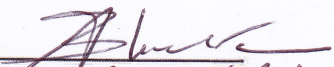


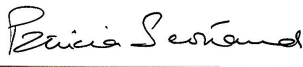
Local Content Development in Barbados Energy Sector - Project Proposal

[Government of Barbados | August 2020]


Signed on behalf of the Government of Barbados

By: 
Name: FRANKLINE BLACKMAN
Date: October 21, 2020

Signed on behalf of the Commonwealth Secretariat

By: 
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Date: 23/10/2020

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Name: Mr Didier Trebucq
Date: 12/10/2020

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Signed on behalf of the United Nations Office for Project Services

By:  _____

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Date: 02.12.2020

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1 OVERVIEW

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| Title | Local Content Development Project in Barbados |
| Partners | <p>Beneficiary - The Government of Barbados Quality Assurance - United Nations Office for Project Services (UNOPS) Implementing Partner - The Commonwealth Secretariat</p> <p>Donor - United Nations Office for South South Cooperation (UNOSSC) on behalf of India-UN Development Fund</p> |
| Objective(s) | <p>The Project, through implementing partner the Commonwealth Secretariat with quality assurance provided by UNOPS, will assist the Government of Barbados to facilitate local producers and suppliers of goods and services (manufacturers and service providers) to increase their competitiveness and access to business opportunities in the oil and gas and other energy value-chain activities in Barbados. This will be achieved through a two-part technical assistance project.</p> <p>Part 1 entails strengthening the enabling framework for local content development covering:</p> <ul style="list-style-type: none"> i) development of local content development policy and ii) drafting of local content regulations for the oil and gas sector. <p>Part II entails implementation of a local content development programme which involves:</p> <ul style="list-style-type: none"> i) a detailed diagnostic and assessment study to establish the competitiveness and potential of local producers and suppliers in supplying international companies (IOCs) operating in the Energy Sector in Barbados; ii) technical support in facilitating negotiations to establish business linkages between the IOCs and local producers and suppliers of goods and services; iii) seminars for local manufacturers and local service providers to improve their competitiveness and access to business opportunities in the energy value chain in Barbados; vi) consultancy services support to local businesses to improve their capacity to meet procurement requirements by IOCs including participating in bidding process; v) capacity building through on the job training for government officials in the oversight of local content requirements by international companies; vi) developing a 15 year long term strategy for the implementation of a financial and technical assistance programme (FTAP) to enhance competitiveness of local producers and suppliers; vii) establishment of a secretariat of the FTAP and supporting funding facility for local businesses - FTAP fund; viii) preparation of guidelines, legislation, and agreement for the establishment of FTAP Fund Board of Trustees and Board of Management. |

Specific activities

Pre-Phase One Activities

- i. Procurement of a Local Content Expert

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- ii. Preparation of Scope of Work and Work Plan.

Phase One Activities

Part A

- iii. Carrying out detailed diagnostic and assessment study to establish the competitiveness and potential of local suppliers to supply international oil companies operating in the energy sector in Barbados.

Part B

- iv. Providing technical support in facilitating the creation of initial business linkages between the international oil companies and local suppliers in over 30 sectors.
- v. Designing specifications for a Technical Assistance Programme (TAP) for improving competitiveness and market access of local producers and suppliers in the oil and gas value chain in Barbados.

Intermediate Phase Activities

- vi. Conducting seminars for local manufacturers and local service providers to improve their competitiveness and access to business opportunities in the energy value chain in Barbados;

Phase Two Activities

- vii. Providing consultancy services support to local producers and suppliers to improve their capacity to meet procurement requirements by international companies including participating in bidding process;
- viii. Conducting capacity building through on the job training for government officials in oversight of local content requirements by international companies;
- ix. Developing a 15-year long-term strategy for implementation of a technical assistance programme (TAP) to enhance competitiveness of local producers and suppliers;
- x. Establishing a Secretariat for the FTAP and supporting funding facility for local producers and suppliers (Financial and Technical Assistance Programme – FTAP); and
- xi. Providing technical support to establish a Board of Trustees and Board of Management of FTAP Fund by Act of Parliament.

| | |
|---|--|
| Location | Barbados |
| Duration | 20 months |
| Budget | Funds to be monitored and relayed via UNOPS - USD 550,000 |
| Public Awareness and Communication | The contribution from the Government of India will be acknowledged on appropriate occasions. For any major national event organized by the project, arrangements will be made to ensure the participation of the Embassy of India in the country at the highest level possible. The Embassy will also be kept regularly informed on the progress of the project. The Support of India will be mentioned in all publicity materials related to the project. Government of India logo, India-UN Development Partnership Fund logo, UNOSSC and UNOPS will be included where relevant. |
| Reporting | As stated in the UN to UN agreement with the UNOSSC, UNOPS will provide financial reporting every quarter and progress reporting monthly. The Format for Financial and Progress Reporting is outlined in the UN to UN Agreement |

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between UNOSSC as Fund Manager for the India-UN Partnership Development Fund and UNOPS.

2 BACKGROUND

Development Challenge

Barbados is a small island state looking to diversify its economy into new areas of activity. Increased local participation in the emerging offshore oil and gas industry provides that opportunity to diversify the economy and deploy those skills in the renewable industry as it seeks to develop significant potential in offshore wind farms for power generation.

The Government of Barbados intends to maximise the in-country value addition along the productive structures underpinning the economic linkages to the oil and gas industry and other energy sectors in Barbados. In this way, stimulate through the economic linkages broad-based economic development in the country thereby contributing to the achievement of the United Nation's Sustainable Development Goals (SDGs). To promote in-country value addition, a Local Content Development Policy (LCDP) for the Oil and Gas industry is necessary to complement the local content provisions of the Energy Sector Policy of Barbados. The Government is developing this policy with the technical support from the Ocean and Natural Resources (ONR) advisory team of the Commonwealth Secretariat's Trade, Ocean Governance and Natural Resources Directorate (TONRD). The main purpose of the local content policy is to promote participation of Barbadian citizens and businesses in the oil and gas value chain and other energy sector industries in the country. In particular, it seeks to leverage oil and gas value-chain activities to promote diversification of capabilities, such as offshore oil and gas skills, into the emerging offshore wind farm for non-renewable energy industry, which presents significant potential in Barbados. A research project study sponsored by Government has identified at least 30 business sectors with potential opportunities for local supplies of goods and services to the oil and gas supply chain in Barbados. A key part of strategies for implementation of the LCDP and those of the Energy Sector Policy of Barbados is improving competitiveness and access of local producers and suppliers to energy value-chain activities in Barbados.

Participation by local producers and suppliers in the energy value-chain activities in Barbados as in many developing countries has been limited and, in most cases, rendered insignificant compared to the value captured by foreign suppliers. There are several barriers contributing to this situation: (i) inadequate capacity of local suppliers to compete with foreign suppliers; (ii) lack of access by local suppliers to business opportunities available in the energy industry in Barbados, given technological complexity of the industry and other barriers; (iii) existing local content policies and regulatory requirements not being capable of effective implementation (by government authorities and international companies); and (iv) the high capital and specialised inputs requirements by the industry. Other contributing factors include long-term sourcing arrangements between foreign suppliers and international companies operating in Barbados for key equipment, specialised services and other supplies; high level of market concentration necessary to achieve economies of scale and competitiveness; and, the integrated nature of global supply chains that even where local capability is

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available, may lock out local suppliers from the opportunity to participate. Consequently, local businesses face low income and limited opportunities to participate in the energy value chain thereby contributing to Barbados foregoing significant foreign income through imported foreign supplies. The Government of Barbados seeks to address these challenges through strengthening the policy and regulatory framework for local content development and its oversight capacity, development of competitive capabilities for local manufacturers and service providers and facilitating their access to business opportunities available in the energy value chain in Barbados.

In supporting the Government to strengthen its local content policy, the ONR Advisory team has developed a working-draft policy document on local content development. The working draft policy, which has been submitted to the Government for consideration and consultations provides the basis for the formulation of a Local Content Development Policy (LCDP) for Barbados. Implementation of the LCDP will be achieved through both legislative instruments in the form of regulations and administrative instruments in the form of operational measures to improve the competitiveness and access¹ of local suppliers to business opportunities in the energy value chain in Barbados.

Because of insufficient oversight capacity, given the specialized expertise and experience required to implement the LCDP, the Commonwealth Secretariat will, in the short-term (during a two-year period), engage a Consultant to help the Government manage and implement specific activities aimed at improving the competitiveness of local suppliers and their access to business opportunities in the energy value chain in Barbados. The Consultant will be working as a member of the ONR advisory team and funded under the India-UN Fund – Commonwealth window.

¹ There is a need to ensure local producers and suppliers are guaranteed the opportunity to apply and compete for contracts in the energy value chain in Barbados

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3 OBJECTIVES and STRATEGY

3.1 Primary Objective

The project aims to facilitate economic growth by means of the maximization of the national value chain in the oil and gas and renewable energy sectors, through the enhancement of the enabling policy and legislative frameworks; creation of skills and expansion of private sector business opportunities.

The outcomes of this project contribute to SDG 8 - Decent Work and Economic Growth, through increased supply of goods and services by local businesses in the oil and gas and other energy industries.

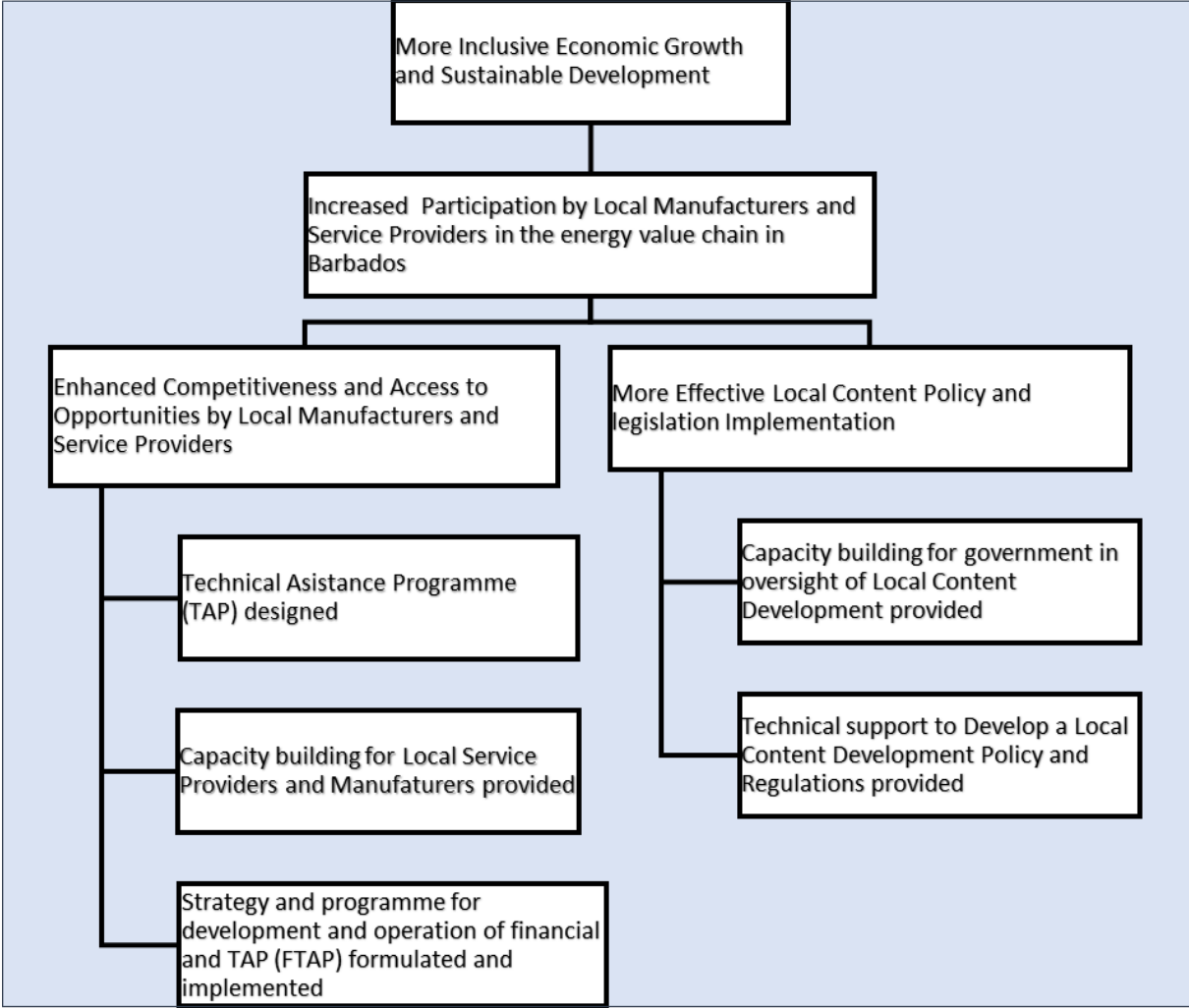
Indicative Outputs with a gender marker:

- 1) Technical Assistance Programme for Local Manufacturers and Service Providers specified (Gender Marker 0)
- 2) Capacity Development for Local Service Providers and Local Manufacturers provided (Gender Marker 1)
- 3) Strategy and Programme for Development and Operation of Financial and Technical Assistance Programme (FTAP) for Local Manufacturers and Service Providers formulated and implemented (Gender Marker 1)
- 4) Technical Support in developing a Local Content Development Policy and Regulations for Barbados provided
- 5) Capacity Building for Government in oversight of Local Content Development Policy and Regulations delivered.

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3.2 Strategy



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4 SERVICES

4.1 Results and Partnerships

4.1.1. Project Outputs

The anticipated outputs are:

- (i) Technical Assistance Programme (TAP) for Local Manufacturers and Service Providers specified.
- (ii) Capacity building for Local Service Providers and Manufacturers.
- (iii) Strategy and Programme for Development and Operation of Financial and Technical Assistance Programme (FTAP) for Local Manufacturers and Service Providers formulated and implemented
- (iv) Technical support in developing a Local Content Development Policy and Regulations for the Oil and Gas Industry in Barbados provided.
- (v) Capacity building for government in oversight of Local Content Development Policy and Regulations

The accompanying planned key activities against each output are as follows:

Output 1

Technical Assistance Programme (TAP) for Local Manufacturers and Service Providers specified

The main activity is the provision of **consultancy services** as part of Phase 1 of the project. Under Phase 1, Part A of the work, it entails the following tasks: preparation of Scope of Works and Inception Report; and conducting a detailed diagnostic and assessment study on local producers and suppliers and develop an Action Plan as per the TORs, and producing an **Interim Report** for Government approval. The selection of the local manufacturers and service providers will be conducted by the implementing partner in consultation with the government of Barbados through the Ministry of Energy and Water Resources.

Under Phase 1, Part B of the work, the following tasks will be undertaken: creating initial business linkages between the international oil companies and local suppliers in over 30 sectors as per TORs of the assignment, and producing a **draft Report** specifying the working details of Technical Assistance Programme (TAP) for world-class local producers and suppliers and once approved by Government, producing a **Final Report**. This Report is to be shared with UNOSSC as a product of the project.

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Output 2

Capacity building for Local Service Providers and Manufacturers provided

The main activity involves **designing and conducting** two seminars, one for Local Service Providers² and another for Local Manufacturers³. This activity will be conducted following completion of Phase 1 and before the commencement of Phase 2 of the project.

Output 3

Strategy and Programme for Development and Operation of Financial and Technical Assistance Programme (FTAP) for Local Manufacturers and Service Providers formulated and implemented

The main activity entails the provision of **consultancy services** on FTAP strategy and implementation as part of Phase 2 of the project, covering the following tasks: formulation of a 15-year strategy and programme for development and operation of the FTAP; provision of advice on the setting up of FTAP Secretariat's Office; delivery of professional services to Local Service Providers and Local Manufacturers⁴; provision of on the job training and coaching; preparation of Policy Guidelines for the FTAP Fund; preparation of drafting guide for Trustee Agreement for Board of Trustees of the FTAP Fund; preparation of drafting guide for Management Agreement for the Board of Management of the FTAP Fund; preparation of drafting guide for the legislation for establishing the FTAP Fund by Act of Parliament; providing oversight of field attachment with IOCs; and preparation of **draft Report**⁵ and **Final Report**⁶.

Output 4

Technical support in developing a Local Content Development Policy and Regulations for the Oil and Gas Industry in Barbados.

The main activity is the provision of **advisory and technical assistance** in the development of local content policy and legislation for the Oil and Gas Industry in Barbados. It includes the following tasks: formulation of a draft local content development policy for Barbados; drafting of Local Content Regulations; conducting stakeholders' consultations on the preparation of local content development policy and local content regulations; and preparation of proposals on local content legislative amendment of OPEPA⁷.

² Assumed to be held during the week of 07 June 2021

³ Assumed to be held during the week of 14 June 2021

⁴ Involving preparing bidding documents; preparing business proposals for financing support applications; facilitating opportunities for joint ventures and other mechanisms of cooperation between local producers and suppliers and foreign companies.

⁵ Expected by October 2021

⁶ Expected by November 2021

⁷ PEPA means Offshore Petroleum (Exploration and Production) Act of Barbados

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Output 5

Capacity building for government in oversight of Local Content Development Policy and Regulations.

The main activity is the provision of **advisory and technical support** in the development of government capacity in the implementation of the local content policy. It will entail the following tasks: conducting capacity needs assessment and developing a capacity-building programme for officials responsible for local content oversight by the Local Content Expert; conducting on-the-job training and coaching for officials responsible for local content oversight by the Local Content Expert; and advising on placement of government technical staff on field attachments with IOCs.

4.1.2 Resources Required to Achieve the Expected Results

The total expected resources required is USD 575,000 of which USD 533,981 will be monitored by and relayed via UNOPS. There will also be USD 5,000 in kind contribution by the Government of Barbados and USD 20,000 in kind contribution from the Commonwealth Secretariat. The remainder will be retained by UNOSSC acting as India-UN Fund Manager. Refer to section 5 (Multi-year work plan) for details.

4.1.3 Partnerships

Partnerships play an *essential* role in this project. Multiple organizations based in different countries and regions of the world are involved, including from the public sector and private sector. In Barbados, this include the Ministry of Energy and Water Resources which is the main partner Government institution, Ministry of Industry and International Business, Ministry of Foreign Affairs and Foreign Trade, and Office of the Attorney General in Barbados; Barbados Manufacturing Association; Barbados Chamber of Commerce and Industry; Barbados Coalition of Service Providers; Barbados Investment and Development Corporation, The (Technical, Vocational, Educational Training) TVET Council and the Samuel Jackman Prescod Institute of Technology. It also includes the UNOPS office in Barbados which is responsible for project administration, oversight and quality assurance. In New York, the UNOSSC financially manages and supports implementation of the India-UN Development Partnership Fund. The multiple partners are also reflected in funding for this project. The government of India will provide USD 550,000 via the India-UN Development Partnership Fund Commonwealth Window. This amount will represent the largest share of the funding for this project. The Commonwealth Secretariat's in-kind contribution of US \$20,000 towards its advisory services to the Government. The Government of Barbados will provide an in-kind contribution of US \$5,000 towards meetings and stakeholder engagement consultations.

All efforts would be made to acknowledge the contribution from the Government of India on appropriate occasions, this includes through the Office of the Commonwealth Secretary General during the Secretary General's country visits to Barbados and in the region. Support of India would be

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mentioned in all publicity materials related to the project. Government of India logo, India-UN Development Partnership Fund Logo, UNOSSC logo where relevant. The Fund will be given visibility and credit for its role in supporting this project, including at all public and media engagements, as well as through prominent display of a plaque, flag, logo or relevant partnership signage on project materials and at all relevant opportunities. Information on the events would be shared during the regular quarterly reporting to the UNOSSC.

4.1.4 Risks and Assumptions

Tentatively the two most significant risks and associated impact, mitigation measures and assumptions are:

- *Key Risk 1 – Ineffective Coordination*
 - *Impact:* Implementation delays. Coordination between the Commonwealth Secretariat and Government's institutions with a role to play in the project implementation including the Ministry of Energy and Water Resources, Ministry of Industry and International Business, Ministry of Foreign Affairs and Foreign Trade, Attorney General's Office in Barbados and other responsible organizations including UNOPS office presents project management challenges. Among others the Project Manager is '...effectively supervising people and organizations over which he/she has practically no "official" control and authority.'⁸ Additional potential challenges include divergent organisational objectives and incentives.⁹
 - *Mitigation Measures:* i) Frequent (at least monthly), informal and open exchange of information between project team members; and, ii) agreement to shared project work-plans.
 - *Assumptions:* Common understanding of each project team member's contribution and status for such.
- *Key Risk 2 – Breakdown in Intra-governmental Cooperation*
 - *Impact:* Delays to policy development and implementation through legislative and regulatory frameworks, arising from a breakdown in cooperation at intragovernmental level.
 - *Mitigation Measures:* Work at the highest levels of Government to facilitate a more coordinated approach to technical assistance. Facilitate broad stakeholder engagement of key Government institutions during project formulation and implementation. Incorporate technical capacity building for Government as part of the project and formalise the process for updating the project status with the High Commissioner and the Commonwealth Primary Contact Point (PCP) in Government.

⁸ Vogiatzis, N. (2004) [Project Management Challenges in Cross-national, Multi-partner, High-risk, Research and Technology Development Projects](#)

⁹ Dietrich, P., Eskerod, P., Dalcher, D., & Sandhawalia, B. (2010) [The Role of Project Collaboration Quality and Knowledge](#)

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- *Assumption:* there is good intra-governmental cooperation between government institutions responsible for local content development in the energy sector.

For information on additional risks refer to the initial Risk Log in Annex XI.3.

4.1.5 Stakeholder Engagement

The Department of Energy of the Ministry of Energy and Water Resources in collaboration with the Ministry of Industry and International Business have been engaging key stakeholders including the Barbados Manufacturing Association; Barbados Chamber of Commerce and Industry; Barbados Coalition of Service Providers; and Barbados Investment and Development Corporation in connection with the preparation of the working draft of the local content policy. Further stakeholder consultation will take place in the course of developing this detailed project document and during implementation where two seminars have already been included in the detailed project document.

4.1.6 South-South and Triangular Cooperation (SSC/TrC)

Most of the funding for this project is coming from the India-UN Development Partnership Fund. The India-UN Development Partnership Fund is a dedicated facility within the United Nations Office for South-South Cooperation (UNOSSC) established in 2017. It is supported and led by the Government of the Republic of India, managed by UNOSSC, and implemented in collaboration with the United Nations system. The India-UN Development Partnership Fund 'supports Southern-owned and led, demand-driven, and transformational sustainable development projects across the developing world, with a focus on least developed countries and small island developing states. United Nations agencies implement the Funds projects in close collaboration with partnering governments.'

4.1.7 Knowledge

The specific knowledge products that the project will produce include procurement guides and manuals for local service providers and manufacturers, seminars for exchange of information, and web-based on-line platform for sharing information on business opportunities and local suppliers. Public awareness campaigns including at national level are an integral part of the project. These will assist creating project visibility, including knowledge and lessons learned generated by the project. These knowledge products are to be shared with UNOSSC as products of the project.

4.1.8 Sustainability and Scaling Up

The project design ensures sustainability through actions and measures embedded in project plan and delivery to advance and sustain the project outcomes beyond the completion of the project. The specific actions and measures are:

- local content development policy and local content regulations once adopted and established by Government will contribute towards continuity of outputs and outcomes in terms of improved oversight of and compliance to local content development requirements in the country;
- Before the end of the initial 2-year period of the project, the Government will have established the Financial and Technical Assistance Programme (FTAP) with an initial period of 15 years to ensure long-term sustainability of the project results. The FTAP will have the Secretariat to

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manage and implement the FTAP and a Board of Trustees and Board of Management, which will create an FTAP Fund to support local suppliers' financing requirements on a sustainable basis

- Capacity building through on the job training and coaching by the Local Content Consultant will provide continuity of effective oversight capacity of Government for implementation of the local content development policy and regulations to ensure foreign companies comply with the local content policy and legal requirements.
- The project initiatives, including capacity building seminars, and local content development policy and regulations will provide for equity consideration through gender consideration and environmental and social impact management requirements. The requirement for a consultative process in any major Government initiatives with affected people and other key stakeholders is a well-established Government process in Barbados. The requirement for broader stakeholder consultations and the need for ensuring the inclusion of marginalized groups' voices, including women and people involved in fisheries offshore Barbados, will continue to be a key part of the Government policy in Barbados that the project will reinforce.

4.2 Implementation arrangements

The Commonwealth Secretariat is the Implementing Partner of the project continuing its technical assistance to the Government of Barbados, which preceded the approval of grant funding from the India-UN Development Fund.

As required by the India-UN Fund, UNOPS will perform the project quality assurance ensuring the finalisation of the project document as well as the disbursement of the funding to the project team and the periodic progress and financial reporting, as stated in the UN-UN agreement between UNOPS and the UNOSSC.

The Commonwealth Secretariat is the main intergovernmental agency and central institution of the Commonwealth of Nations (former members of the British Empire). It is responsible for facilitating co-operation between members; organizing meetings, including the Commonwealth Heads of Government Meetings (CHOGM); assisting and advising on policy development; and providing assistance to countries in implementing the decisions and policies of the Commonwealth. The Secretariat has observer status in the United Nations General Assembly. The Secretariat was established by Heads of Government in 1965. Since the Commonwealth Secretariat has not signed a Standard Basic Executing Entity Agreement (SBEEA) with UNOPS, refer to Annex XI.10 for the Project Corporation Agreement (PCA).

The Commonwealth Secretariat Team Leader Programme Management will be the Project Manager. Management of the programming aspects and considerations, as well as of the partnerships dimension of the project, will be the responsibility of the Commonwealth Secretariat. As it leads these activities, the ComSec will receive quality assurance support from UNOPS, as applicable. UNOPS will also be responsible for conducting the necessary due diligence to confirm that the Commonwealth Secretariat has the capacity within its management, financial and operational structures to implement this project and to ensure compliance and accountability with UNOPS rules, regulations and guidelines.

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Value for Money - *explain specific measures that the project will incorporate to maximise results achievement with the resources available.*

The VFM assessment of the project is underpinned by standard approach to VFM, examining the four E's criteria of economy, efficiency, effectiveness, and equity, which respectively assess VFM performance along the results chain- inputs, outputs, outcome and impacts. Whilst the four E's provide a conceptual foundation for assessing VFM, their use in this project will be based on agreed indicators that align with the project's theory of change, results and interventions.

The conduct of the VFM assessment and reporting will follow a three-tier approach. The first step will involve compilation of relevant data on indicators to support analysis and measurement of VFM changes. These data will be drawn from the project's financial database, results framework, internal reports and government's reports.

The second step involves organizing, presenting and comparing data gathered with relevant benchmarks to identify key VFM changes for judgement on each indicator and the overall project performance on VFM. At the efficiency level, a contribution analysis technique will be used to establish attribution and contribution trail of project to key positive changes in the local content development in energy sector in Barbados.

Economy – *How costs will be kept down*

Efficiency is focused on the relationship between inputs and outputs, specifically how well inputs are being converted into outputs. In this project context, it means producing intended quality and quantity of deliverables within the available resources. In this regard, the project focuses on improving project's performance on efficiency by ensuring that: (i) project fund spent as a percentage of total budget for the year is within benchmark threshold as per ComSec guidelines at 95%; (ii) policymaking processes improve the buy-in of policy initiatives and recommendations; and (ii) increasing the absorptive capacity of government and its agencies through capacity building initiatives to adopt and implement policies on local content development in the oil and gas sector.

Effectiveness – *Ensuring deep, sustainable results /potential return on investment as a result of the project (emphasis here steps taken to ensure that the results achieved will be sustained)*

The project focuses on effectiveness as attainment of project outcomes through output deliverables. In this regard, the project focuses on two areas: (i) specific interventions that contribute to effective management of the local content development in the oil and gas sector, and other energy sectors. In this regard, the project includes development of a Strategy for Technical Assistance and Financial Programme to accelerate local content development in the oil and gas sector. The impetus for accelerated local content development in the oil exploration could lead to more in-country value addition by local suppliers. The project involves establishment of a Secretariat to ensure continued achievement of programme outputs and outcomes after the Technical Assistance Project period, and a financing facility (Fund) with its Board of Trustees and Board of Management to support sustainable local content development. (ii) initiatives to improve in-country value addition and new opportunities for local supplies. The array of programme initiatives are tailored to prevent missed business opportunities and increase in country value-addition. This allows the project to monetize the value of some outcomes brought about by interventions to increase local content value captured by local suppliers. This will also involve improved management of local content development through the setting up of a local content register. The creation of a register to grant public access to all petroleum

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tenders offered and tenders awarded, signed and issued will have a positive impact on local participation in the in-country oil and gas value chain.

Equity – *How the most vulnerable beneficiaries (countries/ institutions/gender, youth, women)*

For the project, equity is central to the programme focus on inclusive growth and the project inclusive growth framework commits the project to promote inclusive policy processes. The project takes reasonable steps to impact positively on equity when the opportunity is present through the three areas:

(i) policymaking processes by including voice of marginalized groups (frontline communities, women etc.) on sector issues. Deliberate effort is made by the project and government to ensure that projects on policy development provide pathways or target the inclusion of marginalized groups in the policy making process.

(ii) participants at relevant project supported events that are drawn from frontline communities; in this regard, frontline communities will be targeted and facilitated to participate in the policymaking process and other project activities that directly touch on their interest, including through seminars and information dissemination media programs.

(iii) project resource persons on project budget implementation initiatives who are women. Given the low participation of women in sector policy development and other notable initiatives, the project will target and facilitate the involvement of women as resource persons in sector policy development and other key initiatives. A resource person in this respect refers to an expert engaged to make presentations and other inputs to shape sector issues at forums, seminars, workshops and other technical dialogues and committees.

4.3 Legal Context

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNOPS, attached hereto and forming an integral part hereof. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by the Commonwealth Secretariat (“Implementing Partner”) rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNOPS as quality assurance partner. Otherwise, the financial governance of UNOPS shall apply.

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4.4 Results Framework

| Intended Outcome: Increased Participation by Local Manufacturers and Service Providers in the Energy Value Chain in Barbados | | | | | | | | |
|--|--|--|----------|------|---------|--------|-------|---|
| Outcome indicators, including baseline and targets: local supply at least 11% - 15% of the value of the requirements for goods and services, as well as 50% of human resources requirements for international oil companies operating in the offshore petroleum sector of Barbados, over the first five years of offshore oil and gas exploration and production. Baseline (2020) = 0 & Target = 11 percent in year 5 of oil and gas production. | | | | | | | | |
| Applicable Output(s): Enhanced competitiveness and access by local service provider and manufacturers to the energy value chain opportunities in Barbados | | | | | | | | |
| Project title and OUP Project Number: Local Content Development in the Energy Value Chain in Barbados Project | | | | | | | | |
| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS | | | DATA COLLECTION METHODS & RISKS |
| | | | Value | Year | Year 1 | Year 2 | FINAL | |
| Output 1 - Technical Assistance Programme (TAP) for Local Manufacturers and Service Providers specified | Percentage progress in the Procurement of a Local Content Expert based on tasks completion by specific target dates: 1. Draft TORs – 10% 2. Draft the RFP - 20% 3. Call for EOI – 50% 4. Respond to written inquiries on the RFP -70% 5. Distribute written responses - 80% 6. Evaluate and select -90% 7. Process and award contract- 100% | Evaluation Report and Records, ComSec Website call for EOI | 0 | 2020 | 100% | 0 | 100% | Documents/records/website/e mail communications/monthly progress report |
| | Steps in the preparation and completion of the TAP. Tasks completion by specific target dates: Phase 1, Part A 1. Scope of Work and Work Plan 2. Inception Report. 3. Interim Report. 4. Approved Interim Report. Phase 1, Part B 5. Draft Report on Technical Assistance Programme (TAP) 6. Final Report. | Consultant Report MEL Annual Reports BTORs | 0 | 2020 | 6 | 0 | 6 | Documents/records - Quarterly, Semi-Annual and Annual Reporting |

ALL PARTNER LOGOS TO BE INSERTED HERE:



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|--|--|--|---|----------|----|----|---------|--|
| Output 2 - Capacity development for Local Service Providers and Manufacturers acquired | 2.1 No. of seminars conducted for local manufacturers and service providers | Training workshop reports, MEL Annual Report BTORs | 0 | 20 20 | 0 | 2 | 2 | Documents/records (attendance and evaluation forms) Documents/records - Quarterly, Semi-Annual and Annual Reporting |
| | 2.2 No. of guidelines for manufacturers and service providers on bidding for goods and services in the oil and gas value chain | Consultant Report Guidelines documents Technical Notes MEL Annual Reports BTORs | 0 | 20 20 | 2 | 2 | 4 | Documents/records - Quarterly, Semi-Annual and Annual Reporting |
| | 2.3 No. of local women and men suppliers that have built competitive capacity in the supply of goods and services to the energy value chain in Barbados | Training workshop reports, MEL Annual Reports BTORs | 0 | 20 20 | 40 | 60 | 10 0 | Documents/records - Quarterly, Semi-Annual and Annual Reporting Documents/records (attendance and evaluation forms) |
| Output 3 - Strategy and programme for development and operation of financial and TAP (FTAP) formulated and implemented | Phase 2 Steps in the completion of tasks by specific target dates: Three step assessment will be used: 1. First Draft, 2. Final Draft, 3. Approved Draft Steps in preparing a 15-year strategy and programme for development and operation of the FTAP. | - MEL Annual Reports - BTORs | | | 1 | 3 | 3 | Documents/records - Quarterly, Semi-Annual and Annual Reporting, ONR mission reports |
| | Steps in preparing drafting policy Guidelines for the FTAP Fund. | - MEL Annual Reports - Policy Guidelines | | | | 3 | 3 | Documents/records - Quarterly, Semi-Annual and Annual Reporting |
| | Steps in preparing drafting guide for Trustee Agreement for Board of Trustees of the FTAP Fund | - MEL Annual Reports - Agreement | | | | 3 | 3 | Documents/records - Quarterly, Semi-Annual and Annual Reporting |

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| | | <ul style="list-style-type: none"> - Cabinet Approval - Act of Parliament | | | | | | |
| | Steps in preparing drafting guide for Management Agreement for the Board of Management of the FTAP Fund | <ul style="list-style-type: none"> - MEL Annual Reports - Agreement - Cabinet Approval | | | | 3 | 3 | Documents/records - Quarterly, Semi-Annual and Annual Reporting |
| | Steps in preparing drafting guide for the legislation for establishing the FTAP Fund by Act of Parliament. | <ul style="list-style-type: none"> - MEL Annual Reports - Cabinet memo - Act of Parliament | | | | 3 | 3 | Documents/records - Quarterly, Semi-Annual and Annual Reporting |
| | Steps in preparing Phase 2 Reports Draft Report by October 2021 Draft Final Report by November 2021 Approved Final Report by November 2021 | <ul style="list-style-type: none"> - Consultant Report - Phase 2 - BTORs | | | | 3 | 3 | Documents/records - Quarterly, Semi-Annual and Annual Reporting |
| | Increase in the share of value of local producers and suppliers of supplies to international oil companies in Barbados | <ul style="list-style-type: none"> - Consultant Report - Phase 2 - BTORs | 0% | 20 | 4% | 5 | 5% | Documents/records - Quarterly, Semi-Annual and Annual Reporting |
| | Increase in the share of human resources of Barbadians employed by international oil companies in Barbados | <ul style="list-style-type: none"> - Consultant Report - Phase 2 - BTORs | 0% | 20 | 10 | 20 | 20 | Documents/records - Quarterly, Semi-Annual and Annual Reporting |
| | Provide advice on the setting up of FTAP Secretariat. The steps will entail staffing, TORs, work-plan, and Secretariat | <ul style="list-style-type: none"> - Consultant Report - Phase 2 | 0 | 20 | 1 | 3 | 4 | Documents/records - Quarterly, Semi-Annual and Annual Reporting |

ALL PARTNER LOGOS TO BE INSERTED HERE:



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| | office set up. (A 4-step delivery plan: propose, approve, set-up, operate in a scale of step 1-4) | - BTORs | | | | | | |
| | Number of local firms that have applied for and received technical advice and support for their businesses under the TAP | - Consultant Report - MEL Annual Reports | 0 | 20 20 | 20 | 50 | 70 | Documents/records - Quarterly, Semi-Annual and Annual Reporting Attendance and evaluation forms |
| | No. of local women and men suppliers that have applied for and received technical advice and support for their businesses under the TAP | - Consultant Report - MEL Annual Reports | 0 | 20 20 | 50 | 80 | 20 0 | Documents/records - Quarterly, Semi-Annual and Annual Reporting |

Intended Outcome: Increased Participation by Local Manufacturers and Service Providers in the Energy Value Chain in Barbados

Outcome indicators, including baseline and targets: local supply at least 11% - 15% of the value of the requirements for goods and services, as well as 50% of human resources requirements for international oil companies operating in the offshore petroleum sector of Barbados, over the first five years of offshore oil and gas exploration and production. Baseline (2020) = 0 & Target = 11 percent in year 5 of oil and gas production.

Applicable Output(s): Effective Implementation of Local Content Policy Requirements by International oil Companies (IOCs)

Project title and OUP Project Number: Local Content Development in the Energy Value Chain in Barbados Project

| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS | | | DATA COLLECTION METHODS & RISKS |
|---|---|------------------------------|----------|----------|---------|--------|-------|---|
| | | | Value | Year | Year 1 | Year 2 | FINAL | |
| Output 4 - Technical support in developing a Local Content Development Policy and Regulations for Barbados provided | Steps in the preparation and completion of the Local Content Development Policy 3-step assessment will be used: First Draft, Final Draft, Approved Draft | - Policy documents - BTOR | 0 | 20 20 | 3 | 0 | 3 | Documents/records - Quarterly, Semi-Annual and Annual Reporting |
| | Steps in the preparation and completion of | - Draft Regulation | 0 | 20 20 | 2 | 1 | 3 | Documents/records - Quarterly, Semi-Annual and Annual Reporting |

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|---|--|--|---|----------|----|----|----|--|
| | the Local Content regulations 4-step assessment will be used: First Draft, Final Draft, Approved Draft, Official Release | s document - BTOR | | | | | | |
| Output 5- Capacity building for government in oversight of Local Content Development Policy and Regulations | Change in behaviour of Government staff in monitoring and enforcing LC policy implementation by IOCs: scale 1 - 5 | - Consultant Reports - MEL Annual Reports | 0 | 20 20 | 2 | 3 | 4 | Documents/records - Quarterly, Semi-Annual and Annual Reporting Survey questionnaire and evaluation forms |
| | No. of female and male staff with improved technical capability in agreed priority areas to perform key oversight functions | - Consultant Reports - MEL Annual Reports | 0 | 20 20 | 5 | 10 | 20 | Documents/records - Quarterly, Semi-Annual and Annual Reporting Survey questionnaire and evaluation forms |
| | Oversight of staff field attachment with IOCs. No. of male and female staff placed in field attachments with IOCs in the offshore oil and gas in Barbados | - Consultant Report - Phase 2 - TORs, Work plan, Secretariat's Staff, BTOR, Address | 0 | 20 20 | 10 | 20 | 30 | Documents/records - Quarterly, Semi-Annual and Annual Reporting |

4.5 Monitoring And Evaluation

In accordance with UNOPS's programming policies and procedures, the project will be monitored and evaluated through the following plans:

4.5.1 Monitoring Plan

| Monitoring Activity | Purpose | Frequency | Expected Action | Partners (if joint) | Cost (if any) and Source of Funding |
|------------------------|---|--------------------------------|---------------------------------------|---------------------|-------------------------------------|
| Track results progress | Progress data against the results indicators in | Quarterly, or in the frequency | Slower than expected progress will be | ComSec, UNOPS | |

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| | the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. | required for each indicator. | addressed by project management. | | |
| Monitor and Manage Risk | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNOPS's Social and Environmental Standards. Audits will be conducted in accordance with UNOPS's audit policy to manage financial risk. | Quarterly | Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. | ComSec, UNOPS | |
| Learn | Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project. | At least annually | Relevant lessons are captured by the project team and used to inform management decisions. | ComSec, UNOPS | |
| Annual Quality Assurance | The quality of the project will be assessed against UNOPS's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project. | Every other year | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance. | ComSec, UNOPS | |
| Review and Make Course Corrections | Internal review of data and evidence from all monitoring actions to inform decision making. | At least annually | Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections. | ComSec, UNOPS | |
| Report | A yearly progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the | Annually, and at the end of the project (final report) | | ComSec | |

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| | annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period | | | | |
| | According to the India-UN Fund guidelines financial and narrative reporting is expected every quarter for a project of the size (over \$1 million) | Quarterly | | ComSec | |
| | Monthly updates on progress (no more than 2-3 bullet points) will be emailed to UNOSSC (Secretariat and Fund Manager). | Monthly | | UNOPS | |
| Project Review (Project Board) | The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences. | Biannually | Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified. | Members of the Project Board | USD400 (USD200 per meeting), India-UN Development Partnership Fund |

Monitoring will also be done by nominated Indian representatives from the Indian Embassy in the region, and, where applicable, UNOSSC as fund manager and secretariat of the Board of Directors.

4.5.2 Evaluation Plan

| Title | Partners (if joint) | Related Strategic Plan Output | UNDAF/CPD Outcome | Planned Completion Date | Key Evaluation Stakeholders | Cost and Source of Funding |
|-------|---------------------|-------------------------------|-------------------|-------------------------|-----------------------------|----------------------------|
|-------|---------------------|-------------------------------|-------------------|-------------------------|-----------------------------|----------------------------|

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|--|---------------|--|---|------------------|---|--|
| Mid-Term Review | ComSec, UNOPS | Enhanced Competitiveness and Access by Local Service Provider and Manufacturers to the Oil and Gas Value Chain Opportunities in Barbados | Increased Participation by Local Manufacturers and Service Providers in the Oil and Gas value Chain in Barbados | 31 December 2020 | ComSec, participating governments, and UNOPS | 0 |
| Independent End of Project evaluation | UNOPS | Enhanced Competitiveness and Access by Local Service Provider and Manufacturers to the Oil and Gas Value Chain Opportunities in Barbados | Increased Participation by Local Manufacturers and Service Providers in the Oil and Gas value Chain in Barbados | 30 November 2021 | ComSec, participating governments, and UNOPS. The final version of the evaluation report will be shared with UNOSSC | USD10,000, India-UN Development Partnership Fund |

4.6 Risk Management

1. Consistent with the Supplemental Provisions to the Project Document, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of project property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNOPS reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document and the Project Cooperation Agreement between UNOPS and the Implementing Partner.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNOPS funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNOPS hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNOPS Social and Environmental Standards (<http://www.UNOPS.org/ses>) and related Accountability Mechanism (<http://www.UNOPS.org/secu-srm>).

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5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNOPS Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNOPS will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNOPS Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using the UNOPS funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNOPS.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNOPS Policy on Fraud and other Corrupt Practices and (b) UNOPS Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.UNOPS.org.
9. In the event that an investigation is required, UNOPS has the obligation to conduct investigations relating to any aspect of UNOPS programmes and projects. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNOPS shall consult with the Implementing Partner to find a solution.
10. The Implementing Partner will promptly inform UNOPS in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNOPS project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNOPS Resident Representative/Head of Office, who will promptly inform UNOPS's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNOPS in the country and OAI of the status of, and actions relating to, such investigation.

11. The Implementing Partner agrees that, where applicable, donors to UNOPS (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNOPS to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Where such funds have not been refunded to UNOPS, the

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Implementing Partner agrees that donors to UNOPS (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNOPS to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with the Implementing Partner, responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNOPS refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNOPS.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management Standard Clauses" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

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5 TIMELINE

5.1 Multi-Year Work Plan

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget (USD by Fiscal Year) | | RES PO NSI BLE PAR TY | PLANNED BUDGET | | |
|---|--|-------------------------------------|----------------------|--------------------------------------|-------------------------|--------------------------------|--------------|
| | | Y1 | Y2 | | Funding Source | Budget Description | Amount (USD) |
| Output 1 - Technical Assistance Programme (TAP) for Local Manufacturers and Service Providers specified | <u>Procurement of a Local Content Expert</u> (i) Draft TORs (ii) Draft the RFP (iii) Call for EOI (iv) Respond to written inquiries on the RFP and (v) Distribute written responses, (vi) Evaluate proposals, select, and award contract | 2,000 ¹⁰ | | Com Sec | IUD PF-CW ¹¹ | Public Relations and Marketing | 2,000 |
| | <u>Provision of Consultancy Services - Phase 1, Part A</u> (i) Prepare and submit Scope of Works Plan and Inception Report as per TORs for assignment. (ii) Undertake a detailed diagnostic and assessment study and develop an Action Plan as per TORs for assignment (iii) Produce an Interim Report for Government approval ¹² . | | 68,448 ¹³ | Com Sec | IUD PF-CW | Consultancy fees | 68,448 |
| | <u>Provision of consultancy services - Phase 1, Part B</u> (i) Create initial business linkages between the international oil companies and local suppliers in over 30 sectors ¹⁴ as per TOR of the assignment. (ii) Produce ¹⁵ a draft Report specifying the working details of Technical Assistance | | 68,448 ¹⁷ | Com Sec | IUD PF-CW | Consultancy fees for 60 days | 68,448 |

¹⁰ Costs for launching the Request for Proposals, including the costs for advertising in local and international newspaper and periodicals, launching on websites, and all other costs associated with the dissemination of the document

¹¹ In this budget, 'IUDPF-CW' refers to India UN Development Partnership Fund-Commonwealth Window

¹² By three (03) months after the start of phase one, part A.

¹³ 20 percent consultancy fee (4-month period)

¹⁴ will address segmentation of all potential local suppliers; evaluation of suppliers, rationalisation of the local supplier base; and, negotiation and conclusion of long-term contracts between foreign companies and selected local suppliers

¹⁵ At the completion of Phase One, drawing from Part A and Part B work.

¹⁷ 20 percent consultancy fee

ALL PARTNER LOGOS TO BE INSERTED HERE:



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| | Programme (TAP) ¹⁶ and once approved by Government, a Final Report . | | | | | | |
| | Sub-Total | 2,000 | 136,896 | | | | 138,896 |
| Output 2 - Capacity development for Local Service Providers and Local Manufacturers provided | Designing and Conducting training programme – After Phase 1 before Phase 2 | | | | | Workshop for Local Service Providers | 5,000 |
| | (i) Design and conduct seminar for Local Service Providers ¹⁸ | | 11,615 | Co mS ec | IUD PF-CW | Workshop for Local Manufacturers | 5,000 |
| | (ii) Design and conduct seminar for Local Manufacturers ¹⁹ | | | | | Subsistence Allowance | 1,615 |
| | Sub-Total | 0 | 11,615 | | | | 11,615 |
| Output 3 - Strategy and programme for development and operation of financial and TAP (FTAP) formulated and implemented | Provision of Consultancy Services on FTAP strategy and implementation - Phase 2 <ol style="list-style-type: none"> 1. Formulate a 15-year strategy and programme for development and operation of the FTAP. 2. Provide advice on the setting up of FTAP Secretariat. 3. Deliver professional services to Local Service Providers and Local Manufacturers²⁰. 4. Conduct on the job training and coaching. 5. Prepare Policy Guidelines for the FTAP Fund. 6. Prepare drafting guide for Trustee Agreement for Board of Trustees of the FTAP Fund 7. Prepare drafting guide for Management Agreement for the Board of Management of the FTAP Fund 8. Prepare drafting guide for the legislation for establishing the FTAP Fund by Act of Parliament. 9. Oversight of staff field attachment with IOCs. | | 205,343 | Co mS ec | IUD PF-CW | Consultancy fees for 120 days | 205,343 |

¹⁶ Addressing technical issues hindering full implementation of the programme including financial restrictions; promotional and marketing plans; legal issues and guidelines; human resources requirements; and business development.

¹⁸ Assumed to be held during the week of 07 June 2021

¹⁹ Assumed to be held during the week of 14 June 2021

²⁰ Involving preparing bidding document; preparing business proposals for financing support applications; facilitating cooperation mechanisms between local suppliers and foreign companies.

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| | 10. Prepare Draft Report by October 2021 and Final Report by November 2021 | | | | | | |
| | Sub-Total | 0 | 205,343 | | | | 205,343 |
| Output 4 - Technical support in developing a Local Content Development Policy and Regulations for Barbados provided | Provision of Advisory and Technical Services in formulating a Local Content Development Policy and Regulations for the Oil and Gas Industry in Barbados. | | | | | Subsistence Allowance | 8,000 |
| | (i) Formulate a draft local content development policy for Barbados June 2020; | | | | | | |
| | (ii) Prepare draft Local Content Regulations by August 2020; | 10,000 | 10,000 | Co mS ec | Co mS ec | Travel | 12,000 |
| | (iii) Participate in stakeholders' consultations on the preparation of local content development policy and local content regulations; | | | | | | |
| | (iv) Prepare proposals on local content legislative amendment of OPEPA ²¹ by October 2020. | | | | | | |
| | Sub-Total | 10,000 | 10,000 | | | | 20,000 |
| Output 5 - Capacity building for government in oversight of Local Content Development Policy and | Provision of Consultancy Services in capacity building of <u>Government technical staff responsible for the sector.</u> | | | | | Consultancy allowance | 11,385 |
| | (i) Conduct capacity needs assessment and develop a capacity-building programme for officials responsible for local content oversight. | | 19,385 | Co mS ec | IUD PF-CW | Travel ²² | 8,000 |

²¹ PEPA means Offshore Petroleum (Exploration and Production) Act of Barbados.

²² Assuming 4 flights @ US\$ 2000 for country visits in connection with staff, etc. (additional 5th visit connected with seminars for local producers and suppliers).

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| Regulations delivered | (ii) Provide on-the-job training and coaching for officials responsible for local content oversight as per the capacity building programme. (iii) Oversight of technical staff training through field attachments with international oil companies | | | | | | |
| | Sub-Total | 0 | 19,385 | | | | 19,385 |
| Day-to-Day Project Management | <u>Undertake day-to-day project management</u> | | | | | Phase 1 Part A ²³ | 16,538 |
| | The upkeep of the Secretariat for the consultant during phase one, conducting seminars for local producers and suppliers, and phase two end of project. | 16,923 | 33,077 | Co mS ec | IUD PF- CW | Phase 1 Part B ²⁴ | 11,154 |
| | | | | | | Local businesses ²⁵ Seminars | 5,385 |
| | | | | | | Phase 2 | 16,923 |
| Sub-Total | 16,923 | 33,077 | | | | | 50,000 |
| Monitoring | Logistics support for project meetings, stakeholder engagements, monthly performance data reviewing and reporting | 4,000 | 4,000 | Mini stry | Gov 't of Bar bad os | Logistics support for meetings and engagements | |
| | | | | | IUD PF- CW | | 8,000 |
| | Undertake quarterly, bi-annual and annual monitoring | 6,250 | 6,250 | Co mS ec | | Travel | 6,250 |
| | | | | | | subsistence allowance | 6,250 |
| | Sub-Total | 10,250 | 10,250 | | | | 20,500 |
| Evaluation and Learning | End of project evaluation | 0 | 12,000 | Co mS ec | IUD PF- CW | International Consultants – Short term – technical | 12,000 |
| | Sub-Total | 0 | 12,000 | | | | 12,000 |
| Finance Administration | Administering project finance | | 5,000 | Co mS ec | IUD PF- CW | Finance Administration | 5,000 |
| | Sub-Total | 0 | 5,000 | | | | 5,000 |
| Quality Assurance | Conducting due diligence, preparation of project document, monitoring and evaluation, financial spot | 34,933 | 0 | UN OP S | IUD PF- CW | Revenue Contributions | 34,933 |

²³ This cost relates to the upkeep of the Secretariat for the consultant during phase one, part A projected over a four-month period.

²⁴ This cost relates to the upkeep of the Secretariat for the consultant during phase one, part B projected over a three-month period.

²⁵ This cost relates to the upkeep of the Secretariat for the consultant during the month the two seminars for local producers and suppliers are conducted

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| | checks and output verification (7% of Programme Budget) | | | | | | |
| | Sub-Total | 34,933 | 0 | | | | 34,933 |
| Direct Project Cost | Provide Implementation support services (e.g. procurement of goods and services, etc.) | 5,000 | 0 | UN OPS | IUD PF-CW | Reimbursement Costs, Programme and Support Services Income | 5,000 |
| | Sub-Total | 5,000 | 0 | | | | 5,000 |
| Overall Fund Management | Provide overall fund management support to the India-UN Fund | 16,019 | 0 | UN OSC | | | 16,019 |
| | Sub-Total | 16,019 | 0 | | | | 16,019 |
| Contingency | Change in project cost assumptions and project redesigning cost increase adjustments, e.g. travel cost, workshops, etc. | 0 | 11,309 | ComSec | IUD PF-CW | Project redesign and cost changes | 11,309 |
| | Sub-Total | 0 | 11,309 | | | | 11,309 |
| | TOTAL | 95,125 | 454,875 | | | | 550,000 |

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6 GOVERNANCE

The governance and management arrangements are elaborated in the text below and detailed in the annexes for the Project Board, Manager, Support and Assurance respectively. A matrix of Roles and Responsibilities is summarized in Annex 9.6.

6.1 Project Board

Overall responsibilities. The Project Board is the group responsible for making by-consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNOPS/Implementing Partner approval of project plans and revisions. In order to ensure UNOPS's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value for money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, the final decision shall rest with the UN Resident Representative. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when Project Manager tolerances (normally in terms of time and budget) have been exceeded. Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization. This group contains three roles, including:

- *Executive* representing the project ownership to Chair the group. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier;
- *Senior Supplier* representing the interests of the parties concerned which provide technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project; and,

ALL PARTNER LOGOS TO BE INSERTED HERE:



- *Senior User (Beneficiary)* representing the interests of those who will ultimately benefit from the project. The Senior User's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

The project will benefit from a Project Board that consists of representatives from the Government of Barbados, UNOPS, and the Government of India. Thus, the Project Board will be composed of a representative of the Indian High Commission in Barbados (Senior Supplier), Commonwealth Secretariat (Co-Chair), UNOPS (Co-Chair).

Refer to Annex for detailed information on the responsibilities of the Project Board. The Board will meet annually (or more frequently if required).

6.2 Project Manager

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the Project Document, to the required standard of quality and within the specified constraints of time and cost. Refer to Annex for detailed information on the responsibilities of the Project Manager.

6.3 Project Support

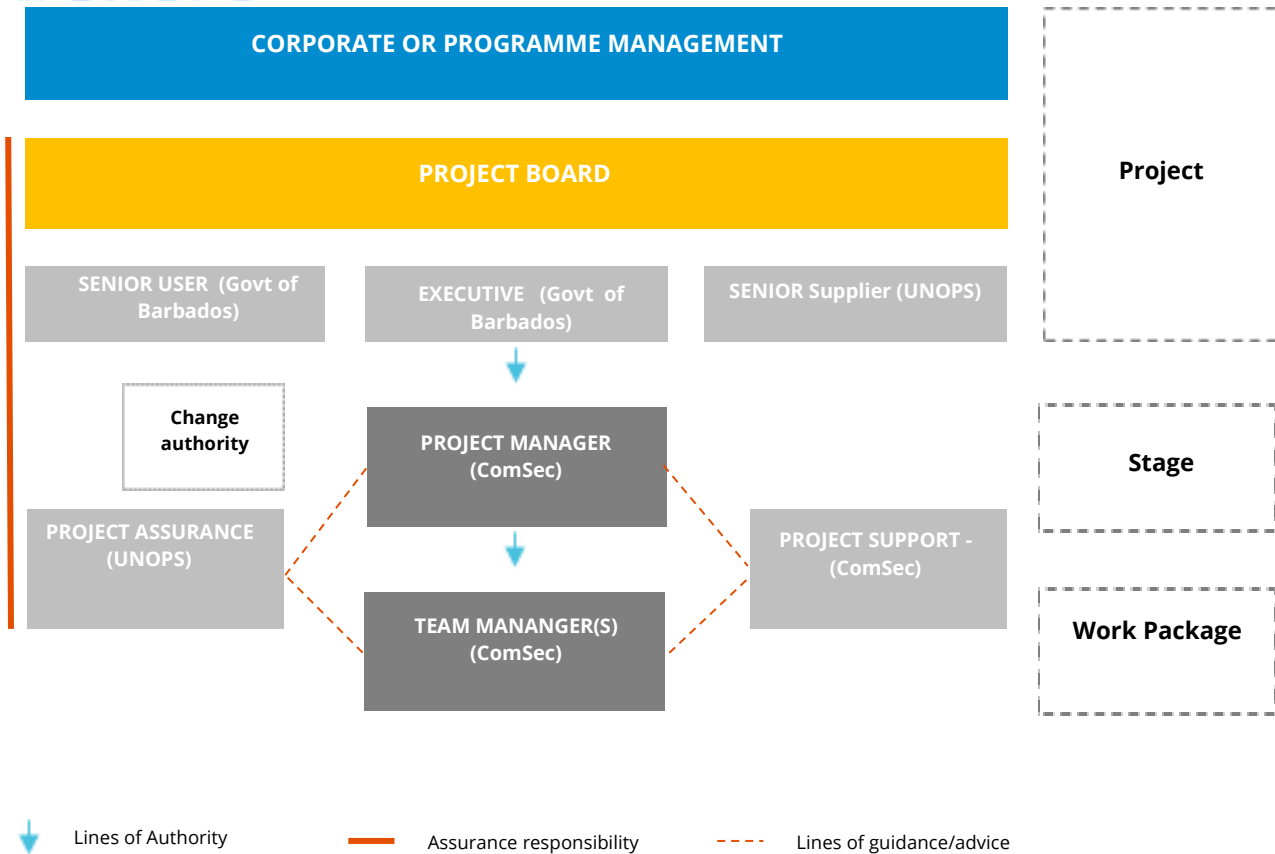
The Project Support role provides project administration, management and technical support to the Project Manager as required. Refer to Annex for detailed information on the responsibilities of the Project Support role.

6.4 Project Assurance

The responsibility for Project Assurance has been assigned to UNOPS, as is the standard arrangement for grants from the India-UN Fund, which requires a UN agency to provide quality assurance, even when the UN is not the implementing partner. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. Refer to Annex for detailed information on the responsibilities of the Project Assurance role.

6.5 Project Governance Structure

ALL PARTNER LOGOS TO BE INSERTED HERE:



7 BUDGET

The total budget request to the Government of India is USD 550,000. The total funding resources is USD 533,981 which will be monitored by and relayed via UNOPS. There will also be an estimated USD 5,000 in kind contribution by the Government of Barbados and estimated USD 20,000 in kind contribution from the Commonwealth Secretariat. From the initial funding from the India-UN Fund, UNOSSC will retain, for the purpose of General Management Support 3% which is equal to USD 16, 019. However this last sum will not be monitored by UNOPS under its quality assurance role

| Proposed Fees and Expenses

| Direct Project Costs | |
|-----------------------|---------|
| Consultancy Contracts | 353,624 |
| Secretariat Costs | 50,000 |
| Travel and Workshops | 34,615 |

ALL PARTNER LOGOS TO BE INSERTED HERE:



| | |
|---|------------------|
| Project Monitoring | 25,500 |
| Evaluation and Learning | 12,000 |
| Direct Project Costs - Procurement | 5,000 |
| Financial Administration | 5,000 |
| Public Relations and Marketing | 2,000 |
| Contingency | 11,309 |
| Total Estimated Direct Expenses | \$499,048 |
| Quality Assurance and Oversight (7%) - UNOPS | 34,933 |
| Total | \$533,981 |
| Overall Fund Management UNOSSC (3%) | 16,019 |
| Grand Total | \$550,000 |

ALL PARTNER LOGOS TO BE INSERTED HERE:



8.1 Terms of Reference for the Local Content Consultant

1. Background

The Government of Barbados proposes to embark on the development of a technical assistance programme for Barbadian Producers and Suppliers of Goods and Services interested in providing goods and services to the offshore installations in the offshore oil and gas sector. Ultimately the technical assistance programme will assist such firms to conduct business in the most competitive manner possible.

2. Objective

The aim of this project is to implement the decision of the Government to establish a technical assistance programme. This Technical Assistance Programme will provide technical knowledge, expertise, skills and technologies to assist firms that provide goods and support services to the offshore oil and gas industry and other related energy sectors. The programme will provide these resources to companies who need consultancy services over a fifteen (15) year period to transform or establish their operations to world class standards.

Present Local Content and Procurement Arrangement in the Offshore Oil and Gas Sector

The Government of Barbados is promoting and encouraging within the offshore sector holders of an offshore License to:

- i) Negotiate annually for the local provision of a stated percentage of their required equipment, facilities, goods, materials, supplies and services; and
- ii) List in an open and public manner all equipment, facilities, goods, materials, supplies and services which will be required in the coming year and which have a value over \$1,000,000.

Licensees are free to shortlist all bids which are acceptable for technical and economic reasons, selecting the successful bid from this shortlist. However, in making a selection, they are encouraged, but not obligated to give preference to Barbadian enterprises and goods and services where conditions in relation to price, quality, delivery time and terms of payment are competitive.

It is envisaged that the local content requirement will encourage the Licensee to provide feedback to the Designated Authority on the concluded contracts as soon as practicable after the execution of the contracts. In the event that a submitted tender is unsuccessful, the Licensee should notify the company and the Designated Authority and state the reasons why the submission was unsuccessful. This should identify the technical, commercial, economic or financial shortcomings of the bid. This information would be used to inform the Technical Assistance Programme which is offered to local companies seeking to service the offshore petroleum operations and other energy industry offshore installation, such as offshore wind farm projects. In this way, there is a developmental aspect to the

ALL PARTNER LOGOS TO BE INSERTED HERE:



process since the Designated Authority will be properly informed of the specific needs of the International Oil Companies (IOCs).

3. SCOPE OF WORKS FOR CONSULTANT

The aim of the Technical Assistance Programme is to assist offshore petroleum exploration and production related firms aims by providing technical knowledge, expertise, skills and technologies to assist firms that provide goods and support services to the offshore oil and gas sector, and offshore energy industries, such as wind farms. Ultimately, the Technical Assistance Programme will assist such firms to conduct business in the most competitive manner possible.

3.1 Project Description - Phase One

The consultant will conduct detailed diagnostics and an assessment of the existing stock of local firms producing goods and services which may be of interest to the Offshore Oil and Gas Sector.

These services would be of critical importance as the skills and experience in this particular area are not present in the Ministry responsible for the Energy sector in Barbados.

3.2 Project Description - Phase Two

In the second phase of the programme, the consultant will be required to formulate and implement a working strategy and programme for the development and operation of the financial and technical assistance programme for Barbadian manufacturers and service providers in the offshore oil and gas sector. This phase of the programme will seek to transform these local companies to a world class level via the enhancement of their competitiveness in this specialized area.

4.0 REPORTING REQUIREMENTS

4.1 Objective

To establish a collaborative local content programme that results in the local supply at least 11% - 15% of the value of the requirements for goods and services, as well as 50% of human resources requirements for International Oil Companies (IOCs) operating in the offshore petroleum sector over the first five years of offshore oil and gas exploration and production, and in other offshore energy industries, including the offshore windfarms of Barbados,.

4.2 Phase One - Part A

Based on international benchmarks, the consultant will be required to develop an **Inception Report** outlining Barbados' challenges in developing a local content fund.

S/He will also be required to develop a **Work/Action Plan** to operationalize the technical assistance programme.

ALL PARTNER LOGOS TO BE INSERTED HERE:



4.2.1 This report will speak to the following issues:

a. Availability

This refers specifically to the availability of suppliers and service providers in Barbados. It would be expected that a full diagnostic assessment of these companies would be completed in the first instance. This initial review can provide an adequate idea of the capacity of the companies in Barbados to meet the needs of the IOCs.

b. Accountability

Develop the organizational structure of a local content authority responsible for monitoring local content in the oil industry and ensuring that local vendors are guaranteed the opportunity to apply and compete for contracts. International examples include the UK's Offshore Supplies Office with their qualified accounting personnel knowledgeable of industry practices.

c. Adequate Definition

This includes the development of an unambiguous definition of what constitutes local content. Monitoring of employment and value-added gains, as well as project expenditure impacts on the local economy (including payments) are good proxies for assessing local content at the different phases/stages of the projects.

d. Efficiency Considerations

Local content assessments and targets need to take into account technological considerations. Technical or capacity constraints define the level of economic benefits that can be captured at a particular point in time since there may be some areas of operation beyond the technical reach of local vendors.

e. Information Dissemination

It is expected that there will be consideration for public outreach and information management to allow the local content office to:

- i) develop a full, detailed registry of competent and qualified local vendors,
- ii) advise locals on the potential for joint ventures and other mechanisms of co-operation with foreign companies, and
- iii) support plans for local capacity building, training and research and development

f. Acknowledgement of spin-off benefits

ALL PARTNER LOGOS TO BE INSERTED HERE:



This entails monitoring and public dissemination of complementarities between the oil industry and the rest of the economy, including development of offshore wind farms, business opportunities in other sectors for example hotels and entertainment in the hospitality industry.

4.2.2 Deliverables

An Interim Report is expected to be completed by three (03) months after the start of phase one, part A.

4.3 Phase One - Part B

The oil industry is a well-established industry in the global scene. It consists of a few major international oil companies, a number of smaller exploration and production companies, and a large number of nationally based oil companies. They have numerous suppliers, offering a wide variety of goods and services, from the very sophisticated to more standardized products. Contracts between the oil companies and their suppliers frequently involve a chain of subcontractors.

4.3.1 Business sectors

The Barbadian local content policy is aimed at infiltrating these existing arrangements in the following sectors:

- Accommodations
- Accounting and International Financial Services
- Advertising and Public Relations Services
- Apparel
- Beverages
- Catering
- Chemicals and Chemical Products
- Communication
- Construction Services
- Consulting
- Drilling Equipment and supplies
- Drilling Rigs
- Electronic components and Devices
- Engineering Services
- Environmental Services
- Fabricated Metal Products
- Food
- Fuel
- Geomatics
- Geophysics and Geotechnical

ALL PARTNER LOGOS TO BE INSERTED HERE:



- Health and Safety
- Information Services
- Insurance services
- Legal services
- Logistics and Transportation
- Non-Metallic Mineral Products
- Paper Products, Printing and Publishing
- Potable Water
- Repair and Prefabrication Services
- Safety, health and environmental services
- Seismic (Acquisition and processing)
- Technical and General Consulting Services
- Transport services, both air and marine
- Well Construction
- Wells Service

To achieve this level of participation it would be necessary for the following steps to be undertaken in the second part of the first phase.

- i) Segmenting the potential suppliers based on strategic importance.
- ii) Evaluating suppliers according to quality, delivery, lead-time and cost performance, and often also financial stability, capacity, design capability, capability to manage materials and subcontractors and ability to implement continuous improvement.
- iii) Rationalizing the supplier base – choosing the set of suppliers to enter into a closer relationship from the base of qualified suppliers.
- iv) Entering long term contracts with the chosen suppliers.

To ensure a thorough incorporation into the process, the Consultant must undertake to visit and consult with at least the following institutions:

- Barbados Manufacturing Association
- Barbados Chamber of Commerce and Industry
- Barbados Coalition of Service Providers
- Barbados Investment and Development Corporation

4.3.2 Deliverables

Upon completion of Phase One a **Draft Report on Part A and Part B** is to be submitted to the Ministry responsible to the energy sector specifying the working details of the technical assistance programme. This report must cover any existing issues relating to:

- a. Technical Issues hindering full implementation of the programme including financial restrictions
- b. Promotional and marketing plans
- c. Legal issues and guidelines

ALL PARTNER LOGOS TO BE INSERTED HERE:



- d. Human Resources requirements
- e. Business Development

This draft report is to be submitted on and will be reviewed by the Ministry and returned in two (02) working weeks. The document will be returned for amendments before the draft final report is submitted. The Ministry will review this resubmitted document with the intention of approving it for transmission to the Cabinet as a **Final Report**.

4.4 Phase Two

Whereas the Ministry understands the varied scope of this TORs and the consultant will have the liberty to develop reports and action plans which are deemed appropriate. There are certain necessary aspects of the Technical Assistance Programme which must be taken into consideration.

- (i) The Consultant in collaboration with the Ministry is expected to host two (02) seminars after completing Phase One and before beginning Phase Two. These seminars will be funded by the project's India-UN Fund and may include in-kind support from the Ministry. They will serve as consultations with the local suppliers of goods and services and the international oil companies (IOCs). It is the intention that these seminars will serve to:
 - Explain the bidding process
 - Explain the IOC supply chain options available
 - Speak to the proposed procedures of the Technical Assistance Programme
 -
 - List the various types of assistance offered by the Technical Assistance Programme including fiscal assistance and financial assistance.
 - Identify the present status of the work completed to date.
- (ii) The Ministry will at that time determine the level of financial commitment which this programme warrants. Such a commitment cannot be made without the deliverables of the final report.
- (iii) These details must be submitted for legal review. It is anticipated that a draft local content offshore oil and gas legislative amendments and accompanying local content regulations can be prepared and passed within the subsequent 18 months.
- (iv) It is assumed that the development of the Technical Assistance programme can be completed within six (06) working months. That is, it is assumed that within these six (06) working months Phase Two can be completed and the programme should be fully functional including:
 - The identification of the staff requirement,
 - The amount of money needed to run the secretariat,
 - Identification of a suitable location,
 - An idea of projected salaries,
 - Necessary equipment for the secretariat and so on.

ALL PARTNER LOGOS TO BE INSERTED HERE:



- (v) It is to be understood that the actual Technical Assistance Programme will have a fifteen-year duration.

5.0 Logistics and Timing

5.1 Reports and Submissions

The dates for submission of documents in the application and consultant phases of the local content development programme are as follows:

RFP release July 4th, 2020

Applicant Submissions:

Deadline for Receipt of Written Inquiries August 4, 2020
Proposal Due Date September 13, 2020
Anticipated Contract Award October 21, 2020

Consultant Deliverables:

Scope of Works & Work Plan November 7, 2021
Inception Report December 1, 2021
Phase 1 A: Interim Report February 3, 2021
Submission of Draft Report Phase 1 April 19, 2021
Phase 1 B: Submission of Final Report Phase 1 May 19, 2021
Seminar for Local Service Providers June 5, 2021
Seminar for Local Manufacturers June 12, 2021
Submission of Draft Final Report October 13, 2021
Submission of Final Report Phase 2 November 2, 2021

5.2 Requirements

5.2.1 Office Accommodation

The Ministry will provide office accommodation and services for the Consultant in Barbados and will assist with the coordination efforts between the consultant and the local agencies in the initial stages of the Project.

5.2.2 Facilities to be provided by the Consultant

The consultant is responsible for any office accommodation and services for activities conducted in his/her country of origin (if not Barbados). It is also required that E-mail contact be guaranteed for

ALL PARTNER LOGOS TO BE INSERTED HERE:



continuous communication with the Ministry. The Consultant must also identify a contact person for follow up in the event that the consultant is not able to respond to the Ministry during the period when the contract is in force.

8.2 – Terms of Reference for Project Board

Overall responsibilities: The Project Board is the group responsible for making consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNOPS/Implementing Partner approval of project plans and revisions. In order to ensure UNOPS's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNOPS Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when Project Manager tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization: This group contains three roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC meeting. For example, the Executive role can be held by a representative from the Government Cooperating Agency or UNOPS, the Senior Supplier role is held by a representative of the Implementing Partner and/or UNOPS, and the Senior Beneficiary role is held by a representative of the government or civil society. Representatives of other stakeholders can be included in the Board as appropriate.

The Project Board will be composed of a representative of the Indian High Commission, The Ministry of Energy and Water Resources, ComSec (Co-Chair), UNOPS (Co-Chair).

Specific responsibilities:

Defining a project

- Review and approve the Initiation Plan (if such plan was required and submitted to the LPAC).

ALL PARTNER LOGOS TO BE INSERTED HERE:



Initiating a project

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- Review and appraise detailed Project Plan and AWP, including OUP reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Closing a project

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

Executive

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible

ALL PARTNER LOGOS TO BE INSERTED HERE:



- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

The Executive is responsible for overall assurance of the project as described in Annex X.5 – Terms of Reference for Project Assurance. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

Senior User/Beneficiary

The Senior User/ Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

The Ministry of Energy and Water Resources (MEWR) of the Government of Barbados, which is the main partner institution, has set up a team to discharge the responsibilities of the Senior Beneficiary. The team is organised as follows.

| | |
|----------------|--|
| Project Leader | Mrs. Francine Blackman, Permanent Secretary (Energy and Water Resources), Ministry of Energy and Water Resources |
| Focal Point 1 | Mr. Bryan Haynes, Chief Project Analyst, Ministry of Energy and Water Resources |
| Team Member(s) | Mrs. Claire Best, Senior Economist, Ministry of Energy and Water Resources – Team Member |

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities (see also Annex – Terms of Reference for Project Assurance).

Senior Supplier - India-UN Fund (represented by the Indian High Commission)

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior

ALL PARTNER LOGOS TO BE INSERTED HERE:



Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. .

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

If warranted, some of this assurance responsibility may be delegated.

8.3 – Terms of Reference for Project Manager

Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board. Prior to the approval of the project, the

ALL PARTNER LOGOS TO BE INSERTED HERE:



Project Developer role is the UNOPS staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party(ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNOPS, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNOPS and the Implementing Partner.

ALL PARTNER LOGOS TO BE INSERTED HERE:



8.4 – Terms of Reference for Project Support

Overall responsibilities: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities: Some specific tasks of the Project Support would include:

Provision of administrative services:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings

Project documentation management:

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

Financial Management, Monitoring and reporting

- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of OUP for monitoring and reporting

Provision of technical support services

- Provide technical advices
- Review technical reports
- Monitor technical activities carried out by responsible parties

ALL PARTNER LOGOS TO BE INSERTED HERE:



8.5 – Terms of Reference for Project Assurance

Overall responsibility: Project Assurance is the responsibility of each Project Board member; however, the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNOPS Programme Officer typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question “What is to be assured?” The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
- Internal and external communications are working
- Applicable UNOPS rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board’s decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

Initiating a project

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the One UNOPS Projects (OUP) Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in OUP are regularly updated;
- Ensure that critical project information is monitored and updated in OUP, using the Activity Quality log in particular;

ALL PARTNER LOGOS TO BE INSERTED HERE:



- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”

Closing a project

- Ensure that the project is operationally closed in OUP;
- Ensure that all financial transactions are in OUP based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in OUP accordingly.

8.6 – Matrix of Partner Roles and Responsibility

The specific roles and responsibilities are defined below:

| Activity | Project Board | UNOSSC | UNOPS | ComSec | Govt of Barbados |
|--|---|---|-------|--------|------------------|
| Project Start Up and Initiation | Approval of TOR for the Project Manager, Recruitment and Appointment | | x | | |
| | Delegation of Project Assurance | | x | | |
| | Preparation of the Annual Work Plan (AWP) and other Management Plans - Risk and Issues, Stakeholder Management, Communications, Quality | x | | | x |
| | Review and Submission of AWP | | | x | |
| | Approval of AWP, Project Tolerances and other Management Plans | x | | | |
| | Disbursement of Project Funds | | x | | |
| | Project Implementation | Preparation of Quarterly (Stage) Plans (QP)/Highlight Reports/Exception Reports | | | x |
| Review of submission of QPs | | | x | | |

ALL PARTNER LOGOS TO BE INSERTED HERE:



| | | | | |
|------------------------|--|---|---|---|
| | Approval of Management Plans and Exceptions and stage tolerances | x | | |
| | Contracting of Consultants including preparation of TORs and Recruitment | | | x |
| | Supervision of Consultants and Review of their Deliverables | | | x |
| | Implementation of the Technical Assistance Programme Activities | | x | x |
| | Policy and Advisory Support to the Technical Assistance Programme | | | x |
| | Quarterly report preparation | | | x |
| | Quarterly Report Review and Submission | | x | |
| | Quarterly Report Approval | x | | |
| | Monitoring and Evaluation (Benefits Management) | | | x |
| Project Closure | Preparation of Project Closure Plan | | | x |
| | Review and Submission of Closure Plan | | x | |
| | Approval of Project Closure Plan | x | | |
| | Obtain Client Acceptance of Project Deliverables | | | x |
| | Client Acceptance Approval | | | x |
| | Preparation of Closure Reports | | | x |
| | Preparation and Submission of Financial reports | | x | x |
| | Financial Report Acceptance | | x | |
| | Approval of Project Closure | x | | |

ALL PARTNER LOGOS TO BE INSERTED HERE:



9.7 - Project Schedule (Gantt Chart)

| | 2020 | | | | 2021 | | | | | | | | | | | |
|--|------|-----|------|-----|------|-----|------|------------|-----|-----|-----|-----|------|-----|-----|--|
| Target | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | |
| RFP Release Date | | 4th | | | | | | | | | | | | | | |
| Deadline for receipt of written inquires | | | 4th | | | | | | | | | | | | | |
| Written responses distributed | | | 18th | | | | | | | | | | | | | |
| Proposal due date | | | | | 13th | | | | | | | | | | | |
| Proposal public opening | | | | | | 3rd | | | | | | | | | | |
| Evaluation period | | | | | | 4th | 4th | | | | | | | | | |
| Anticipated contract award | | | | | | | 21st | | | | | | | | | |
| Submission of Scope of Works Plan | | | | | | | | 7th | | | | | | | | |
| Evaluation and Approval of Scope of Works Plan | | | | | | | | 8th - 18th | | | | | | | | |
| Intended Start Date | | | | | | | | 21st | | | | | | | | |
| Inception Report | | | | | | | | | 1st | | | | | | | |
| Completion of Phase One, Part A & B | | | | | | | | | 4th | | | | 12th | | | |

ALL PARTNER LOGOS TO BE INSERTED HERE:



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