance Report (APPR)	PM	Annually for the previous calendar year	January 15 of each year for the previous year
Sub-project Completion Report (SPCR)	PM	After completion of each sub-project	Within 30 days after the completion of each sub-project.
Financial Audit	Independent Auditors	Annually for calendar	Within 120 days of the end of each fiscal year.
Performance Audit	Independent Auditors	Biennially	Within 240 days of the end of October 2022 and November 2024
Environmental and Social Performance Report	PM	Twice	October 31, 2022 and October 1, 2024
Mid-Term Evaluation (MTE)	Independent Consultants	Once	Two years after the approval of Staff Report
Country Project Completion Report (CPCR)	PM	Once	Within 6 months prior to CDB's Terminal Disbursement Date (TDD)
Programme Closing Report	Independent Consultants	Once	Within 2 months after CDB's TDD

Note: Report formats to be agreed with CDB. PM - Project Manager / Coordinator OE - Oversight Entity



**BNTF 10 SAMPLE OUTCOMES AND OUTPUTS**

<b>SECTOR/ PROGRAMME AREA</b>	<b>OUTCOMES</b>	<b>OUTPUTS – SDF &amp; BNTF INDICATORS</b>
<b>EDUCATION</b>	Improved access to quality education and HRD services	Classrooms and educational support facilities built or upgraded according to minimum standards (number), of which ECD/Primary/Secondary
		Beneficiaries of skills training activities (number female by age)
		Beneficiaries of skills training activities (number male by age)
		Students benefitting from improved physical classrooms conditions or enhanced teacher competence, or school infrastructure (number female)
		Students benefitting from improved physical classrooms conditions or enhanced teacher competence, or school infrastructure (number male)
		Teachers and Principals Trained/Certified (number female by age) ECD/Primary/Secondary
		Teachers and Principals Trained/Certified (number male by age) ECD/Primary/ Secondary
<b>LIVELIHOODS</b>	Livelihoods and employment opportunities enhanced	Business plans approved (number)
		Value of assets transferred (\$)
		Change in income (%) (male by age)
		Change in income (%) (female by age)
<b>WATER AND SANITATION</b>	Improved access to quality water supply and sanitation services	Households with access to water supply (number by head of household)
		Installed water capacity (m <sup>3</sup> )
		Water supply lines installed or upgraded (km)
<b>TRANSPORT AND STORAGE</b>	Improved access to basic services	Secondary and other roads built or upgraded (km)
		Beneficiaries of community infrastructure (number female by age)
		Beneficiaries of community infrastructure (number male by age)
		Beneficiaries of road projects (number female by age)
		Beneficiaries of road projects (number male by age)
Community infrastructure built/upgraded (number)		
<b>YOUTH AND CITIZEN SECURITY</b>	Citizen security enhanced Sustainable youth employment increased	Crime and violence prevention activities funded (number)
		Youth gainfully employed (number) (m/f by age)
		Youth micro-enterprises and other initiatives funded and registered (number) (m/f by age)
<b>ENERGY GENERATION AND SUPPLY</b>	Enhanced use of renewable energy technology	Youth trained in business and technical skills (number) (m/f by age)
		Conventional or renewable power generation capacity installed (MW) of which renewable (MW) Energy savings as a result of EE/RE interventions (GWh)

**BASIC NEEDS TRUST FUND TENTH PROGRAMME**

**PROGRAMME UPDATE OF THE COUNTRY POLICY FRAMEWORK**  
**DRAFT TERMS OF REFERENCE**

**1. BACKGROUND**

1.01 The Basic Needs Trust Fund (BNTF) Programme is a grant-funded initiative of the Caribbean Development Bank (CDB) which started over 41 years ago and is now approaching the end of its Ninth Phase. BNTF is one of the CDB's key instruments for addressing poverty reduction by providing access to basic public services through the provision of social and economic infrastructure and the development of skills to enhance employability, community management and engagement. The new phase of the BNTF Programme will continue to assist poor and vulnerable communities in eligible BNTF Participating Countries (PCs). The BNTF Programme also includes a Regional Coordination component which is managed by CDB and supports programme implementation and management, and monitoring and evaluation (M&E).

1.02 Each PC has an established Implementing Agency (IA), which reports to an executing ministry, and is responsible for the administration of sub-projects in the respective country. Sub-projects are expected to be implemented under tripartite agreements between the beneficiary community; the responsible private/public partnership, public or civil society entity; and the IA. Sub-projects are approved by an Oversight Entity (OE) while the IA manages a portfolio of sub-projects as part of the Country Project. The core IA staff includes a Project Manager (PM), a Project Engineer (PE), an M&E Officer, a Community Liaison Officer (CLO), and an Administrative/Accounting Officer (AO).

1.03 BNTF focuses on three key priority areas: Education and Human Resource Development (including citizen security, at-risk youth, livelihoods enhancement and micro-enterprise development); Water and Sanitation; and Basic Community Access and Drainage. The design of the sub-projects ensures participation by key stakeholders, potential eligible partners such as NGOs, charities and civil society organisations, business associations, chambers of commerce and private companies through their corporate social responsibility programmes, communities and transparency in community decision-making in the identification and priority setting process.

1.04 A Country Policy Framework (CPF) documentation will reflect on the outcome of community engagement activities and reference source material such as CDB's report on poverty and equality<sup>1</sup>, Country Poverty Assessment data, National Poverty Reduction Strategies, the Country Gender Assessments, the UNDP Caribbean Human Development Reports, and the IDC Country Reports. Overall, efforts are being made at the country level to ensure that all the SDGs and cross-cutting areas, such as gender equality and environmental sustainability, inclusive of climate change and disaster risk management, are integrated within sub-projects that contribute to the enhancement of the countries' human development outcomes.

1.05 Going forward under the next cycle of the BNTF Programme, all PCs are required to update its CPF as a condition for the allocation of BNTF funding. The updated CPF is owned by Government and is a crucial starting point in the development of the country's BNTF portfolio. The CPF is intended to outline a simple, evidence-based, sex-disaggregated information including a resource allocation and financing plan.

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<sup>1</sup> Changing Nature of Poverty and Inequality in the Caribbean: New Issues New Solutions, CDB, March 2016

**2. OBJECTIVE**

2.01 The objective of this consultancy is to inform evidence-based prioritisation of the PC's BNTF resources through the updating of the country's CPF.

**3. SCOPE OF WORKS**

3.01 Each consultancy in-country should require a maximum of ten working days over a period of 8 weeks. The consultant will provide technical support for the updating of the BNTF CPF under the guidance and supervision of the BNTF team at CDB.

3.02 The consultants will update the CPFs in consultation with key stakeholders in-country including private sector entities supporting activities in the sector. The development of the CPFs will focus on matching resources to poverty reduction priorities in specific sectors and other key areas to contribute to a more streamlined appraisal and preparation process in keeping with the CPF Template. The Covid-19 pandemic has significantly impacted the most vulnerable. In this regard, the CPF will seek to identify the households and communities that have been impacted by the pandemic and assist PCs to develop programmes that will focus on livelihoods and social resilience. The BNTF programme will support opportunities for self-employment and economic empowerment particularly targeting women and youth. The following are the primary activities of the consultancy:

- (a) to corroborate data and information from source materials such as CDB's report on poverty and equality<sup>2</sup>, the Country Gender Assessments, the UNDP Caribbean Human Development Reports, and the IDC Country Reports, paying particular attention to capturing sex-disaggregated data. Desk review and primary research using a participatory approach will be utilised ensuring that there is an appropriate engagement of all key stakeholders.
- (b) to develop along with the IA staff a coherent and comprehensive portfolio of prioritised indicative sub-projects to be implemented under the subsequent SDF cycle, referencing the national strategic plan that identifies and outlines the areas of priority as well as applying the CDB developed Prioritisation Tool to the list of sub-projects, as required; and
- (c) to develop a financing plan for the components of the Country Project Resource Allocation.

**4. REPORTING REQUIREMENTS**

4.01 The Consultants will carry out the assignment over a maximum of 10 days over a period of 8 weeks, and report to CDB (Operations Officer in the BNTF Unit) and IA in Country. The Consultants will:

- (a) Provide CDB with an electronic submission in Microsoft Word and Excel software packages of an Inception Report/Work Plan with timelines for the updating of the CPF for CDB's and IA's approval within one week of the signing of the contract.
- (b) Provide CDB with an electronic submission in Microsoft Word and Excel software and in the online BNTF 365 Programme of the Draft updated CPF within six weeks after receiving approval of the Inception Report/Work Plan from CDB.

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<sup>2</sup> Changing Nature of Poverty and Inequality in the Caribbean: New Issues New Solutions, CDB, March 2016

- (c) Provide CDB with an electronic submission in Microsoft Word and Excel software and in the online BNTF 365 Programme of the Final Updated CPF document within one week of receiving comments from CDB, IA and OE on the Draft.

**5. QUALIFICATIONS AND EXPERIENCE**

5.01 Applications are welcomed from citizens and legal residents of CDB member countries. Suitable applicants should meet the following criteria:

- (a) Possess advance qualifications in Economics, Sociology, Social Development and/or any other social science.
- (b) Have over five (5) years' experience working as a poverty analyst/poverty reduction specialist or development specialist with specific competencies and experience in participatory research, community-led development and empowerment, and monitoring and evaluation.
- (c) Knowledge and practical work experience in the Caribbean region.

**COUNTRY POLICY FRAMEWORK**  
**TEMPLATE**

**INTRODUCTION**

The Caribbean Development Bank (CDB) requires each Basic Needs Trust Fund (BNTF) participating country (PC) to update its Country Policy Framework (CPF) for the succeeding cycle of the BNTF Programme. The BNTF Country Projects aim to achieve poverty reduction and as in the current BNTF 9 Programme the updated CPF is expected to be an evidence-based framework relating closely to current wider national policies aimed at reducing poverty. The updated CPF would reflect on the most recent data derived from national poverty reduction strategies, economic and sector strategy papers, recent CDB country strategy papers, consultations and other relevant sources. The updated CPF will serve to operationalise the country strategy by ‘converting’ it to a practical set of sub-project priorities that conform to overall policy priorities, with an attendant financing plan for the project cycle. Due consideration must be given to collaboration with key stakeholders and potential eligible partners such as NGOs, charities and civil society organisations, business associations, chambers of commerce and private companies through their corporate social responsibility programmes. The maximum sub-project cost remains at USD1.0 million.

**STEPS TO UPDATING THE CPF**

Like any planning exercise, the process of developing the framework paper is an integral part of its value. The following elements are essential:

- (a) Updating of the CPF is done under the direction of the Project Manager, BNTF and involves the entire team of the BNTF Implementing Agency (IA).
- (b) The process is inclusive and consultative with all key stakeholders, including Government offices, communities, partners (co-financiers), and community representatives (or groups).
- (c) The updated CPF will draw on the active CPF for BNTF 9 and other works and avoid replicating what has already been done by other experts; hence the reference to Government strategies and CDB country strategies.

The value of the updated CPF is that it provides sector analyses and practical proposals for interventions in each sector such as:

- (a) Identification of non-sub-project components to support project implementation.
- (b) A prioritised pipeline of sub-projects with respective estimated costs, categorised under infrastructural and non-infrastructure sub-projects as follows:

**Community Social/Economic Infrastructure**

- (i) Water and sanitation
- (ii) Access roads
- (iii) Basic Schools
- (iv) Renewable energy and energy efficiency

**Skills Training and Livelihoods**

- (i) Asset distribution
- (ii) Access to credit
  1. Technical certified skills training, life skills, psychosocial support and mentorship/life coaching, and gender sensitisation
  2. Entrepreneurship, business, market, and enterprise life skills
  3. COVID-19/natural disaster impact requiring an increased focus on livelihood initiatives and economic empowerment particularly targeted towards women and youth
  4. Improving the ‘doing business’ environment for the most vulnerable

- (c) Scheduling, disbursement forecast, and expected results in each sector detailed by sub-project.

**OUTLINE AND KEY COMPONENTS**

The content and length of the updated CPF are standardised across PCs and the proposed outline is as follows:

<b>Section</b>	<b>Max. Length (pages)</b>	<b>Source</b>	<b>Key Message/Value</b>
1. Introduction/ Background	1	o BNTF 9 Staff Report	o Purpose of the BNTF Programme and history/achievement in the
2. The problem – poverty	2	o Gov’t Statistics o IA analysis o Statistics o Reports	o Causes, severity, incidence, and manifestations of poverty
3. The national strategy	1	o Poverty reduction strategy o CDB CSP o Eligible partners strategies	o Priorities o Actions and approaches o Beneficiaries o (Table 1:- also includes information from Section 3)
4. Sector Analysis	4	o Line ministries/ entities o Reports	o For each sector: (i) status of the sector, (ii) major gaps in the sector, and (iii) previous BNTF contributions to the sector. o (Tables 2 and 3)
5. BNTF’s strengths and priorities	2	o BNTF Strategy o IA analysis	o Actions to achieve BNTF mission; and o BNTF’s role relative to other agencies dealing with poverty reduction o (Table 1:- also includes information from Section 1)
6. Outcome of consultations	2	o IA consultations	o Summary of expectations and aspirations among stakeholder
7. Potential pipeline	1	o IA analysis	o List of all proposed sub-projects prioritised and categorised by sectors (Table 4) o Indicative Results Monitoring Framework (Table 5)
8. Action plan	3	o IA analysis	o Proposed sub-project pipeline to achieve outcomes and outputs with implementation schedule (Table 6) o Estimated disbursements and timing (Table 7) o Risk and risk mitigation analysis (Table 8)
<b>Total pages</b>	<b>16 (excluding Annexes)</b>		

**Table 1: Country Project Resource Allocation Matrix**

Sector	National Poverty Reduction Strategy (NPRS)	NPRS Indicators and Targets	Eligible Partners	BNTF Interventions Impacting NPRS	Co-implementing Agencies	Sector Allocation USD	Sector Allocation %
	Source: Goal/Impact:						
	Outcome:	Indicator: Target:					

**Table 2: Main External Financing Sources and Projects in the Water and Sanitation Sector**

Donor	Project Name	Target Areas	Partner Institution	Project Amount (USD)	Duration

**Table 3: BNTF Contribution in Previous Two Cycles**

BNTF Cycle	Number of sub-projects	Outputs	Total BNTF Contribution (USD)	Direct Beneficiaries

**Table 4: Country Project Constituent List of Sub-projects**

Sector	Sub-project Title	Priority Ranking	Indicative Cost)		Location	Area	Start Date	End Date	Estimated Duration (Months)	Size of Population (Male, Female)	Co-implementing Agencies	Community Contribution (Assets, Skills, Talent, etc.)
			Total	CDB Grant								

**Table 5: Indicative Results Monitoring Framework for Sub-projects**

<b>Outcome</b>										
Sector	Sub-project Name	Narrative	Indicator	Baseline	Target				Data Sources Reporting Mechanisms	Assumptions and Risks
					2021	2022	2023	....		
<b>Output</b>										
Sector	Sub-project Name	Narrative	Indicator	Baseline	Target				Data Sources Reporting Mechanisms	Assumptions and Risks
					2021	2022	2023	2024		



**Table 6: Implementation Gantt** (show start and end date as bar)

<b>Activity</b>	<b>Start Date</b>	<b>End Date</b>
<b>Programme Approval</b> CDB Board Approval Preparation of Grant Agreement Signing of Grant Agreement Grant Effective Date		
<b>Country Project Preparation</b> Project Launch Workshop Procure consultants - Education Sector Portfolio Procure consultants for Water Sector Portfolio Procure consultants for Transport and Storage Sector Portfolio		
<b>Implementation</b> Education Sector Portfolio Water and Sanitation Sector Portfolio Transport and Storage Sector Portfolio Non-sub-project activity by sub-component Mid-term Evaluation		
Programme Closing Submission of Country Project Completion Report		

**Table 7: Indicative Financing Plan**

<b>Component</b>	<b>Sub-project Name/Activity</b>	<b>Estimated Disbursement – CDB Grant</b>			
		2021	2022	2023	2024

**Table 8: Risk Assessment**

<b>Risk Category</b>	<b>Risk Description</b>	<b>Mitigation Measures</b>

**DRAFT TERMS OF REFERENCE THE OVERSIGHT ENTITY**

1. **INTRODUCTION**

1.01 An Oversight Entity (OE), acceptable to the Caribbean Development Bank (CDB), will have overall responsibility for the execution of the Basic Needs Trust Fund (BNTF) Project in compliance with requirements, standards and covenants set out in the Grant Agreement between the Government and CDB. The Chairperson will report directly to the Permanent Secretary of the Executing Ministry.

2. **OBJECTIVES**

2.01 The objectives of the OE are:

- (a) To liaise with relevant Ministries/agencies/departments and other social partners and stakeholders, on national planning issues, constraints and priorities, in order to ensure that the social development and poverty reduction strategies of the country are aligned with the Country Policy Framework (CPF), developed to assist with the administration of the project.
- (b) To ensure that the Project is implemented in accordance with the Grant Agreement and the guidelines of the Operations Manual (OM) developed for the Project.
- (c) To ensure that the Project is undertaken in a participatory, gender-sensitive manner, ensuring that environmental concerns are appropriately considered, and that the Project reaches the intended beneficiaries/participants.
- (d) To ensure that Project resources are allocated and used efficiently.

3. **COMPOSITION**

3.01 The OE membership should be representative of those priority sectors identified for intervention in the CPF and crosscutting themes envisaged under BNTF 10. It is required that representation include, as a minimum, a representative of the Ministry of Finance and Planning, members of the line sectors involved according to portfolio priorities, a representative of the Non-Governmental Organisation (NGO) sector and a representative of the Chamber of Commerce. The Project Manager/Coordinator (PM), an ex-officio member, will serve as Secretary. Representatives of relevant BNTF sectors can participate in OE discussions on sub-projects when necessary. These representatives will not have voting rights. The Community Liaison Officer (CLO) shall attend meetings and report as necessary but shall be a non-voting member. A Recording Secretary shall be assigned to the PM/Coordinator to take minutes of the proceedings at all OE meetings.

4. **REPRESENTATION AND DEPUTATION**

4.01 For continuity, each ministry and organisation should nominate its OE representative and indicate an alternate member.

5. **CHAIRPERSON**

5.01 The Chairperson of the OE will be a representative from the Executing Ministry, but not the Permanent Secretary of that Ministry, unless CDB may otherwise agree.

6. **ATTENDANCE BY NON-MEMBERS**

6.01 Non-members of the OE including CDB staff, may attend meetings subject to approval of the Chairperson on a meeting-by-meeting basis. The BNTF Recording Secretary will attend all meetings of the OE.

7. **MEETING FREQUENCY**

7.01 The OE will meet at least quarterly, and more often as required. The Chairperson, or their designated representative, will convene the meetings. A quorum will consist of four members, two each from governmental and non-governmental representatives plus the PM and CLO.

8. **RESPONSIBILITY**

8.01 Following are the responsibilities of the OE:

- (a) Preparing and utilising the CPF prepared on behalf of and endorsed by the Government, as an objective guide to implement pro-poor, gender-responsive policy and achieve poverty reduction when allocating project resources for initiatives under BNTF.
- (b) Reviewing and approving revisions to the OM in consultation with CDB.
- (c) Reviewing and approving the Participating Countries' (PCs) Annual Work Plan and Budget, and Annual Project Performance Report in consultation with CDB.
- (d) Selecting eligible sub-projects from among those proposed by community groups, NGOs, Community Based Organisations (CBOs) and Government, using the selection criteria specified in this Agreement, and the BNTF Prioritisation Tool as necessary. The OE must consider proposed sub-project profiles prepared in accordance with the OM. A sub-committee shall be established to conduct site visits at times and intervals determined by the PM in consultation with the OE Chairperson.
- (e) Approving other funding partners beside CDB as proposed by the Project Manager (PM) and advise Government to submit to CDB for approval by CDB.
- (f) Approving sector portfolios of eligible sub-projects and advise Government to submit such to CDB for its approval.
- (g) Approving any variations to the final list of sub-projects and advise Government to submit such to CDB for its approval.
- (h) Advising the Government on screening and selection of competent staff viz. PM/Coordinator, Community Liaison Officer, Project Engineer, Monitoring and Evaluation Officer, Administrative/ Accounting Officer, and other consultant specialists.
- (i) Maintaining a performance management system for managing and reporting on the performance of IA staff to ensure that the goal and objectives of the Project are efficiently achieved.

- (j) Establish the framework with each cooperating partner, for BNTF partnerships, with relevant Government Ministries/agencies/departments, for preparation of draft designs and indicative costs, implementation, monitoring and evaluation, and operation of the BNTF Project including review of progress reports.
- (k) Provide support to communities as well as the private sector to promote the long-term sustainability of the project.
- (l) Promote and direct the marketing of the BNTF Project, to ensure that the neediest communities and the most vulnerable and disadvantaged persons are appropriately targeted in the use of the project's resources.

**DRAFT TERMS OF REFERENCE**  
**PROJECT MANAGER**

1. **JOB SUMMARY**

1.01 The Project Manager (PM) will report to the assigned Operations Officer and/or Portfolio Manager at CDB, Barbados. He/she will lead the Basic Needs Trust Fund (BNTF) Implementing Agency (IA) and will be an ex-officio member and Secretary of the Oversight Entity (OE). Through the Chairperson of the OE, the PM will report on the day-to-day operations of the IA. The PM will be responsible for establishing and maintaining contact with the relevant government ministries, non- governmental organisations (NGOs), civil society organisations and the private sector and for negotiating integral partnerships. As head of the IA, the PM will have ultimate responsibility for managing project resources and all IA staff and supervising the implementation of all sub-projects.

2. **DUTIES**

2.01 The duties of the PM are:

- (a) Aligning the BNTF IA's work programme with the country's poverty reduction goals and relevant development strategies.
- (b) Assisting the OE and Government to develop and implement a Country Policy Framework (CPF) based on poverty reduction goals and national sector priorities and coordinate project activities with other similar donor-funded projects which address poverty.
- (c) Agreeing on quantified (non-subproject specific) annual targets and work plans in the context of the agreed strategy.
- (d) Coordinating the preparation of the portfolio of sub-projects for the approval by the OE and CDB, and proposing for consideration and approval by the OE, any other activities to be financed.
- (e) Managing, coordinating and supervising the IA team, including the Administrative/Accounting Officer, Community Liaison Officer, Project Engineer, Monitoring and Evaluation Officer and support staff, thereby ensuring sub-projects and other Project activities are in compliance with the policies and guidelines established for the Programme.
- (f) Identifying funding partners in consultation with the OE and CDB, managing day-to-day operational interactions, and reporting on partnership activities and achievements as part of the Annual Work Plan and Annual Project Performance Report.
- (g) Submitting all financial and non-financial reports as per schedule, to the OE and CDB, on a timely and regular basis, detailing all past and planned activities.
- (h) Establishing and maintaining contact with all stakeholders, especially with the sponsoring Ministry/agency, other social partners and supervising consultants for efficient and effective delivery of project outputs.

- (i) Directing the planning, implementation, monitoring and internal evaluation of the BNTF Project and ensuring good governance.
- (j) Marketing BNTF activities to target groups as part of maintaining the BNTF's brand and profile in country.
- (k) Having responsibility for cost control and compliance with relevant standards and policies of the Programme.
- (l) Reviewing all contracts related to the hiring of staff, and the procurement of goods and services.
- (m) Supervision of all components, including ensuring that activities and procurement schedules are carefully planned and executed.
- (n) Establishing a database of gender-sensitive monitoring indicators which will be used to improve on subsequent designs. The date for data collection will be agreed and outlined in the OM for each type of sub-project.
- (o) Any other related duties that may be delegated by the OE.

### **3. QUALIFICATIONS**

3.01 The PM is expected to have at least a Master's Degree in project management, development studies, social sciences disciplines, natural sciences or engineering and a minimum of 5 years' experience or a Bachelor's Degree and a minimum of 10 years' experience as a project manager. Expertise in the management of rural development projects and proficiency in computer skills are prerequisites. It would be advantageous if the PM has demonstrated competence in managing donor-funded programmes and the ability to effectively communicate with community groups, Government officials, donors, private sector representatives and NGOs. Knowledge of gender analysis and environmental sustainability are also desired. Good written and oral communication skills are required.

### **4. PERFORMANCE INDICATORS**

4.01 Performance in this role will be measured against the following and specific targets will be formulated on an annual basis:

- (a) the volume of sub-projects (number and value) planned and achieved;
- (b) the mix of sub-projects (sectors and beneficiaries) planned and achieved;
- (c) the cost-effectiveness of the IA (operational cost per dollar approved and disbursed);
- (d) funding partnerships formed (numbers, value); and
- (e) Government, partner and beneficiary feedback.

**DRAFT TERMS OF REFERENCE**  
**COMMUNITY LIAISON OFFICER**

1. **JOB SUMMARY**

1.01 The Community Liaison Officer (CLO) will be responsible to the Project Manager (PM) for facilitating the active involvement of communities in the identification, formulation and implementation of all sub-projects funded by the Project. The CLO is expected to take the lead for the Implementing Agency (IA) team in project cycle activities related to skills training sub-projects.

2. **DUTIES**

2.01 The duties of the CLO are:

- (a) Marketing the BNTF Project and generating a pipeline of sub-projects, involving public relations, community consultations, calls for tender and other methods approved by the PM based on the policies and guidelines of the Programme.
- (b) Assisting in selecting sub-projects based on Programme guidelines and procedures and presenting same to the PM, Oversight Entity (OE) and CDB for approval.
- (c) Requesting the support of regional consultants in preparing selected sector portfolios as may be required.
- (d) Provide support to the Project Manager and/or Procurement Specialist in the conduct of the procurement functions of the IA.
- (e) Organising and conducting Community Needs and Assets Assessment (CNAA) for each selected sub-projects and channeling field data into the M&E system.
- (f) Guiding the formation of Project Monitoring Committees (PMCs) for the implementation of each sub-project and preparing appropriate briefs to discuss with members of the community.
- (g) Supporting the PM in exploring areas of mutual interest and forging partnerships with private corporations, civil society organisations and public sector bodies.
- (h) Assisting the PM, other funding partners, other project sponsors, the regional consultants, project engineer, engineering consultant and beneficiaries to prepare project documentation for submission to the OE and CDB for review and approval.
- (i) Collaborate closely with preparation and implementation specialists develop, finalise and implement interventions or assessments in relevant sector portfolios.
- (j) Liaise with co-implementing agencies lending support and guidance to enhance the quality of implementation, ensuring monthly reporting requirements are fulfilled. The CLO is to prepare quarterly reports in collaboration with the M&E Officer and a final report for each sector portfolios upon completion of all activities under that Portfolio.

- (k) Updating the data management systems with sub-project and sector portfolio information to facilitate the approval process.
- (l) Providing timely inputs to the PM for the planning process, specifically estimates of the number and value of sub-projects that could be expected over the planning period (annual).
- (m) Facilitating training and sensitisation on behalf of communities towards strengthening capacity of non-government organisations, community- and faith-based organisations and community leaders for providing quality inputs throughout the project cycle.
- (n) Assisting the relevant government departments to monitor post-implementation activities, in partnership with sponsoring agencies, and assist in the evaluation of social and economic impact of sub-projects, using participatory approaches.
- (o) Performing any other duties that may be assigned.

3. **QUALIFICATIONS**

3.01 The CLO is expected to have at least a Bachelor's Degree in Sociology or Rural Development or in a related field with at least five years' relevant project experience working with rural communities and in the application of participatory methods. Proficient computer skills are required. Administrative and management competence would be an asset. Good written and oral communication skills are required.

4. **PERFORMANCE INDICATORS**

4.01 Performance in this role will be measured against the following and specific targets will be formulated on an annual basis:

- (a) the volume of sub-projects (number and value) planned and achieved;
- (b) the mix of sub-projects (sectors and beneficiaries) planned and achieved;
- (c) funding partnerships formed (numbers, value); and
- (d) partner and beneficiary feedback.



**DRAFT TERMS OF REFERENCE**  
**PROJECT ENGINEER**

1. **JOB SUMMARY**

1.01 The Project Engineer (PE) will be responsible to the Project Manager (PM) for the preparation, formulation and implementation of all infrastructure sub-projects funded by the Project. The Project engineer is expected to take the lead within the Implementing Agency (IA) in project cycle activities related to infrastructure sub-projects.

2. **DUTIES**

2.01 The duties of the PE are to:

- (a) Assist the PM in processing sub-project applications by providing technical inputs for submission to the Oversight Entity (OE) for funding under the Project.
- (b) Prepare infrastructure sub-project profiles for approval by the OE and the Caribbean Development Bank (CDB) in accordance with the Operations Manual (OM), including the completion of various checklists such as those for the Environmental Impact Assessment/ Natural Hazard Impact Assessment and Disaster Risk Reduction.
- (c) Monitor sub-project contracting for the implementation of sub-projects by appointed contractors, being implemented by agencies or self-help; to be coordinated with the sponsoring agency and guided and administered by the technical consultants.
- (d) Supervise and report on all aspects of the work of technical consultants engaged for the design and implementation of infrastructure sub-projects subject to the approval of CDB.
- (e) Provide support to the Project Manager and/or Procurement Specialist in the conduct of the procurement functions of the IA.
- (f) Supervise the implementation of maintenance sub-projects, including certification of expenditure and preparation of status reports in accordance with procedures as outlined for the implementation of such sub-projects.
- (g) Expedite progress payment vouchers prepared by technical consultants to facilitate applications for disbursement to CDB for sub-project activities accomplished.
- (h) Arrange for the hand-over of each completed sub-project to sponsoring agencies along with the sub-project final reports and as-built drawings prepared by the technical consultants.
- (i) Coordinate with the technical consultants, the preparation of sub-projects' maintenance plan for incorporation into the sponsoring agency's maintenance programme.
- (j) Attend community meetings organised by the Community Liaison Officer and prepare appropriate technical briefs as required.
- (k) Assist technical consultants with the estimation of communities' overall in-kind

contribution to sub-projects including cost of voluntary contributions made all members of the community.

- (l) Attend OE meetings, to provide information on proposed sub-project profiles and to report on activities.
- (m) Perform any other duties required for the effective functioning of the IA.

3. **QUALIFICATIONS**

3.01 The Engineer shall have a Master's Degree in Civil/Structural/Building Engineering and a minimum of 3 years or a Bachelor of Science degree in Civil/Structural/Building Engineering and a minimum of 8 years relevant experience in the preparation, appraisal and supervision of projects in transportation engineering, structural engineering and geotechnical engineering. Specific experience in the Caribbean and working in a donor agency or an international financial institution will be an asset.

4. **PERFORMANCE INDICATORS**

4.01 Performance in this role will be measured against the following and specific targets will be formulated on an annual basis:

- (a) the volume of projects (number and value) planned and achieved;
- (b) the mix of sub-projects (sectors, beneficiaries) planned and achieved;
- (c) funding partnerships formed (numbers, value); and
- (d) partner and beneficiary feedback.

**DRAFT TERMS OF REFERENCE**  
**MONITORING AND EVALUATION OFFICER**

1. **JOB SUMMARY**

1.01 The Monitoring and Evaluation (M&E) Officer, BNTF IA will report to the Project Manager (PM), and is responsible for evaluating project performance and impact. Depending on the size of the project portfolio in the country this may be a part-time role.

2. **DUTIES**

2.01 The duties of the M&E Officer are:

- (a) Aligning the BNTF IA's work programme with the country's poverty reduction goals and Applying the monitoring and evaluation sections of the Guidance Framework throughout all tasks and processes, including liaising with the CDB through the PM.
- (b) Monitoring BNTF projects in the country to an agreed standard format capturing implementation and operational dimensions which are reported by the project sponsor using standard software at agreed time intervals.
- (c) Assisting the relevant government departments to monitor the post-implementation activities, in partnership with sponsoring agencies, and assist in the evaluation of social and economic impact of sub-projects on all members of the communities, using participatory approaches.
- (d) Conducting mid-term and completion evaluations of a sample of projects in the country – again to the standard methods and formats detailed in the Guidance Framework, focusing on outputs, outcomes and impacts.
- (e) Extracting lessons learnt from in-depth evaluations for application in-country and communicating throughout the BNTF network.
- (f) Contributing to the preparation of annual reports as requested.

3. **QUALIFICATIONS**

3.01 The M&E Officer will hold formal qualifications in M&E to Bachelor's Degree level, with 5-7 years of experience is required working in a donor agency or an international financial institution in monitoring and evaluation techniques using log-frames.

4. **PERFORMANCE INDICATORS**

4.01 Performance in this role will be measured against the following and specific targets will be formulated on an annual basis. They should reflect the above tasks and include:

- (a) the number of monitoring exercises completed during the year;
- (b) the number of mid-term and final project evaluations completed during the year;
- (c) the remedial measures identified, recommended and applied during the year;

- (d) funding partnerships formed (numbers, amount); and
- (e) Government, partner and beneficiary feedback.

**DRAFT TERMS OF REFERENCE**  
**ADMINISTRATIVE/ACCOUNTING OFFICER**

1. **JOB SUMMARY**

1.01 The Administrative/Accounting Officer (AO) is responsible to the Project Manager (PM) for the operation of the financial and administrative systems, preparation of budgetary and financial reports, financial statements, the annual budget, withdrawals and disbursement requests and preparation of inputs for the financial and performance audits.

2. **DUTIES**

2.01 The duties of the AO are:

- (a) Formulation and Operation of Systems: Develop financial procedures (which conform to general accounting standards and principles) and administrative procedures which will serve as a guide for staff. Ensure that procedures are adhered to for the maintenance of internal control and quality management of BNTF funds.
- (b) Annual Budget: Prepare and submit the annual operational budget to the Project Manager/Coordinator (PM) for presentation to the OE.
- (c) Reports and Statements: Prepare and submit as required, budgetary and accurate financial reports and statements, generated from data systems, to the PM and or other funding institutions for information purposes and use in the decision-making process.
- (d) Operational: Prepare and submit withdrawal and disbursement requests to CDB in accordance with the Disbursement Guidelines for CDB Financed Projects and Disbursement letters. Allocate, monitor and control expenditures for the IA. Manage the payroll and relevant worksheets. Monitor project accounts and prepare payments to suppliers, contractors, trainees and training agents.
- (e) Audits: Supervise the conduct of financial and performance audits by external auditors.
- (f) BNTF module of CDB's CRM platform: Supervise and maintain the financial records on the BNTF module utilising sound financial and database management procedures in accordance with the Operations Manual.
- (g) Perform any other duties that may be assigned by the PM.

3. **QUALIFICATIONS**

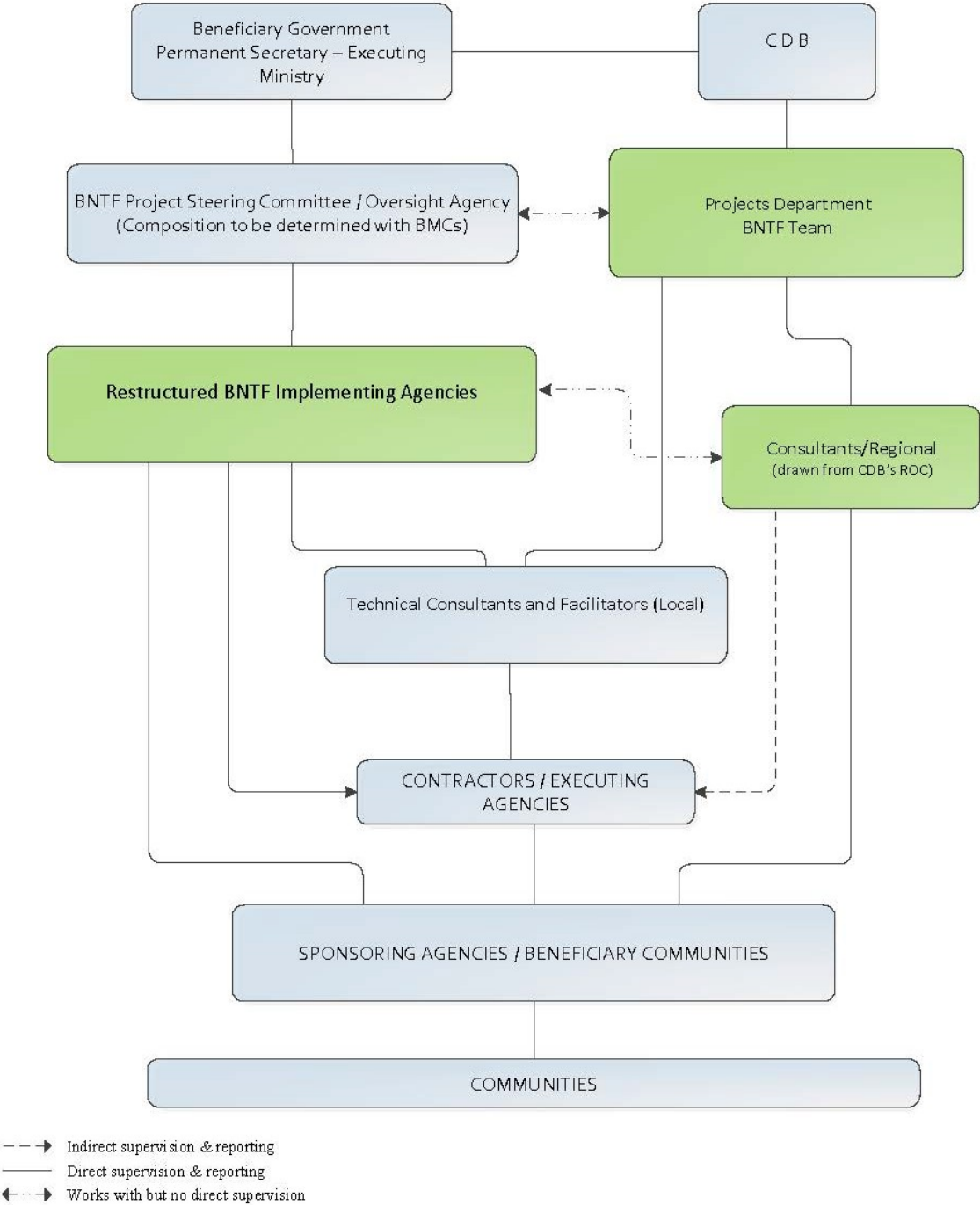
3.01 The AO is expected to have a Bachelor's Degree in Accounting or related field or mid-level accounting professional qualification (e.g. Level 2 ACCA, Level 3 CGA). A minimum of three years' experience in accounting is required, in addition to proficiency in computer skills, including use of spreadsheets, database management and word processing. Good written and oral communications skills are required. Prior project-related experience would be an asset.

4. **PERFORMANCE INDICATORS**

4.01 Performance in this role will be measured against the following and specific targets will be formulated on an annual basis: They should reflect the above tasks and include:

- (a) accuracy in matching funds available to utilisation rates, as measured by ex-ante forecasts and ex-post actual data on funds required and utilised;
- (b) standardised record keeping;
- (c) producing timely accounts; and
- (d) achieving unqualified audit reports and compliance checks.

**BNTF ORGANISATIONAL CHART**



**DRAFT TERMS OF REFERENCE**  
**COMMUNICATION AND KNOWLEDGE MANAGEMENT CONSULTANCY**

**1. BACKGROUND**

1.01 The Caribbean Development Bank (CDB) is positioned through its 2020-2024 strategic plan to enhance its focus on altering the existing stakeholder engagement model in a way that facilitates a closer relationship between the Bank and its clients. The Bank has strong convening power and is able to leverage its brand to attract and downstream critically important concessional resources to BMCs.

1.02 The Basic Needs Trust Fund (BNTF) Programme is the main vehicle of the Caribbean Development Bank (CDB) for pursuing poverty reduction in the region, through the provision of basic infrastructure and skills training towards improving the livelihoods of beneficiaries in Participating Countries (PCs). BNTF has implemented approximately 3,000 sub-projects over the past 42 years, directly impacting the lives of more than three million beneficiaries in poor communities. Projects are implemented through grant financing from the Bank's Special Development Fund [Unified] [SDF (U)] and Government counterpart contributions. Under the tenth phase (BNTF 10), the Participating Countries (PCs) are Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, Saint Lucia, St. Vincent and the Grenadines, and Suriname.

1.03 One Programme outcome seeks to increase visibility and knowledge of its interventions across the nine PCs. The related output focuses on the preparation of knowledge products, highlighting the activities carried out during the implementation of BNTF 10. To achieve these desirables, CDB will engage a Communications and Knowledge Management (CKM) Consultant to develop an overarching communication strategy with the support of CDB's Corporate Communications Unit (CCU) to promote the work of BNTF 10 while leveraging private sector interests. The consultant will also be required to outline suggested methods for increasing overall awareness of the Programme at the community, national and regional levels. In addition, CDB proposes to link the existing multimedia platforms managed by Implementing Agencies (IAs) in the respective PCs which promote the work of the Programme, to CDB's website.

**2. OBJECTIVE**

2.01 The overall objective of this assignment is to develop a communications and knowledge management roadmap for BNTF 10 at the regional and country levels, as well as to propose a feasible business model in line with CCU's communications framework, and also reflect on the latest development trends and knowledge management best practices.

**3. SCOPE OF SERVICES**

3.01 The scope of services for the CKM Consultant will include, but not be limited to the following:

- (a) Develop a CKM Strategy and Work Plan, including all communications efforts related to the BNTF 10 project, traditional, and digital media strategies.
- (b) Develop approaches and plans to support the targeted delivery of the CKM Strategy, in consultation with CDB's BNTF and CCU Teams in collaboration with the IAs.
- (c) Facilitate the development of CKM Strategies and Communication Plan for each PC.
- (c) Link the existing multimedia platforms managed by IAs with the CKM Strategy.



- (d) Coordinate the collection of existing and/or new data, as necessary, to give effect to the agreed CKM Strategy for the BNTF 10 funded project as well as for approved sub-projects.
- (e) Conduct meetings to share the Draft CKM Strategy with the CDB's, BNTF Team, PCs, IAs and select partners.
- (f) Finalise the CKM Strategy, to include comments provided during the sharing meetings.
- (g) Prepare a Training Plan and conducting workshops for the CDB's BNTF Team and IAs on monitoring and reporting on the implementation of the CKM Strategy.
- (h) Review and, where required, re-design, as well as develop, and where appropriate, coordinate the development of electronic and printed information products and information systems (including, but not restricted to databases, websites, technical guides, newsletters, booklets, brochures, posters, and presentations).

#### **4. IMPLEMENTATION ARRANGEMENTS**

4.01 CDB's Community Development Specialist (CDS) or his/her designate will have overall responsibility for coordinating the administrative and logistic arrangements for the consultancy and facilitate the work of the Consultant. CDB will facilitate the implementation of the assignment and will introduce the Consultant to the staff at CDB's Headquarters, IAs, and key BNTF stakeholders and also assist with any operational issue(s) which may arise. The Consultant will also be provided with technical support that may be required to complete the activities outlined in the agreed Work Plan that is related to the Scope of Services at Section 3 of this Terms of Reference (TOR).

4.02 Remote systems such as Skype, GoToMeeting and WhatsApp, will be used by CDB to communicate with the Consultant during the implementation of the assignment.

#### **5. QUALIFICATIONS AND EXPERIENCE**

5.01 The Consultant must have a university degree in communications and at least five years' practical experience in the design and implementation of communication and knowledge management projects. Experience working with poverty reduction donor-funded projects will be an asset. Knowledge of and familiarity with the preparation of educational and knowledge management products and promotional materials for community-level projects in the Caribbean region will be considered an asset. Experience reporting on qualitative and quantitative analytics is required.

5.02 Fluency in English, computer literacy with a good knowledge of Microsoft Office applications, excellent analytical skills, and the ability to communicate or relate well to persons at technical and non-technical levels are also required. Knowledge of online collaborative tools and technologies is required.

#### **6. REPORTING REQUIREMENTS**

6.01 The Consultant will be required to provide CDB with the following reports and other deliverables:

- (a) **Inception Report:** (maximum four pages) which include the Work Programme for the organisation and delivery of the activities to be carried out under the Scope of Services of the TOR which is to be provided within seven days after commencement of the assignment.

One hard copy of the Report and one in electronic format should be submitted to CDB for review and comments.

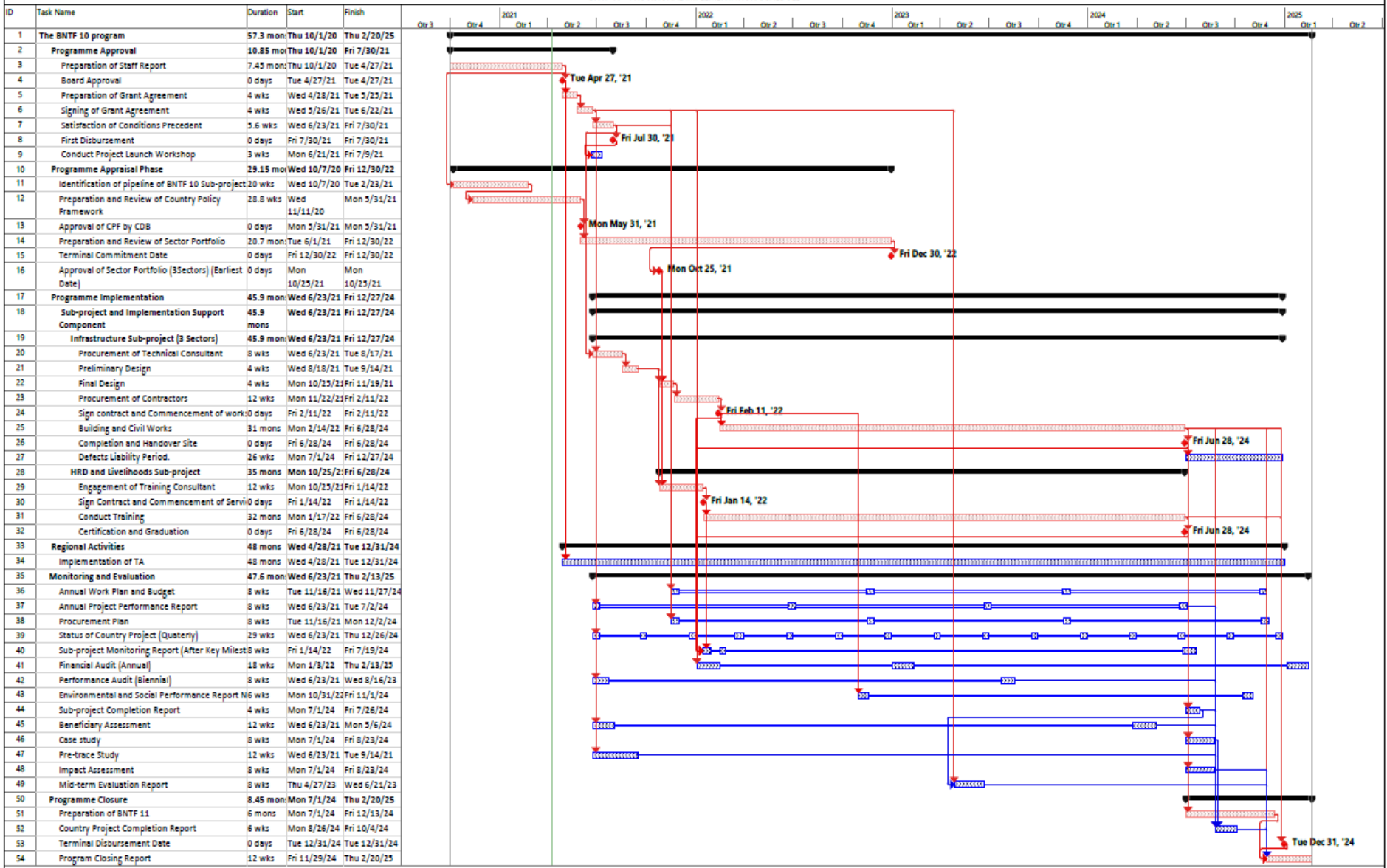
- (b) **Draft CKM Strategy and Training Plan:** the SPS should include the BNTF 10 strategic direction and focus areas, priority programmes, baselines and targets, budget, a results framework, stakeholder analysis, audience profiles and select communication tools. While the Training Plan on monitoring and reporting on the implementation of the CKM strategy should include information on the number of training sessions, the target audience, topics to be covered and the outputs. The strategy and plan are to be submitted to CDS for review and comments twelve weeks after the submission of the Inception Report.
- (c) **Draft Communication Plans.** nine Draft Communication Plans (one for each PC) should be submitted to CDB in an electronic format, for review and comments 12 weeks after the submission of the Draft CKM Strategy and Training Plan.
- (d) **Draft Knowledge Products and Lessons Learnt:** Draft Knowledge Products and Lessons Learnt should be submitted to CDB in an electronic format, for review and comments eight weeks after the submission of the nine Draft Communication Plans.
- (e) **Report on meeting held to share Draft CKM Strategy:** the meetings held with CDB's BNTF Team, PCs and IAs and partners will focus on sharing the Revised CKM Strategy which includes the training programme, communication plans for each PC, knowledge products and lessons learnt, and incorporated comments provided by all stakeholders involved in the process and submitted two weeks after the completion of the meetings.
- (f) **Training Report:** Training workshops held with CDB's BNTF Team, Oversight Entities, IAs and project stakeholders on monitoring and reporting on the implementation of the CKM Strategy is to be submitted two weeks after the completion of the training to the CDS for comments seven days after the completion of each training session.
- (g) **End of Consultancy Report:** To be submitted 14 days after the completion of the final training session.

6.02 The electronic copies of the documents outlined above at (a) to (g) should be submitted to CDB in Microsoft Word, Adobe PDF, PowerPoint and Excel formats where applicable and photographs, videos and other data in easily accessible formats.

## **7. DURATION**

7.01 The duration of the Consultancy is 60 working days over a period of six months.

BNTF 10 - PROVISIONAL IMPLEMENTATION SCHEDULE



Project: BNTF 10  
Date: Thu 4/8/21

Task	Summary	Inactive Milestone	Duration-only	Start-only	External Milestone	Critical Split
Split	Project Summary	Inactive Summary	Manual Summary/Rollup	Finish-only	Deadline	Progress
Milestone	Inactive Task	Manual Task	Manual Summary	External Task	Critical	Manual Progress

**DRAFT TERMS OF REFERENCE**  
**PROJECT PREPARATION SPECIALIST**

1. **JOB SUMMARY**

1.01 The Project Preparation Specialist (PPS) works as a consultant reporting to the Project Manager (PM) and is responsible for assisting with the preparation of BNTF sub-projects that satisfy quality at entry standards for appraisal.

2. **DUTIES**

2.01 The duties of the PPS include:

- (a) Assisting the IA with the preparation of BNTF sub-projects from identification (only documentation is the concept note) to fully prepared sub-projects by liaising with project sponsors and beneficiaries, applying best practice, being practical and innovative, holding extensive discussions, working with templates, developing all required analyses, and producing a project report to BNTF standards and formats.
- (b) To work along with the Community Liaison Officer and Project Engineer to produce a project report on the status of implementation of projects for submission to the Project Manager and CDB.

3. **QUALIFICATIONS**

3.01 The PPS will hold formal qualifications to Master's Level, which should include a qualification in education, engineering or finance. Specialisation in either community infrastructure projects or livelihoods projects is required. A minimum of 10 years' experience working in project preparation is desirable, ideally for poverty reduction projects. Knowledge of the region and its project potential is essential.

4. **PERFORMANCE INDICATORS**

4.01 Performance in this role will be measured against the following and specific targets will be formulated on an annual basis: They should reflect the above tasks and include:

- (a) the number of sub-projects prepared per annum;
- (b) the average processing time per sub-project preparation task;
- (c) the quality of prepared sub-projects as measured by 'soft assessment' criteria; and
- (d) the potential impact on poverty reduction (sum of all prepared sub-projects' forecast impact per annum).

**DRAFT TERMS OF REFERENCE**  
**IMPLEMENTATION SUPPORT SPECIALIST**

1. **JOB SUMMARY**

1.01 The Implementation Support Specialist, (ISS) works as a consultant reporting to the Project Manager and is responsible for implementing BNTF projects to best practice standards so that they can achieve maximum outcomes and impacts as quickly as possible.

2. **DUTIES**

2.01 The duties of the ISS are:

- (a) Implementing BNTF sub-projects from CDB approval to fully operational sub-projects by liaising with project sponsors and beneficiaries, applying best practice, being practical and innovative, and ensuring that solutions to problems and delays are found.
- (b) To work along with the Community Liaison Officer and Project Engineer to produce monthly reports on the status of implementation of projects for submission to the Project Manager and CDB.

3. **QUALIFICATIONS**

3.01 The ISS will hold formal qualifications to Master's Level, which should include a qualification in engineering or finance. Specialisation in either community infrastructure projects or livelihoods projects is required. A minimum of 10 years' experience working in project implementation and procurement is desirable, ideally for poverty reduction projects. Knowledge of the region and its implementation constraints (few small contractors etc.) is essential.

4. **PERFORMANCE INDICATORS**

4.01 Performance in this role will be measured against the following and specific targets will be formulated on an annual basis: They should reflect the above tasks and include:

- (a) the number of sub-projects implemented per annum;
- (b) the average implementation time per sub-project;
- (c) the quality of sub-project operations as measured by specific criteria; and
- (d) the impact on poverty reduction of the implemented sub-projects.

**PROCUREMENT PLAN TEMPLATE**

**All Estimated Costs Are In USD**

**A. General**

**1. Project Information**

Country: BNTF Participating Countries: Belize, Commonwealth of Dominica, Grenada, Cooperative Republic of Guyana, Jamaica, Montserrat, Saint Lucia, St. Vincent and the Grenadines and Suriname

Grantee: Government of Participating Countries

Project Name: Basic Needs Trust Fund – Tenth Programme

Implementing Agency: BNTF Implementing Agencies

**2. Bank's Approval Date of the Procurement Plan Template: April 27, 2021**

**3. This Procurement Plan Template is valid until: December 31, 2024**

**4. Prior Review Thresholds: Procurement decision subject to prior review by the Bank.**

<b>Procurement Method</b>	<b>Prior Review Threshold</b>	<b>Comments</b>
ICB – Works	Greater than or equal 300,000	For Monserrat only
	Greater than or equal 1,000,000	All PCs except for Jamaica and Monserrat
NCB – Works	Greater than or equal to 50,000	All PCs except for Jamaica
	Greater than or equal to 150,000	For Jamaica only
Limited Bidding- Works	Greater than or equal 150,000	For Jamaica only
	Greater than or equal 50,000	All PCs except for Jamaica and Monserrat.
	Greater than or equal 10,000	For Monserrat only.
DS	Greater than 30,000	

<b>Procurement Method</b>	<b>Prior Review Threshold</b>	<b>Comments</b>
ICB – Goods and non- consulting	Greater than or equal 50,000	For Monserrat only
	Greater than or equal 100,000	All PCs except for Jamaica and Monserrat
	Greater than or equal 150,000	For Jamaica only
NCB – Goods	Greater than or equal 10,000	For Monserrat only
	Greater than or equal 25,000	All PCs except for Jamaica and Monserrat
	Greater than or equal 50,000	For Jamaica only
Limited Bidding- Goods	N/A	For all limited bidding for goods, post review shall apply unless otherwise agreed by
DS	All procurement	All DS will be subjected to prior review.
Non-Bank Funded	No review	Procurement procedures of PCs apply.

<b>Procurement Method</b>	<b>Prior Review Threshold</b>	<b>Comments</b>
ICS	Greater than 10,000	
CQS	Greater than 25,000	
QCBS, LCS, FBS	All contracts subject to prior review.	
DS	All contracts subject to prior review.	
NBF	No review	Procurement procedures of PCs apply.

5. **Reference to relevant Procurement Guidelines**
  - Procurement Policy for Projects Financed by CDB (November 2019)
  - Procurement Procedures for Projects Financed by CDB (January 2021)
  
6. **Any Other Special Procurement Arrangements**
  - Nil
  
7. **Procurement Waivers**
  - Nil

**B. Goods Works and Non-Consulting Services**

Ref No.	Contract (Description)	Estimated Cost ('000)	Procurement/ Selection Method	Prequalification (Yes/No)	Review by Bank (Prior/Post)	Expected Bid-Opening Date	Comments
1	Various Works packages	≤100 >100 ≥1,000	LB NCB ICB <sup>28</sup>	May be utilised by PCs for higher value, more complex works procurement or where there are a significant number of potential contractors, but unlikely to be used in many instances.	In accordance with point 4 above.		All PCs except Jamaica and Monserrat. For Dominica work packages ≥750,000 ICB will apply.
2	Various Goods Packages	≤25 25-100 >100	LB NCB ICB				
3	Various Works packages	≤150 >150	LB NCB			For Jamaica Only.	
4	Various Goods Packages	≤50 50-150 >150	LB NCB ICB				
5	Various Works packages	≤50 50-300 >300	LB NCB ICB			For Monserrat Only	
6	Various Goods Packages	≤10 10-50 >50	LB NCB ICB				

**C. Consulting Services**

Ref No.	Assignment (Description)	Estimated Cost ('000)	Selection Method	Review by Bank (Prior/Post)	Expected Proposal Submission Date	Comments
1	Various assignments for Consultancy firms	<50 ≥50	CQS/ LCS/ FBS QCBS/ LCS/ FBS/ QBS	In accordance with point 4 above.		Selection method would be subject to CDB's No Objection unless otherwise agreed in writing.

**D. Procurement Capacity Building activities for the Implementing/Executing Agency**

1. Project Launch Workshop: Completed in May 2021
2. The provision of online procurement e-learning by the CDB

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<sup>28</sup> Greater than 750 for Dominica



**Goods, Works and Non-Consultancy Services**

- NCB - National Competitive Bidding
- ICB - International Competitive Bidding
- RCB - Regional Competitive Bidding
- LB - Limited Bidding
- DS - Direct Selection
- FA - Force Account
- CP - Commercial Practices
- APA - Alternative Procurement Arrangements
- NBF - Non-Bank Financed
- Other

**Consultancy Services:**

- QCBS - Quality and Cost-Based Selection
- QBS - Quality-Based Selection
- FBS - Fixed Budget Selection
- LCS - Least-Cost Selection
- CQS - Consultants' Qualification Selection
- DS - Direct Selection
- CP - Commercial Practices
- APA - Alternative Procurement Arrangements
- ICS - Individual Consultants Selection
- NBF - Non-Bank Financed
- Other (as above)

**DRAFT TERMS OF REFERENCE**  
**PROCUREMENT SPECIALIST**

**1. BACKGROUND**

1.01 The Basic Needs Trust Fund (BNTF) Programme is a grant-funded initiative of the Caribbean Development Bank (CDB) which started over 42 years ago and is now in Ninth phase. BNTF is the Bank's key instrument for addressing poverty reduction by providing access to basic public services through the provision of social and economic infrastructure and the development of skills to enhance employability, community management and engagement. The Tenth BNTF Programme (BNTF 10) will continue to assist poor and vulnerable communities in nine BNTF Participating Countries (PCs), viz., Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, Saint Lucia, and St. Vincent and the Grenadines and Suriname. The BNTF Programme also includes a Regional Coordination component which is managed by CDB and supports programme implementation and management, and monitoring and evaluation (M&E).

1.02 Each PCs has established an Implementing Agency (IA), which reports to an executing ministry, and is responsible for the administration of sub-projects in the respective country. Sub-projects are implemented under tripartite agreements between the beneficiary community, the responsible public or civil society entity and the IA. Sub-projects are approved by an Oversight Entity (OE) while the IA manages a portfolio of sub-projects as part of the Country Project. The core IA staff includes a Project Manager (PM), a Project Engineer (PE), a Community Liaison Officer (CLO), and an Administrative/Accounting Officer (AO).

1.03 A Procurement Specialist is needed to assist the IA with the various procurement activities envisaged under the Project.

**2. OBJECTIVE**

2.01 The objective of the assignment is to assist the IA and Co-implementation agencies with the various procurement activities envisaged under the Project.

**3. SCOPE OF SERVICES**

3.01 The Procurement Specialist will be responsible for assisting the IA and Co-implementation Staff in activities related to procurement of goods, works and consultancy services to be implemented according to CDB Procurement Guidelines. In particular, the Procurement Specialist will assist the IA and Co-implementation Staff carrying out the tasks detailed below, and other tasks as necessary:

- (a) provide assistance to IA and Co-implementation staff, through capacity-building activities; in drafting terms of reference, defining technical specifications, negotiating contracts as needed;
- (b) examine relevant documents and develop technical specifications for goods and works;
- (c) review/prepare requests for proposals, bidding documents and evaluation reports for goods, works and consultancy services for design and construction supervision;
- (d) assist/preparation in the preparation of comprehensive evaluation reports according to the standards of CDB for timely transmission to CDB for review and no objections;
- (e) finalising Terms of Reference for consultant services;
- (f) training of bid evaluation committees;
- (g) provide guidance on the execution of the evaluation process, including, inter alia:

- (h) organisation of the evaluation process, including preparation/finalisation of evaluation reports;
- (i) responsibilities of the evaluation committee, individually and as a group;
- (j) research market for potential bidders;
- (k) assist with procurement plan revisions;
- (l) assist the IA and Co-Implementation Staff with the negotiations for works and goods contracts; and
- (m) review/prepare contracts for works and goods, and consultancy services including Memorandum of Understanding.

#### **4. DELIVERABLES AND REPORTING REQUIREMENTS**

4.01 Based on 'Scope of Services at paragraph 3 above, the consultant will submit the following:

- (a) **A work plan** with detailed activities and timeline of respective procurement services will be prepared in consultation with the PC within five working days after the contract is signed; and
- (b) **Progress reports** based on the work plan agreed with CDB and the IA. The progress reports will contain, but not limited to, the list of activities planned for the reporting period, their progress toward the target, results of the activities.

#### **5. DURATION OF ASSIGNMENT**

5.01 The consultancy will require a maximum of 120 person days conducted over a period of 48 months from the date of contract signing.

#### **6. QUALIFICATIONS AND EXPERIENCE**

6.01 The consultant should possess the following minimum qualifications:

- (a) Preferably, a recognised accredited procurement qualification eg Chartered Institute of Procurement and Supply and/or a Bachelor's degree in procurement or related areas;
- (b) at least eight (8) years' work experience in procurement of goods and services, particularly in civil works;
- (c) knowledge on national rules and legislations in the field of procurement and civil construction/engineering;
- (d) knowledge and/or experience in CDB procurement policies and procedures, or other standards set forth for a procurement is an advantage;
- (e) strong communication and reporting skills and ability to work in a team; and
- (f) strong spoken and written communication skills and fluency in the English language

**PROGRAMME COMPONENTS BY COUNTRY AND FINANCING PLAN**

(\$'000)

Programme Components	Belize		Dominica		Grenada		Guyana		Jamaica		Montserrat		Saint Lucia		St. Vincent and the Grenadines		Suriname		Regional		CDB	Gov't	Total
	CDB	Gov't	CDB	Gov't	CDB	Gov't	CDB	Gov't	CDB	Gov't	CDB	Gov't	CDB	Gov't	CDB	Gov't	CDB	Gov't	CDB	Gov't			
<b>Country Projects</b>																							
Sub-projects	4,102	216	2,317	122	2,209	116	6,438	339	6,727	354	438	23	2,837	149	2,825	-	1,125	59			29,018	1,378	30,396
Project Management Support	207	483	174	722	111	260	366	1,149	340	793	91	432	275	1,159	253	856	56	133			1,873	5,987	7,860
Institutional Development	43	-	24	-	23	-	68	-	71	-	5	-	30	-	30	-	12	-			306	-	306
Project M&E	117	13	66	7	63	7	183	20	191	21	12	1	80	9	80	-	32	4			824	82	906
Implementation Support <sup>1</sup>	561	-	317	-	302	-	881	-	920	-	60	-	388	-	387	-	154	-			3,970	-	3,970
<b>Sub-Total</b>	<b>5,030</b>	<b>712</b>	<b>2,898</b>	<b>851</b>	<b>2,708</b>	<b>383</b>	<b>7,936</b>	<b>1,508</b>	<b>8,249</b>	<b>1,168</b>	<b>606</b>	<b>456</b>	<b>3,610</b>	<b>1,317</b>	<b>3,575</b>	<b>856</b>	<b>1,379</b>	<b>196</b>	-	-	<b>35,991</b>	<b>7,447</b>	<b>43,447</b>
Transfer Charges	1	-	1	-	1	-	1	-	1	-	1	-	1	-	1	-	1	-			9	-	9
<b>Country Total</b>	<b>5,031</b>	<b>712</b>	<b>2,899</b>	<b>851</b>	<b>2,709</b>	<b>383</b>	<b>7,937</b>	<b>1,508</b>	<b>8,250</b>	<b>1,168</b>	<b>607</b>	<b>456</b>	<b>3,611</b>	<b>1,317</b>	<b>3,576</b>	<b>856</b>	<b>1,380</b>	<b>196</b>	-	-	<b>36,000</b>	<b>7,447</b>	<b>43,447</b>
Regional Coordination																			4,000	-	4,000	-	4,000
<b>Total</b>	<b>5,031</b>	<b>712</b>	<b>2,899</b>	<b>851</b>	<b>2,709</b>	<b>383</b>	<b>7,937</b>	<b>1,508</b>	<b>8,250</b>	<b>1,168</b>	<b>607</b>	<b>456</b>	<b>3,611</b>	<b>1,317</b>	<b>3,576</b>	<b>856</b>	<b>1,380</b>	<b>196</b>	<b>4,000</b>	-	<b>40,000</b>	<b>7,447</b>	<b>47,447</b>

Note: Any errors due to rounding

**ANNUAL LOCAL SUB-PROJECT COUNTERPART (2021-2024)**  
**(\$'000)**

<b>Country</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Belize	11	32	76	97	216
Commonwealth of Dominica	6	18	43	55	122
Grenada	6	17	41	52	116
Guyana	17	51	119	152	339
Jamaica	18	53	124	159	354
Montserrat	1	4	8	10	23
Saint Lucia	8	22	52	67	149
St. Vincent and the Grenadines	-	-	-	-	-
Suriname	3	9	21	26	59
<b>Total</b>	<b>70</b>	<b>206</b>	<b>484</b>	<b>618</b>	<b>1,378</b>
<b>Percentage of total for each year</b>	<b>5</b>	<b>15</b>	<b>35</b>	<b>45</b>	<b>100</b>

Note: Any errors due to rounding

